NASA Procedural Requirements

NPR 1450.10D
Effective Date: March 24, 2006
Expiration Date: March 24, 2016

COMPLIANCE IS MANDATORY

NASA Correspondence Management and Communications Standards and Style w/Change 2 (1/21/2011)

Responsible Office: Art Maples (1)

Table of Contents

Change History

Preface

P.1 Purpose
P.2 Applicability
P.3 Authority
P.4 Applicable Documents
P.5 Measurement/Verification
P.6 Cancellation

Chapter 1. Managing and Controlling Mail and Communications

1.1 Communications Addressed to the Principals of the Office of the Administrator
1.2 Quality Control Liaison (QCL) and Correspondence Control Liaison (CCL) Designations for NASA Headquarters
1.3 Action Office Mailboxes
1.4 High-Profile Responses (Administration Offices)
1.5 Due Dates
1.6 Extensions of Due Dates
1.7 Office of the Administrator Signature Packages
1.8 Concurrences for Office of the Administrator Signature Packages
1.9 Correspondence to Officials-in-Charge of Headquarters Offices and/or Center Directors

Chapter 2. NASA Writing Standards

2.1 Organized Writing
2.2 Spoken Style
2.3 Compact Writing
2.4 Tone
2.5 Write Positively
2.6 Write Short, Disciplined Sentences
2.7 Use Short Paragraphs
2.8 Use Personal Pronouns
2.9 Use Active Voice
2.10 Use Action Verbs
2.11 Use Plain Language Words
2.12 Acronyms
2.13 Computer/Internet Words: Usage and Style

Chapter 3. Letters (Formats)

3.1 Standard Business Letter
3.2 Concurrences
3.3 Assembly for Signature for Standard Business Letter
3.4 Nonpersonalized Business Letter
3.5 Legal Letter
3.6 Multiple-Addressee Letters
3.7 Assembly for Signature for Multiple-Addressee Letters
3.8 Condolence Letters
3.9 Envelopes and Mailing

Chapter 4. Memorandums (Memos) (Formats)

4.1 Standard Memo
4.2 Concurrences
4.3 Assembly for Signature for Memos
4.4 Multiple-Addressee Memos
4.5 Memorandum for the Record
4.6 Envelopes and Mailing

Chapter 5. Information Communications

5.1 General

Chapter 6. Electronic Communications

6.1 General
6.2 Electronic Mail Communications
6.3 Facsimile (Fax)

6.4 Other Types of Communications Services

Chapter 7. Envelopes and Mailing

7.1 General
7.2 Envelopes
7.3 Address Information and Placement

Chapter 8. Classified Correspondence

8.1 General
8.2 Security Classification Reminders
8.3 Format and Marking Originally Classified Documents
8.4 Transmission of Classified Correspondence

Appendix A. Administrator's Correspondence Preparation and Control
Appendix B. Acronyms
Appendix C. White House and Congressional Correspondence
Appendix D. Privacy Act Correspondence
Appendix E. Foreign Correspondence
Appendix F. Forms of Addresses
Appendix G. Compound Words
Appendix H. Capitalization of Frequently Used Words at NASA
Appendix I. NASA Stationary Specification Standards
Appendix J. References

Change History
NPR 1450.10D, NASA Correspondence Management and Communications Standards and Style w/Change 2 (01/21/2011)

Change Number	Date	Change Description
1	12/30/2008	Appendix E updated to clarify instructions for foreign correspondence.
2	01/21/2011	Update for NPR 1400 compliance and administrative changes

PREFACE

P.1 Purpose

a. This NASA Procedural Requirements (NPR) prescribes specific procedures for managing and controlling communications to and from the Principals of the Office of the Administrator and guidance and standards for preparing internal and external correspondence and communications in both paper and electronic formats.

b. This NPR describes various types of correspondence and communications designed to improve the management and flow of NASA information. It also provides guidance for preparing, documenting, and disseminating effective communications to the widest possible audience as prescribed by NASA Policy Directive (NPD) 7120.4, Program/Project Management, and NPR 7120.5, NASA Program and Project Management Processes and Requirements.

c. This NPR prescribes "plain language" format and style for preparing correspondence and communications.

P.2 Applicability

a. This NPR addresses drafting, preparing, and reviewing internal and external correspondence and communications.

b, This NPR applies to NASA Headquarters and NASA Centers, including Component Facilities.

c. This NPR provides guidance for all NASA employees, including scientists, technologists, engineers, program and project directors and managers, and those functions involving or supporting public and legislative affairs, education, history, scientific and technical information, technology transfer offices, and records management.

P.3 Authority

a. The Freedom of Information Act, as amended, 5 U.S.C. § 552, et seq.

b. The Privacy Act of 1974, as amended, 5 U.S.C. § 552a.

c. The Electronic Communications Privacy Act of 1986, as amended, 18 U.S.C. § 2510, et seq.

d. The National Aeronautics and Space Act of 1958, as amended, 51 U.S.C. § 20113 (a).

e. Paperwork Reduction Act of 1995, as amended, 44 U.S.C. § 3501, et seq.

f. Executive Order (EO) 13526, Classified National Security Information, dated December 29, 2009.

g. OMB Circular No. A-130, Management of Federal Information Resources dated February 8, 1996.

h. NPD 1450.12, Handling Correspondence and Information from The Executive Office of the President.

P.4 Applicable Documents

a. NPD 1382.17, NASA Privacy Policy

b. NPD 1440.6, NASA Records Management.

c. NPR 1441.1, NASA Records Retention Schedules.

d. NPR 1450.4, Handling Congressional Correspondence and Information Concerning Congressional Activities.

e. NPD 1450.12, Handling Correspondence and Information from the Executive Office of the President.

f. NPR 1600.1, NASA Security Program Procedural Requirements.

g. The Gregg Reference Manual.

h. Webster's Dictionary.

i. Government Printing Office Style Manual.

j. NASA Style Guide.

P.5 Measurement/Verification

None

P.6 Cancellation

a. NPR 1450.10.C, NASA Correspondence Management and Communications, dated February 25, 2002

b. Standards and Style.

Revalidated 1/21/2011, Original Signed By:

/S/
Paul Morrell
Chief of Staff

Chapter 1: Managing and Controlling Mail and Communications

1.1 Communications Addressed To The Principals of The Office of The Administrator

1.1.1 The Executive Secretariat manages and controls all correspondence addressed to or signed by the Principals of the Office of the Administrator.

1.1.2 The Executive Secretariat manages, controls, and tracks all actions involving the Principals of the Office of the Administrator.

1.1.3 The Executive Secretariat prescribes specific guidance, procedures, and standards for preparing correspondence and communications in both paper and electronic formats.

1.1.4 The Executive Secretariat serves as the Agency authority and establishes Agency-wide correspondence guidelines.

1.1.5 The Executive Secretariat coordinates senior-level communications for the Executive Office of the President, Congress, and domestic and international dignitaries.

1.1.6 The Executive Secretariat provides editorial guidance to scientists, technologists, engineers, program and project directors and managers, and to those whose functions involve or support the public and legislative affairs, education, history, scientific and technical information, and technology transfer offices.

1.1.7 The Executive Secretariat manages a correspondence management system for the Office of the Administrator correspondence and gifts.

1.1.8 The Executive Secretariat ensures that the Office of the Administrator's records are maintained in accordance with the prescribed Federal guidelines and applicable NASA Records Retention Schedules.

1.2 Quality Control Liaison (QCL) and Correspondence Control Liaison (CCL) Designations for NASA Headquarters

1.2.1 The Associate Administrator/Official-in-Charge of each Headquarters organization (also referred to as the Action Office) must designate two members (and backups) from its organization to serve as a QCL and CCL. These designations are required to facilitate the smooth and efficient flow of communications between the Action Office and the Executive Secretariat and must be kept up to date. All changes will be submitted to the Executive Secretariat.

1.2.2 The QCL reviews and edits Action Office action items and ensures that responses, signature packages, and the Action Document Summary are properly prepared.

1.2.3 The CCL manages the correspondence management system for their Action Office.

Mailboxes for each Action Office are located in the Executive Secretariat (9Q42) and should be checked daily.

1.4 High-Profile Responses (Administration Offices)

1.4.1 Action Offices must meet all due dates and specifically those for high-profile (e.g., Secretary of Transportation; Head, Federal Space Agency of the Russian Federation) responses. The Executive Secretariat will note any special requirements in the ?Abstract? section of the Headquarters Action Tracking System (HATS) Action Cover Mask. This will help identify correspondence as high profile and call attention to special handling requirements, an early due date, or other pertinent information.

1.5 Due Dates

1.5.1 If no due date is specified in the incoming correspondence, the Executive Secretariat establishes a ten-business-day due date for the assigned Action Officer to respond to the correspondence.

1.5.2 The White House Correspondence Office establishes due dates for its referrals. These due dates vary between 15 and 25 business days, depending on the subject.

1.6 Extensions of Due Dates

1.6.1 All due dates must be met. Requests for extensions should be rare, and the Action Office must specifically justify the reason for its request, ensuring the change is requested as soon as possible by phone, e-mail, or in person.

1.6.2 The Executive Secretariat will provide necessary information to the Action Office and, as appropriate, will coordinate the request for an extension, notifying the Action Office accordingly.

1.7 Office of The Administrator Signature Packages

1.7.1 All packages, including NASA directives, for signature by the Principals of the Office of the Administrator must be routed through the Executive Secretariat. Packages delivered directly to the Office of the Administrator will be forwarded to the Executive Secretariat for review and processing.

1.7.2 The Executive Secretariat reviews and processes the package for signature. Incomplete packages or packages requiring corrections are returned to the Action Office.

1.8 Concurrences for Office of The Administrator Signature Packages

1.8.1 The Action Office must obtain all required concurrences on the Action Document Summary (ADS) before submitting signature packages to the Executive Secretariat.

1.8.2 If applicable, the Action Office may review the "Info Offices" listed by the Executive Secretariat on the HATS Action Cover Mask to help determine the appropriate concurrences.

1.8.3 The Action Office must obtain concurrences on the ADS from the cognizant Headquarters organizations when responses include data from other Headquarters offices or Centers.

1.8.4 Urgent packages must be fully justified to include the date the correspondence was received.

1.9 Correspondence To Officials-In-Charge of Headquarters Offices and/or Center Directors

The Action Office must include the most current distribution list in the signature package. The current listing can be found at http://www.hq.nasa.gov/office/executariat/index.html.

Chapter 2: NASA Writing Standards

2.1 Organized Writing

Format is important, but clarity is more important. The following techniques and guidelines can help make your writing more organized, natural, and concise.

2.1.1 Follow the newspaper format. Open with the most important information and decrease to the least important. Avoid mere chronology.

2.1.2 Start fast, explain as necessary, then stop. When writing correspondence, think about the one key sentence that expresses the main idea. Do not waste the opening--the strongest place in correspondence. Begin with the key sentence, if appropriate; if not, be sure it appears by the end of the first paragraph. Put requests before justifications, answers before explanations, conclusions before discussions, and summaries before details.

2.1.3 Arrange key points. In a complex proposal or a reply to various questions, there may be many key points. In these cases, begin with a general statement of purpose, such as the policy directives. Examples:

a. We inspected the Engineering Department on January 24, 2005, and found its overall performance satisfactory.

b. We request authorization to hire a full-time clerk typist or to reassign someone from the document management center.

c. This memorandum summarizes initial plans for reorganizing the Personnel Department.

2.1.4 Be direct. Occasionally, you may delay a main point to soften bad news or to introduce a controversial proposal. In most cases, though, it is best to be direct.

2.1.5 Persuade vs. Inform. When writing to persuade rather than to inform, end strongly with a forecast, appeal, or implication. When feelings are involved, exit gracefully--with an expression of good will. When in doubt, offer assistance and the name and telephone number of a contact.

2.2 Spoken Style

2.2.1 Speak and communicate on paper. Because readers hear writing, the most readable writing sounds like people talking to people. To achieve a spoken style, imagine your reader is sitting across the desk from you. If you are writing to many readers but none in particular, talk to one typical reader. Then write with personal pronouns, everyday words, and other techniques provided in this NPR. Once you have a draft, read it aloud. It should sound like something you might say in person. Whether writing formally or informally, use language you would use in speaking.

2.2.2 Do not use contractions in formal writing.

2.2.3 Speak directly to your readers. Use the imperative mood when preparing administrative documents, especially procedures, "how-to" instructions, and lists of duties. Directness also avoids the passive voice. This style results in shorter, crisper letters and memos. Example:

Sign all copies. Provide the draft by Monday.

2.2.4 Focus on your readers' needs. Analyze your audience in light of your purpose. You should be able to answer these next questions before you begin to write:

a. What is my purpose?

b. Who are my readers?

c. What are their interests?

d. How much do they know already?

e. What will make it easy for them to understand or act?

2.3 Compact Writing

2.3.1 Give your ideas no more words than they deserve. Shorten paragraphs to sentences, sentences to clauses, clauses to phrases, phrases to words, words to pictures, or strike the idea entirely. Keep only what contributes to the meaning.

2.3.2 Avoid "it is," unless "it" refers to something mentioned earlier. The use of "it is" constructions tangles sentences, delays meaning, encourages passive verbs, and hides responsibility. Use only natural expressions such as "it is time to" and "it is your job to." Examples:

a. Poor: **It is** my understanding that your program covers medical expenses from such injuries.

b. Better: I understand that your program covers medical expenses from such injuries.

c. Poor: It is recognized that as the project evolves, there likely will be changes in task definitions and priorities.

d. Better: We recognize that as the project evolves, task definitions and priorities are likely to change.

2.3.3 Limit the use of "there is" and "there are." Examples:

a. Poor: There are some deadlines that cannot be changed.

b. Better: Some deadlines cannot be changed.

2.3.4 Shorten wordy expressions. Instead of adding impressive bulk to writing, wordy expressions clutter it by getting in the way of the words that do the important work.

DO NOT SAY	SAY
a number of	some
at the present time	now, at present
due to the fact that	because
for a period of	for
for the purpose of	for, to
in accordance with	under
in an effort to	to
in a timely manner	promptly, on time

in order to	to
in the amount of	for
in the near future	soon
on a quarterly basis	quarterly
the month of June	June

2.3.5 Use "ly" words sparingly. Let nouns and verbs do the work.

DO NOT SAY	**SAY**
I absolutely believe	I believe
we certainly agree	we agree
successfully complete	complete
when totally free	when free

2.3.6 Cut doublings.

SAY
pleased **OR** delighted
stimulating **OR** interesting
review **OR** comment on
help **OR** support

2.3.7 Use common, less formal words in most documents.

DO NOT SAY	**SAY**
appreciable	many
assistance	help
capability	can
consequently	so
demonstrate	show
endeavor	try
equitable	fair
expedite	hurry, speed up
forward	send
indicate	show
magnitude	size
methodology	method, way
optimum	best, largest
preclude	prevent

remainder	rest
terminate	end
timely	prompt
utilize	use

2.3.8 Use short transitions. Save long, bookish ones for variety.

DO NOT SAY (Bookish)	**SAY (Spoken)**
consequently	so
however	but
nevertheless	still
therefore	so

2.3.9 Avoid legalistic language in nonlegal documents.

DO NOT SAY (Awkward)	**SAY (Spoken)**
aforementioned	the, that, those
heretofore	until now
herewith is	here is
notwithstanding	in spite of

2.4 Tone

2.4.1 A writer's attitude toward the subject or readers causes relatively few problems in routine letters. The rules are straightforward.

2.4.2 A neutral tone is preferred. Subordinates may suggest, request, or recommend, but only superiors may direct.

2.4.3 Because much writing is routine, tone sometimes causes problems when the matter is delicate. The more sensitive the reader or issue, the more careful we must be to promote good will. Tactlessness in writing suggests clumsiness in general. When feelings are involved, one misused word can offend the reader.

2.4.4 Be mindful of rubberstamp endings. They do not improve good letters or save bad ones. To the reader whose request has been denied, an offer of further assistance promises further disappointment. As an example, the following closing sentence should be dropped entirely or incorporated with the rest of the letter.

Example: This setback aside, we hope that you will take advantage of other courses available to you.

2.5 Write Positively

2.5.1 As you write, avoid negative language. Unless you have some special reason to caution against something, be positive. If you can accurately express an idea either positively or negatively, express it positively.

2.5.2 The positive statement is usually clearer and briefer. But a negative statement can also be clear. Use it if you are cautioning the reader.

DO NOT SAY (Negative)	SAY (Positive)
The Administrator may not appoint persons other than those qualified by the Personnel Management Agency.	The Administrator must appoint a person qualified by the Personnel Management Agency.
It will not be ready until Monday.	It will be ready on Monday.
You failed to sign the other copy.	You need to sign the other copy.
Opportunity is limited.	Competition is keen.

2.5.3 Avoid several negatives in one sentence.

DO NOT SAY	SAY
A demonstration project will not be approved unless all application requirements are met.	A demonstration project will be approved only if the applicant meets all requirements.

2.5.4 It is better to express even a negative in positive form.

DO NOT SAY	SAY
not honest	dishonest
did not remember	forgot
did not pay any attention to	ignored
did not remain at the meeting	left the meeting
did not comply with or failed to comply with	violated

2.5.5 "Yes" answers need little explanation. A letter of denial should be explained in enough detail to avoid any hint of a brush off. Most "no" answers need some explanation.

DO NOT SAY (Negative)	SAY (Positive)
Job openings are limited.	Competition is keen .
Discontinue poor writing.	Begin writing well.
The cup is half empty.	The cup is half full.

2.5.6 Use a positive approach to remove some of the sting from the response. Examples:

a. Poor: Given the limited number of spaces available for the management training program, we must take employees who meet the grade-level requirements before considering others.

b. Better: Because of the keen competition, we are unable to select you for the management training program at this time. Those who met the grade-level requirements were considered first.

2.5.7 Open a letter by acknowledging the favorable endorsements, and close by thanking the applicant for his or her years of service. This technique helps to soften the bad news.

2.6 Write Short, Disciplined Sentences

2.6.1 Readable sentences are simple, active, affirmative, and declarative. The more a sentence deviates from this structure, the harder the sentence is to understand. Short sentences will not guarantee clarity, but they are usually less confusing than long ones.

2.6.2 State only one main topic in each sentence.

2.6.3 Divide long sentences into two or three short sentences. Average 20 words or less when mixing long and short sentences.

2.6.4 Use parallel structure. In parallel structures, sentences and phrases use the same parts of speech to express different ideas. Arrange two or more equally important ideas so that they appear equal. Parallel structure is especially important when you use a list. Parallelism saves words, clarifies ideas, and provides balance. Examples:

a. In sentences--

(1) By purchasing this equipment, we would cut down on errors, and expenses in the long run would be reduced (not parallel).

(2) By purchasing this equipment, we would reduce errors and expenses (parallel, concise, ideas balanced).

b. In a list--

(1) The duties of the Executive Secretary of the Administrative Committee are as follows (not parallel):

(a) To take minutes of all the meetings. (infinitive phrase)

(b) The Executive Secretary answers all the correspondence. (sentence)

(c) Writing of monthly reports. (gerund phrase)

(2) The duties of the Executive Secretary of the Administrative Committee are as follows (parallel, concise; ideas balanced):

(a) To take minutes of all the meetings.

(b) To answer all the correspondence.

(c) To write the monthly reports.

2.6.5 Remove all unnecessary words. Strive for a simple sentence with a subject and verb. Eliminate unnecessary modifiers.

2.6.6 Place key ideas deliberately. Begin and/or end a sentence with the most important point because ideas gain emphasis when they appear at either end. To mute an idea, place it in the middle. To improve sentences that mumble, place ideas deliberately, place less emphasis on minor ideas, use more parallelism, and use concise sentences. Examples:

a. It has been determined that moving the computer, as shown in Enclosure 1, would allow room for another cabinet to be installed. ("moving the computer" muted)

b. Moving the computer, as shown in Enclosure 1, would allow room for another cabinet. ("moving

the computer" stressed)

c. I would like to congratulate you on your selection as our Employee of the Month for December. ("congratulations" muted)

d. Congratulations on your selection as our December Employee of the Month. ("congratulations" stressed)

2.6.7 Place minor ideas in secondary clauses; do not make them the main subject of a sentence. Examples:

a. The revised housing allowance tables, which have been mailed to all pay offices, are effective October 1, 2005. ("date" stressed)

b. The revised housing allowance tables, which are effective October 1, 2005, have been mailed to all pay offices. ("mailing" stressed)

2.6.8 Be concise. An occasional sentence of six words or fewer grabs the reader's attention. This is an excellent way to make a key point. Example:

I can get more information if each of you gives me less. Here is why. In a week, around 50 staff actions appear in my In box. I could handle that if all I did was work the In box. Yet 70 percent of my time is dedicated to attending briefings. I could handle that dilemma, too--listening to briefings and thinking about staff papers at the same time. However, I do not.

2.6.9 Use questions in your writing. A request gains emphasis when it ends with a question mark. Look for opportunities to reach out to your reader. Examples:

a. Request this office be notified as to whether the conference has been rescheduled.

b. Has the conference been rescheduled? (preferred)

2.7 Use Short Paragraphs

2.7.1 Long paragraphs overwhelm ideas and slow the reader's progress. Improve clarity by using short, compact paragraphs. Each paragraph should deal with a single, unified topic. Present lengthy, complex, or technical discussions in a series of related paragraphs or as an appendix.

2.7.2 Use short paragraphs, especially at the beginning of letters. Long first paragraphs discourage reading.

2.7.3 Call attention to lists of items or instructions by displaying them in subparagraphs or bullets. However, do not use so many levels of subparagraphs that the writing becomes difficult to follow.

2.7.4 Occasionally, use a one-sentence paragraph to highlight an important idea.

2.8 Use Personal Pronouns

2.8.1 Personal pronouns are immediate and easy to understand. They help clarify the "who."

2.8.2 Use the following techniques to help retain the reader's interest:

a. When referring to the Agency, office, or group, use "we," "us," "our," but not "it."

b. When speaking for yourself, use "I," "me," "my."

c. When referring to the reader, stated or implied, use "you."

2.9 Use Active Voice

2.9.1 The active voice eliminates confusion by forcing you to name the actor in a sentence. Use a who-does-what order. Example:

Active: The worker inspected the orbiter.

2.9.2 The passive voice makes sentences longer and roundabout. Who is responsible is much less obvious. Passive verbs have a form of the verb "to be" plus the past participle of a main verb. Example:

Passive: T he orbiter was inspected by the worker.

2.9.3 Examples of passive verb forms include the following words: am, is, are, was, were, be, and been, plus, a main verb usually ending in "en" or "ed." These include "was received," "is being considered," and "has been selected."

2.9.4 The passive voice reverses the natural, active order of sentences. In the following passive example, the receiver of the action comes before the actor. Using active voice corrects the order. Examples:

a. Passive: The regulation [receiver] was written [verb] by the drafter [actor].

b. Active: The drafter [actor] wrote [verb] the regulation [receiver].

2.9.5 Passive constructions are confusing. Active sentences must have actors, but passive ones are complete without them. Examples:

a. The material will be delivered. By whom?

b. The start date is to be decided. By whom?

c. The figures must be approved. By whom?

2.9.6 Putting the actor before the verb forces you to be clear about responsibility. Examples:

a. The messenger will deliver the material.

b. The contractor will decide the start date.

c. The Administrator must approve the figures.

2.9.7. Use the passive voice only when the actor is unknown, unimportant, or obvious. This does not usually apply in administrative writing. Examples:

a. Small items are often stolen.

b. The applications have been mailed.

2.10 Use Action Verbs

2.10.1 Action verbs are shorter and more direct and make the sentence clearer.

DO NOT SAY	SAY

give consideration to	consider
is applicable to	applies
make payment	pay
give recognition to	recognize
as concerned with	concerns

2.10.2 Weak writing uses general verbs, which require extra words to complete their meaning.

DO NOT SAY	SAY
make preparations for	prepare for
make use of	use
is indicative of	shows, indicates
undertake an analysis	analyze
as stated in	states

2.11 Use Plain Language Words

2.11.1 Government writing should be dignified, but it should also rely on plain language.

2.11.2 Avoid jargon and pretentious expressions. To make your writing clearer and easier to read and, thus, more effective--use simple words.

DO NOT SAY	SAY
construct, fabricate	make, initiate
commence	begin
terminate	end
utilize	use
substantial part	large part

2.11.3 Omit needless words. Do not use compound prepositions and other wordy expressions when the same meaning can be conveyed with one or two words.

DO NOT SAY	SAY
because of the fact that	since, because
call your attention to the fact that	remind you
for the period of	for
in many instances	often
in the nature of	like
the question as to whether	whether

2.11.4 Avoid redundancies. Do not use word pairs, if the words have the same effect or where the meaning of one includes the other. Word pairs to avoid:

any and all
authorize and direct
cease and desist
each and every
full and complete
order and direct
means and includes
necessary and desirable

2.11.5 Use concrete words. Government writing is often about abstract subjects. But abstract words can be vague and open to different interpretations. Put instructions in simple, concrete words.

DO NOT SAY	IF YOU MEAN
vehicles	automobiles
firearms	rifles
aircraft	helicopters

2.11.6 Do not use words that antagonize. Words can attract or repel readers. Choose words in your writing that do not make the wrong impression or antagonize your readers. Use words to which people react favorably rather than words that they resent.

RATHER THAN THESE WORDS	USE WORDS LIKE THESE
alibi, blame, waste, allege, impossible, unfortunate, wrong	achieve, benefit, guarantee, reasonable, reliable, service, useful, you, please

2.11.7 Try to avoid gender-specific terminology and gender-specific job titles.

DO NOT SAY	SAY
crewman	crewmember
draftsman	drafter
enlisted men and women	enlisted personnel
fireman	firefighter
foreman	supervisor

2.11.8 Know the difference between ?who, which, and that." "Who" and "that" refers to people. Use "who" when referring to an individual. Use "that" when referring to a group. "Which" refers to places, objects, or animals. "That" refers to either people or places, objects, or animals.

2.11.9 Expression of numbers: In general, spell out numbers that are ten or less in a sentence. Refer to The Gregg Reference Manual for exceptions.

2.12 Acronyms

2.12.1 Do not use acronyms more than necessary. Spell out an acronym the first time it appears, followed by the acronym in parentheses unless the acronym is common knowledge; e.g., the use of FAA or NASA in a letter to the National Transportation Safety Board. If the full title is used only once, don?t identify the acronym.

2.13 Computer/Internet Words: Usage and Style

2.13.1 Refer to The Gregg Reference Manual before preparing paper or electronic communications containing computer or Internet words.

2.13.2 Use the following styles for expressing Internet words:

a. Internet and Net: Capitalize the "I" and "N," even within a sentence.

b. World Wide Web, WWW, Web, or the Web: Capitalize the "W," even within a sentence.

c. Web site and Web page (two words): Capitalize the "W," even within a sentence.

d. Home Page (two words): Capitalize when referring to a specific home page or home page title; e.g., NASA Headquarters Home Page; you may want to develop a home page for your audience.

e. E-mail (electronic mail): Always hyphenated; capitalize the "e" only when used as a heading or at the beginning of a sentence.

2.13.3 Do not use all-capital letters in composing an e-mail message. Generally, it implies that the writer is shouting at the reader.

Chapter 3: Letters (Formats)

3.1 Standard Business Letter

3.1.1 Study the figures in this chapter before preparing letters. These guidelines are standard features for correct letter formatting for NASA.

3.1.2 Administrator's Correspondence. For specific instructions on preparing correspondence for the Office of the Administrator, see Appendix A: Administrator's Correspondence Preparation and Control.

3.1.3 Stationery. Upon depletion of current stocks, all official correspondence initiated by the Office of the Administrator, Headquarters offices, and Centers will be prepared on letterhead containing the red, white, and blue "meatball" NASA logo. Refer to the NASA Style Guide for more information. For letterhead ordering procedures, contact the Headquarters or Center Printing Office. Use plain bond paper for succeeding pages.

3.1.4 Font. Times New Roman 12 is preferred. Use script or italic only for occasional emphasis. Do not type letters in script or italic.

3.1.5 Ink. Use black or blue-black ink to sign correspondence.

3.1.6 Margins. Set the left margin two spaces to the right of the printed caption "Reply to Attn of:" (1.2 or 1 1/8 inches). Set the right and bottom margins at approximately 1 inch. Set the top margin at 1 inch on the second and succeeding pages. Do not justify the right margin.

3.1.7 File Copies

a. Official File Copy. Prepare a white copy visibly marked in the upper right corner with "Official File" or "Official Record Copy."

b. Other File Copies. Prepare only the number of copies required for distribution based on the correspondence practices of the preparing office.

3.1.8 Reply to Attn of: line. For Headquarters correspondence, type the writer's organization title (abbreviation is acceptable) which serves as a basic identification symbol and must appear on all outgoing correspondence. Centers use office codes.

3.1.9 Dating Correspondence. Center the date two lines above the "Reply to Attn of:" line (e.g., August 20, 2005). Do not use military style (e.g., 20 Aug 2005) or endings such as "st" or "th" after the day (e.g., Aug 20th). Type or stamp the date.

3.1.10 Inside Address

3.1.10.1 Type the address at the left margin, three typing returns below the "Reply to Attn of:" line. Type the addressee's full name and title. Do not abbreviate names or use nicknames. If the gender is unknown, address the individual by first and last name in the

salutation line; e.g., "Dear Kris Szaniawski:" Do not address the individual by title. Single-space the address and arrange it in block style.

3.1.10.2 Type the elements of the address information as follows:

a. Line 1: Name of Recipient;

b. Line 2: Title, if applicable;

c. Line 3: Company, Federal Agency, Organization;

d. Line 4: Delivery or Street Address;

e. Line 5: City, State, and ZIP Code.

3.1.11 The following examples show the various acceptable order of the address information:

Non-NASA Addressee	**Non-NASA with Nine-Digit ZIP Code**
Mr. Paul B. Smith President and Chief Executive Officer United Space Alliance 1150 Gemini Avenue Houston, TX 77058	Mr. Thomas R. Wittor Director of Personnel Providence Software Company, Inc. 892 Market Street Chicago, IL 60601-1234
Non-NASA Addressee	**NASA Addressee**
Mr. J. Richard Brown President National Aviation Club 1500 N. Johnson Street, Suite 104* Alexandria, VA 22311 *Preferred Suite Placement	Mr. Kevin Garrett Director Kennedy Space Center National Aeronautics and Space Administration Kennedy Space Center, FL 32899 (Shows "NASA" written out)
NASA Addressee	**NASA Addressee**
Mr. James. R. Johnson Director NASA Glenn Research Center 21000 Brookpark Road Cleveland, OH 44135 (Shows "NASA" and "Center" on one line)	Dr. Parker A. Roberts Director, NASA Management Office NASA Jet Propulsion Laboratory 4800 Oak Grove Drive Pasadena, CA 91109-8099 (Shows "NASA" and "Center" on one line)

International Addressee with Unidentifiable Gender	**International Addressee with Delivery Zone**
Kris Szaniawski Editor World Statesman 1 Great Cumberland Place London W1 H7AL ENGLAND** **Preferred for inside address but mandatory for addressing the envelope.	Mr. W. MacDonald Evans President Canadian Space Agency 6767 route de l'Aeroport Saint-Hubert, Quebec J3Y 8Y9 CANADA** **Preferred for inside address but mandatory for addressing the envelope.
NASA Addressee	**Non-NASA with Nine-Digit ZIP Code**
Ms. Jane Smith Chief Information Officer Suite 4E36 NASA Headquarters Washington, DC 20546-0001	Mr. N. T. Saunders Chairman, Ethics Committee U.S. Department of Transportation 2100 Second Street, SW Washington, DC 20593-0001

3.1.12 Address Lines. No line of the address should be longer than 3 1/2 inches. If an item requires two lines, indent the second line two spaces from the left margin. Limit the address to five lines if possible. See Chapter 7: Envelopes and Mailing, for further information and the proper placement of address information on envelopes and mailers.

3.1.13 Address Salutation. Appendix F: Forms of Addresses, contains proper salutations for domestic and international addresses. The incoming document usually contains the correct address format and is also a good reference.

3.1.14 Salutation. A personalized business letter requires a salutation. See Figures 3-1 and 3-2 of this chapter and Appendix F: Forms of Addresses, for examples of proper salutations.

3.1.15 Body of Letter. Single-space text and double-space between paragraphs. Type text paragraphs in block form. When a paragraph is separated into subparagraphs, number and letter the subparagraphs as shown in Figure 3-2 of this chapter. Hyphenate sparingly to ensure a uniform right margin. Avoid hyphenating more than two consecutive lines. Also, avoid hyphenating at the end of the first line or at the end of the last full line of a paragraph.

3.1.16 Widows and Orphans. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not continue a paragraph on the following page unless two lines of that paragraph can be carried over to that page. See Figure 3-3 of this chapter for instructions on numbering pages.

3.1.17 Succeeding Pages. Type succeeding page(s) of a letter on plain bond paper. Beginning with the second page, type the page number five lines from the top of the page, approximately 1 inch to the left of the right edge of the page. Continue the body of the letter

two lines below the page number. Allow the same margins as for the first page. See Figure 3-3 of this chapter for instructions on numbering pages.

3.1.18 Complimentary Close. A personalized business letter requires a complimentary close. Use "Sincerely," for all NASA correspondence. Use "Respectfully," when the letter is addressed to the President of the United States.

3.1.19 Signature Blocks

a. Format. Type the signature information at the left margin, four or five typing returns below the complimentary close. Type the name, title, and office of the signing official. Do not use titles such as Mr., Mrs., Ms., or Dr. in the signature block. Indent runover title lines two spaces.

Example 1:

Cheryl L. Ellison
Correspondence Control
Assistant
Office of the Chief Engineer

Example 2:

Susan D. Minor
Chief of Staff
Office of the Administrator

b. Dual-Signature Blocks. If two people are to sign a letter, arrange the two signature blocks side by side or one beneath the other.

c. If signature blocks are to be placed side by side, begin the first signature block at the left margin and the second block at center. If this arrangement is used, the complimentary close should also begin at the left margin. (This arrangement is appropriate for all letter styles.) When NASA is the originating Agency, the signature block for the NASA official should be at the left margin. Example:

Sincerely,

Robert T. Morgan
Administrator
National Aeronautics and Space
Administration

Margaret Garvey
Administrator
Federal Aviation Administration

d. If the signature blocks are positioned one beneath the other, begin typing the second block on the fourth line below the end of the first block, aligned at left.

Example:

Sincerely,

Robert T. Morgan
Administrator
National Aeronautics and
Space Administration

Margaret Garvey

Administrator
Federal Aviation Administration

3.1.20 Acting Official. If it is known before typing that an acting official will sign the letter, type that person's name and the word "Acting" before the title in the signature block. If the letter has been prepared for the signature of the signing official but is actually to be signed by another, the person signing will write "for" in front of the typed name. Mark courtesy copies with the actual signer's name to establish for the record which person actually signed the letter.

3.1.21 Enclosures. When an enclosure accompanies a letter, type the word "Enclosure" flush with the left margin, two lines below the last line of the signer's name or title. For consistency, identify either all or none of the enclosures in the text.

a. Enclosures Identified in the Text. When possible, identify enclosures in the text in as few words as possible or by title. If there is more than one enclosure, indicate the number as follows:

3 Enclosures

b. Enclosures Not Identified in the Text. When enclosures are not identified in the text, type the list at the left margin. List each enclosure on a separate line as in the following examples:

Example of unnumbered enclosures:

4 Enclosures:
Form Letters Handbook
Plain Letters Pamphlet
Organizational Chart
The NASA Scientific and Technical Information System

or

Example of numbered enclosures:

3 Enclosures:
1. Form Letters Handbook
2. Plain Letters Pamphlet
3. Organizational Chart

c. Marking Enclosures.

(1) On the first page of each enclosure, type the word "Enclosure" in the lower right corner, e.g., Enclosure, Enclosure 1, or Enclosure 2.

(2) Before mailing the letter, ensure the number of enclosures shown in the enclosure notation agrees with the number cited in the body of the letter and with the number of items actually enclosed.

3.1.22. Postscripts. Although writing a postscript is discouraged, one may be added to a letter to avoid retyping. Type the postscript two typing returns below the signer's name or

title or any other notation, e.g., "Enclosure." At the left margin, type "P.S.:" followed by the postscript. The author then signs or initials the postscript. When the signer handwrites a postscript, type it on all copies or photocopy the original for the file.

3.1.23. Material Sent Under Separate Cover. When material referred to in the text is sent under separate cover, type "Separate Cover:" at the left margin, two typing returns below the signer's title or the "Enclosure" notation if there is one. List the material, whether or not it is identified in the text. Send a copy of the letter with the material that is mailed under separate cover.

Example:

Separate Cover:
Form Letters Handbook-10 Copies
Plain Letters Pamphlet-10 Copies
Correspondence Handbook-10 Copies

3.1.24. Courtesy Copies

a. Courtesy Copies (cc:). Type the distribution list of courtesy copies on the original when the recipient needs to know who received copies. Type "cc:" at the left margin two typing returns below the last typed line of the signature block, the enclosure line, or separate cover listing. Directly below the "cc:" single space the list of recipients, using office or organizational codes. Always use titles such as Mr., Mrs., Ms., and Dr. on correspondence outside NASA; titles are preferred on NASA internal correspondence but may be omitted as long as names are listed in a consistent format. Examples (listed in order of preference):

cc:

Ofc of Gen Counsel/Mr. Brown
Ofc of Gen Counsel/Mr. E. Brown
Ofc of Gen Counsel/E. Brown

Examples of a designated official in an "Acting" capacity:

cc:

CIO/Mr. Smith (Acting)
CIO/Mr. W. Smith (Acting)
CIO/W. Smith (Acting)

b. A dual-column "cc:" distribution list is permitted when the list is too long to fit in a single column on one page.

c. Preferred Order. Before typing the list of recipients of courtesy copies, study the example below for the correct order. If the letter has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encls.)" after their names.

Example of a "cc:" list on correspondence originating from GSFC:

cc:

GSFC/100/Mr. Gonzales	1. Originator's addressees first*
GSFC/100/Ms. Pierpoint	
HQ/Chief Education Officer/Ms. Roberts	2. Headquarters addressees next.*
HQ/CFO/Ms. Warren	
HQ/CIO/Ms. Orrell	
HQ/Ofc of the Administrator/Ms. Johnson	
ARC/200-1/Ms. Chenier	3. Centers' codes next.*
JSC/AA/Ms. Lopez	
**EPA/Mr. Johnson (w/o encl.)	4. Federal agencies next.*
**EPA/Ms. Lee	
**GSA/Mr. Brown (w/o encl.)	
AT&T/Ms. Smith	5. Non-Federal organizations last.**

*All lists should be in seniority order. If seniority is unknown, list in alphabetical and numerical order.

**If an organizational acronym is used without first spelling it out, it should be well known to the recipient of the letter.

3.1.25. Official Record Copy Preparation. The official record copy includes all relevant drafting information concerning the correspondence.

a. Blind Courtesy Copies (bcc:). Use blind courtesy copies when the recipient does not need to know who received copies or to document the office of record. Type "bcc:" on the official file copy two typing returns below the "cc:" listing. Never type "bcc:'s" on the original. The list should include the official file copy with the Agency filing scheme number from Appendix A of NPR 1441.1D, NASA Records Retention Schedules. If the letter has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encl.)" after their names or organizations. Identifying "bcc:" recipients and using dual-column "bcc:" lists will follow the same guidelines as stated in this paragraph. Example:

bcc:
COS/Morgan
Chief Scientist/Cline
OSO/Official File 1330
OSO/Reading File (w/o encl.)

b. Identification of Office, Writer, and Typist

(1) On the bottom of file copies of the signature page, type the organization of the preparing

office, the writer's first initial and surname, the preparer's initials, the date of typing, and the writer's telephone extension. Example: OSO/JSmith:abd:2/20/05:1234

(2) Type the entire seven-digit telephone number if a Center or office has more than one telephone prefix. Example: OSO/JSmith:abd:2/20/05:823-1234

(3) If the letter is rewritten or retyped, type a second identification line directly below the first. Example:

OSO/JSmith:abd:2/20/05:1234
Rewritten:OSO/EJones:olr:2/28/05:1222
Retyped:OSO/ht:3/5/05:1223

c. NPR 1441.1, NASA Records Retention Schedules, contains the Agency filing scheme for indexing files. Type the official file number on all file copies.

3.2 Concurrences

3.2.1 Obtaining and Documenting Concurrences

3.2.1.1 If concurrence are required, type the office titles, mail suites (if HQ), and names of concurring officials on the bottom of the official file copy (first page) of the letter. Concurring officials sign and date in the space provided.

3.2.1.2 Each time a letter is rewritten or retyped, add an updated identification line to the official record copy. Include the name of the person who rewrote it or the typist's initials. Replace and destroy all previous copies except the official file copy and the marked-up copy. Mark through the previous official file copy with a diagonal red line and staple that marked-up copy to the rewritten one. If the marked-up copy is other than the official file copy, fold it and place it on top of the package for the attention of the rewriter or reviewer. If someone else did the retyping, that person's initials should be in the identification line.

3.2.1.3 Sometimes it is necessary to have concurring or approving officials sign on an original letter or report, e.g., personnel documents requiring several reviewing officials, procurement documents, or planning documents requiring approval. In these cases, use the following format:

Concurrence:

_____ _____
(Name and Title) (Date)

Approval:

_____ _____
(Name and Title) (Date)

3.3 Assembly for Signature for Standard Business Letter

Assemble letters in accordance with the illustrations in Figure 3-1 of this chapter.

3.4 Nonpersonalized Business Letter

3.4.1 General. Study the figures in this section before preparing nonpersonalized business letters. The nonpersonalized business letter is a format for specific types of communications with organizations outside NASA. Use this format when the addressee's name is unknown or when a letter is addressed to an organization with attention to a specific individual for special handling.

3.4.2 Attention: Line. In the nonpersonalized business letter, an attention line generally follows the first line of the address at the left margin.

3.4.3 Salutation. There is no salutation.

3.4.4 Subject. Type the word "Subject:" at the left margin, three typing returns below the last line of the address. One-line subjects are preferred. If more than one line is needed for the subject, begin succeeding lines flush with the first character of the subject. Keep the subject short; state concisely the main topic of the letter. Lengthy subjects are discouraged. If responding to a letter with a "Subject:" line, use the same subject. If acronyms or abbreviations are used in the subject, spell them out, followed by the acronym in parentheses. If an abbreviation or acronym is frequently used in a letter, establish it in the subject line so that only the shortened form is necessary in the body of the correspondence. Capitalize the first letter of only key words within the subject line.

3.4.5 Reference. Avoid a separate reference line in a business letter, except when it contributes to the understanding of the correspondence and when the number of references is too great to be reasonably incorporated in the first paragraph of the letter. Type "Ref:" at the left margin, blocked, two typing returns below the last line of the subject, followed by an itemized listing of the references. Abbreviate items as much as possible; e.g., type dates in numerical figures (4/15/05). List references as (a), (b), (c), single-spaced, in chronological order with the most recent date listed first. See Figure 3-3 of this chapter.

3.4.6 Text. Prepare the text portion in block format, the same as the standard business letter.

3.4.7 Complimentary Close. There is no complimentary close.

3.5 Legal Letter

3.5.1 General. The Office of the General Counsel, the Office of the Inspector General, and the Offices of the Chief and Patent Counsel at NASA Centers use the legal letter format. Use this format solely for legal correspondence relating to a specific case, protest, patent, or license.

3.5.2 Format. The legal letter format is based on the standard business letter with the exception of a caption as explained in paragraph 3.6.3 below. All other elements are the

same as the standard business letter.

3.5.3 Caption. Begin the caption by typing "Re:" indented five spaces from the left margin. Use the caption to cite the specific case which is the topic of the letter; e.g., protest, patent, or license. If more than one line is needed, begin succeeding lines flush with the first line of the caption. Indent the entire caption five spaces from the right margin of the letter

3.6 Multiple-Addressee Letters

3.6.1 General. Study the figures in this chapter before preparing a multiple-addressee letter. Use this format for addressees outside NASA or when a more personalized format is needed for addressees within NASA; e.g., award, thank you and congratulatory letters, or personal invitations.

3.6.2 Format. Prepare identical letters to more than one individual in the same format as the standard business letter.

3.6.3 Original and Copies. Prepare an original letter for each recipient and only one official file copy. Document the list of addressees as follows:

a. Original. When the recipient of a letter needs to know who received identical letters, type "Identical letter to:" two typing returns below the signature block or enclosure line. On the next line, begin the list of recipients of the letter. If there is not enough space at the bottom of the page, type the list on a separate sheet and attach it behind the letter.

b. File Copies. Document the recipients of the letter on the official file copy when the addressees do not need to know who received copies. On the file copy, type "Identical letter to:" two typing returns below the signature block, enclosure line, or the "cc:" line. On the next line, begin the list of the recipients of the letter. If there is not enough space at the bottom of the page, type the list on a separate page and place it behind the file copy.

3.6.4. Exception. When the list of addressees is mostly within NASA, but includes a few individuals from outside NASA, use the multiple-addressee letter as shown in this chapter. An example would be when non-NASA individuals participate in NASA committees or advisory groups.

3.7 Assembly for Signature for Multiple-Addressee Letters

3.7.1 General. Assemble a letter in the proper order so the signer can quickly identify and review all pertinent documents.

3.7.2 Instructions. Arrange the letter and accompanying documents as described in Appendix A when the letter is ready for final review and signature.

3.7.3 Administrator's Packages. See Appendix A for instructions for assembly of Administrator's correspondence packages. Complex packages, at any signature level, may be assembled this way for easier understanding.

3.8 Condolence Letters

3.8.1 A condolence letter will be prepared by the applicable office for the Administrator's signature upon notification of the death of an employee and, as appropriate, upon the death of a former employee or immediate family member of a current or former employee.

3.8.2 The Office of the Administrator requests that the letter be completed and mailed within three business days after receipt of notification of the death.

3.8.3 The Executive Secretariat will provide assistance in drafting the letter.

3.8.4 A condolence letter, signed by the Administrator, does not preclude office members and colleagues from sending other condolence communications.

3.9 Envelopes and Mailing

3.9.1 See Chapter 7: Envelopes and Mailing, for specific preparation instructions. Consult with your Center's Mail Manager for information on mailing services.

3.9.2 Do not type instructions on the letter indicating special handling or mailing services; e.g., Special Delivery, Certified, or Registered. Consult with your Center's Mail Manager for information on special mailing services.

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of Public Affairs (Should line up with "Reply to Attn of.")
(Three typing returns)

Mr. John Q. Public
Resident
101 Main Street
Any City, (Abbreviated State) 12345-6789
(Three typing returns)

Dear Mr. Public:
(Two typing returns)
This is NASA's standard business letter that is used to correspond with addressees outside NASA. It is also used within NASA when a more personalized format is appropriate; e.g., award, thank you and congratulatory letters, or personal invitations.

The "Reply to Attn of:" is the originator's office name. It is typed at the left margin, three spaces after "Reply to Attn of:."

Type or stamp the date in the center of the page two lines above the "Reply to Attn of." Do not use military style (e.g., 1 Feb 2005) or endings such as "st" or "th" after the date.

A standard business letter requires a salutation (Dear) and complimentary close (Sincerely). Attention or subject lines are not used.

Begin the text two typing returns below the salutation. Text is single spaced with double spacing between paragraphs. Paragraphs are typed in block form. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not begin a second page unless a minimum of two lines of text can be carried over to that page. One-inch margins should be maintained at the left and right and top and bottom.

2

The enclosed updated NASA Correspondence Manual provides detailed instructions on preparing letters. An additional ten copies are being mailed separately.

The "cc" list should be in order of preference as follows: Office of the General Counsel/Mr. Frankle, Office of the General Counsel/Mr. E. Frankle, or Office of the General Counsel/E. Frankle. List all names in a consistent format.

Sincerely,

(Four or five typing returns)

Jane C. Doe
Correspondence Analyst

Enclosure

Separate Cover
NASA Correspondence Manual-Ten Copies

cc:
Chief Information Officer/Ms. Shaeffer

Figure 3-1
Standard Business Letter With Enclosure and Material Sent Under Separate Cover

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of Public Affairs
(Three typing returns)

Mr. John Q. Public
Resident
101 Main Street
Any City, (Abbreviated State) 12345-6789
(Three typing returns)

Dear Mr. Public:
(Two typing returns)
In long and complicated letters, numbering of subparagraphs is acceptable for clarity and may be helpful as a reference aid. Main paragraphs are typed in block style.

1. Subparagraphs. Begin the first line of each subparagraph (the number) at the left margin as shown in this example. Single-space between lines and double-space between paragraphs. When a paragraph is subdivided, it must have at least two subdivisions.

a. Observe the following sequence when numbering and lettering subdivided paragraphs; e.g., 1., a., (1), (a).

b. When referring to numbered or lettered paragraphs, reference the numbers and letters without spaces; e.g., "paragraph 3.a.(2)(c)."

2. Headings. Use short headings in lengthy communications for ease of reading.

Sincerely,

Linda A. Morgan
Director, Media Affairs

Figure 3-2
Standard Business Letter with Subparagraphs

National Aeronautics and
Space Administration

Headquarters
Washington. DC 20546-0001

(Center date)

Reply to Attn of: Office of Public Affairs
(Three typing returns)

Dr. Alex Gilmore
University of Houston
Space Vacuum Research Center
4800 Calhoun Road
Houston, TX 77204-5507
(Three typing returns)

Subject: Nonpersonalized Business Letter Format

Ref: (a) XYZ Corp ltr. from B. Smith to R. Brooks, dated 5/8/05
(b) NASA ltr. from R. Whitehead to Dear Colleagues, dated 4/25/05

NASA uses this format when writing to an organization. The basic differences from the standard business letter are found in the address portion of the letter. A salutation and complimentary close are not used. Avoid a single reference line in a business letter: incorporate it into the body. For multiple references, either incorporate into the body or list as shown above.

Indicate courtesy copies on the original letter only if the recipient needs to know who received copies. All courtesy copies are shown on the official file copy.

Use blind copies when the recipient does not need to know who received copies. On the official file copy, type "bcc:" at the left margin two typing returns below the last line of the signer's title, the enclosure, or the "cc:" listing. Never type the "bcc" on the original letter.

Only NASA personnel may use NASA letterhead. Contractors will use their company's letterhead.

2

Maintain one-inch margins. A single line of text is never carried over to a second page. Type second and succeeding pages on plain bond page. Type page numbers five lines from the top of the page, approximately one inch from the right margin. Begin the text two lines below the number.

Bridget F. Morgan
Program Specialist

2 Enclosures
1. Organization Chart (10 copies)
2. Form Letters Pamphlet

cc:
Correspondence Control Network

Figure 3-3
Nonpersonalized Business Letter With References

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of the General Counsel
(Three typing returns)

The Honorable Marguarite Juarez
Attorney General of the
United States
Department of Justice
Washington, DC 20530
(Three typing returns)

Re: Doe v. United States
Civil Action No. 4-88-405 (S.D. Texas)
(Two typing returns)
Dear Madam Attorney General:
(Two typing returns)
This is the legal letter format that may be used by the Office of the General Counsel at NASA Headquarters and the Office of the Chief Counsel at NASA Centers.

This format is widely used within the legal community. Use only for legal correspondence relating to a specific case such as protests or licenses. Do not use for general correspondence. The legal format is based on the standard business letter. It includes a caption that identifies the case, protest, patent, or license that is the topic of the letter.

Type "Re:" three typing returns below the last line of the address, indented five spaces from the left margin. If more than one line is needed for the caption, begin succeeding lines flush with the first letter of the caption. Also, the entire caption is

2

indented five spaces from the right margin. Type the salutation at the left margin, two typing returns below the caption. All other elements are identical to the standard business letter.

Sincerely,

Edward A. Morgan
General Counsel

Figure 3-4
Legal Letter Format

National Aeronautics and
Space Administration

Headquarters
Washington. DC 20546-0001

(Center date)

Reply to Attn of: Office of Public Affairs
(Three typing returns)

Dear Colleague:
(Two typing returns)
I am pleased to present you with a copy of Spinoff. This publication not only documents several years of successful processes currently utilized in the market place, but it also represents NASA's contributions to the enhancement of quality of life on Earth.

We are proud of our achievements and hope that you will find this publication interesting.

Sincerely,

Janelle R. Hamilton
Director, Media Relations

Enclosure

2

(Standard Letter Format)
Identical letter to:

Dr. William Gaskin
Director
Center for Technology Commercialization
100 North Drive
Westborough, MA 02581

Mr. Ronald Polk
Director
Southern Technology Applications Center
University of Florida, College of Engineering
One Progress Boulevard
Alachua, FL 32615

Ms. Lani S. Hummel
Director
Mid-Atlantic Technology Applications Center
823 William Pitt Union
Pittsburgh, PA 15260

Figure 3-5
Multiple-Addressee Letter to Non-NASA Addressees

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Science Mission Directorate
(Three typing returns)

Dr. Claude Conner
Dr. Ronald Greeson
National Research Council
2101 Constitution Avenue, NW
Washington, DC 20418
(Three typing returns)

Dear Drs. Conner and Greeson:
(Two typing returns)
Thank you both for your letter of November 11, 2005, conveying the timely and comprehensive review of NASA's new Mars exploration architecture. We will reply substantively at a later date to the points raised in your letter and enclosed assessment. I sincerely appreciate your willingness to take on this task and the thoroughness of your findings. Please extend my thanks to the members of the Committee.

Sincerely,

Carl H. McGaugh
Science Director
Office of Space Science

Figure 3-6
Response to Dual Addressees

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Science Mission Directorate
(Three typing returns)

Dr. Claude Conner
National Academy of Science
200 James Street
Denver, CO 80236

Dr. Ronald Greeson
National Research Council
2101 Constitution Avenue, NW
Washington, DC 20418

Dear Drs. Conner and Greeson:

Thank you both for your letter of November 11, 2005, conveying the timely and comprehensive review of NASA's new Mars exploration architecture. We will reply substantively at a later date to the points raised in your letter and enclosed assessment. I sincerely appreciate your willingness to take on this task and the thoroughness of your findings. Please extend my thanks to the members of the Committee.

Sincerely,

Carl H. McGaugh
Science Director
Office of Space Science

Figure 3-6a
Response to Dual Addressees

Chapter 4: Memorandums (Memos) (Formats)

4.1 Standard Memo

4.1.1 NASA policy is to use memos for internal (Agency-wide) use only. Letters are used for external and formal use; e.g., congratulations, retirement, condolence. Before preparing memos, study the figures in this chapter. These guidelines are standard features for correct memo formatting of correspondence within and among all NASA Centers, including Headquarters.

4.1.2 Administrator's Correspondence. See Appendix A: Administrator's Correspondence Preparation and Control, for specific instructions on preparing memos for the Office of the Administrator.

4.1.3 Stationery. Prepare all correspondence on official NASA letterhead. Use plain bond paper for succeeding pages. See Appendix A for stationery to be used for officials in the Office of the Administrator.

4.1.4 Font. Times New Roman 12 is preferred. Use script or italic only for occasional emphasis. To prevent a memo from continuing onto a second page, the font size of the type may be slightly reduced.

4.1.5 Ink. Use black or blue-black ink to sign correspondence.

4.1.6 Margins. Set the left margin two spaces to the right of the printed caption "Reply to Attn of:" (1.2 or 1 1/8 inches). Set the right and bottom margins at approximately one inch. Set the top margin at one inch on the second and succeeding pages. Do not justify the right margin.

4.1.7 File Copies. Always prepare an official record copy.

a. Official File Copies. Prepare a white copy visibly marked in the upper right corner "Official File" or "Official Record Copy."

b. Other File Copies. Prepare only the number of copies required for distribution, based on the correspondence practices of the preparing office.

4.1.8 Reply to Attn of: line. For Headquarters correspondence, type the writer's organization title (abbreviation is acceptable) which serves as a basic identification symbol and must appear on all outgoing correspondence. Centers use office codes.

4.1.9 Dating Correspondence. Type or stamp the date (centered) two lines above the "Reply to Attn of:" line (e.g., August 20, 2005). Do not use military style (e.g., 20 Aug 2005) or endings such as "st" or "th" after the day (e.g., Aug 20th).

4.1.10 Address. Always type the "TO:," "THRU:," "FROM:," and "SUBJECT:" in all caps.

a. **TO**: Type "TO:" at the left margin, three typing returns below the "Reply to Attn of:" line. Seven spaces after "TO:," type the title of addressee. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to have a memo from a title to a name or from a name to a name (use full name; e.g., Ofc of Education/John A. Smith).

b. **THRU**: Use the "THRU:" line when one or more addressees are needed to endorse (i.e., approve, concur, coordinate) the document prior to its receipt by the addressee and when the endorsement needs to appear on the original document. The "THRU:" line addressee signs and dates the memo next to his or her name before forwarding. Type "THRU:" directly below the last line of the "TO:" line. Align the addressee information with the "TO:" line above. Single-space between each "THRU:" line addressee.

c. **FROM**: Type "FROM:" at the left margin, two typing returns below the "TO:" or "THRU:" line. The text aligns with the "TO:" or "THRU:" line. The "FROM:" line includes the office name and title of the signer and should align with the "TO:" or "THRU:" lines. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to have a memo to a title from a name or from a name to a name (use full name; e.g., Ofc of Education/John A. Smith).

d. **SUBJECT**: Type "SUBJECT:" at the left margin in all caps, two typing returns below the last line of the "FROM:" line. Begin the text of the subject line two spaces after the colon. If more than one line is needed for the subject, begin succeeding lines aligned with the first character of the subject. State concisely the main topic of the memo. If acronyms or abbreviations are used in the subject, spell them out, followed by the acronym in parentheses. If an abbreviation or acronym is frequently used in a memo, establish it in the subject line so that only the shortened form is necessary in the body of the correspondence. Capitalize the first letter of only key words within the subject line.

4.1.11 Reference Line. Avoid a reference line in a business memo, except when it contributes to the understanding of the correspondence and when the number of references is too great to be reasonably incorporated in the first paragraph of the memo. Type "REF:" at the left margin, blocked, two typing returns below the last line of the subject, followed by an itemized listing of the references. Abbreviate items as much as possible; e.g., type dates in numerical figures (4/5/05). List references as (a), (b), (c), single spaced in chronological order with the most recent date listed first. Align the paragraphs with the text in the "SUBJECT:" line. See Figure 4-2 of this chapter.

4.1.12 Body of Memo. Begin typing the body of the memo two lines below the "SUBJECT:" or "REF:" lines. Use single-spaced text, and double-space between paragraphs. Type text paragraphs in block form. When a paragraph is broken into subparagraphs, number and letter the subparagraphs as shown in Chapter 3, Figure 3-2. Hyphenate sparingly to ensure a uniform right margin. Avoid hyphenating more than two consecutive lines. Also, avoid hyphenating at the end of the first line or the end of the last full line of a paragraph.

4.1.13 Widows and Orphans. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not continue a paragraph on the following page unless two lines can be carried over to that page.

4.1.14 One-Paragraph Memo. Double-spacing may be used if a memo contains only one paragraph and consists of 10 lines or less. See Figure 4-2 of this chapter.

4.1.15 Succeeding Pages. Type succeeding page(s) of a memo on plain bond paper. Beginning with the second page, type the page number five lines from the top of the page, approximately one inch from the right edge of the page. Continue the body of the memo two lines below the page number. Apply the same margins as those on the first page.

4.1.16 Signature Blocks

a. Format. Type the signature information at the left margin, five typing returns below the last line of text. Type the name of the signing official only. Do not use Mr., Mrs., Ms., or Dr., in the signature block.

b. Acting Official. If it is known before typing that an acting official will sign the memo, type that person's name and the word "Acting" before the title in the "FROM:" line. If the memo has been prepared for the signature of the signing official but is actually signed by another, the person signing will write "for" in front of the typed name. Mark courtesy copies with the actual signer's name to establish for the record which person actually signed.

4.1.17 Enclosures. When an enclosure accompanies a letter, type the word "Enclosure" flush with the left margin, two lines below the last line of the signer's name or title. For consistency, identify either all or none of the enclosures in the text.

a. Enclosures Identified in the Text. When possible, identify enclosures in the text in as few words as possible or by title. If there is more than one enclosure, indicate the number as follows:

3 Enclosures

b. Enclosures Not Identified in the Text. When enclosures are not identified in the text, type the list at the left margin. List each enclosure on a separate line as follows:

Example of unnumbered enclosures:

4 Enclosures:
Form Letters Handbook
Plain Letters Pamphlet
Organizational Chart
The NASA Scientific and Technical Information System Brochure

or

Example of numbered enclosures:

3 Enclosures:
1. Form Letters Handbook
2. Plain Letters Pamphlet
3. Organizational Chart

c. Marking Enclosures. On the first page of each enclosure, the word "Enclosure" must be typed in the lower right corner; e.g., Enclosure, Enclosure 1, Enclosure 2.

4.1.18 Material Sent Under Separate Cover. When material referred to in the text is sent under separate cover, type "Separate Cover:" at the left margin, two typing returns below the signer's title or the "enclosure" notation if there is one. List the material, whether or not it is identified in the text. Send a copy of the memo with the material that is mailed under separate cover. Example:

Separate Cover:
Form Letters Handbook-10 copies
Plain Letters Pamphlet-10 copies
Correspondence Handbook-10 copies

4.1.19 Courtesy Copies.

a. Courtesy Copies (cc:). Type the distribution of courtesy copies on the original when the recipient needs to know who received copies. Type "cc:" at the left margin two typing returns below the last typed line of the signature block, the enclosure line, or separate cover listing. Directly below "cc:," single-space the list of recipients, using office or organizational codes and identifying whether HQ or Center (if applicable).

Examples (listed in order of preference):

cc:
Ofc of the Gen Counsel/Mr. Franklin
Ofc of the Gen Counsel/Mr. E. Franklin
Ofc of the Gen Counsel/E. Franklin

Examples of designating officials in an "Acting" capacity:

CIO/Mr. Smith (Acting)
CIO/Mr. M. Smith (Acting)
CIO/M. Smith (Acting)

A dual-column "cc:" distribution list is permitted when the list is too long to fit in a single column on one page.

b. Preferred Order. The following example provides the correct order of recipients of courtesy copies. If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encl.)" after their names.

Example:

cc:	
HQ/Ofc of Institutions and Mgmt/Dr. Warren	1. Originator's addressees first.*
HQ/Ofc of Space Ops/Ms. Olsen	
HQ/Ofc of the IG/Ms. Ledford	2. Headquarters addressees next.*
HQ/Exploration Sys Missions Directorate/Mr. Owens	
HQ/Ofc of Public Affairs/Mr. Sullivan	
HQ/Ofc of Ext Relations/Ms. Irwin	
ARC/200-2/Ms. Jaynes	3. Centers' codes next.*
ARC/233-14/Ms. Chenier	
DFRC/O/Ms. Rudy	
JSC/AA/Ms. Womack	
JSC/AC/Ms. Marshall	
**DOC/Mr. Lancaster (w/o encl.)	4. Federal agencies next. *
**DOT/Mr. Smith	
*GSA/Mr. Merman (w/o encl.)	
Johns Hopkins University/Dr. Reader	5. Non-Federal organizations last.**
Seattle, WA/Mr. Jones	

*All lists should be in seniority order if known. Otherwise they should be listed alphabetically and numerically.

**If an organizational acronym is used without first spelling it out, it should be well known to the recipient of the memo.

c. Blind Courtesy Copies (bcc:). Use blind courtesy copies when the recipient does not need to know who received copies or to document the office of record. Type "bcc:" on the official file copy two typing returns below the "cc:" listing. Never type "bcc:" on the original. The list should include the official file copy with the Agency filing scheme number from Appendix A of NPR 1441.1, NASA Records Retention Schedules. If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o enclosure)" or "(w/o encl.)" after their names or organizations. Identifying "bcc:" recipients and using dual-column "bcc:" lists will follow the same guidelines as stated in Chapter 3, paragraph 3.1.23.a. Example:

bcc:
Ofc of Procurement/Mr. Sullivan
OLA/Official File 1330
OLA/Reading File (w/o enclosure)

4.1.20 Official Record Copy Preparation. The official record copy includes all relevant drafting information concerning the correspondence.

a. Identification of Office, Writer, and Typist.

(1) On the bottom of file copies of the signature page, type the organization of the preparing office, the writer's first initial and surname, the typist's initials, date of typing, and the writer's telephone extension. Example: OLA/JSmith:abd:2/20/05:1234

(2) If the memo is rewritten or retyped, type a second identification line directly below the first. Example:

OLA/JSmith:abd:2/20/05:1234
Rewritten: OLA/EJones:olr:2/28/05:8135
Retyped:OLA/sdf:3/5/05:1024

b. NPD 1440.6, NASA Records Management, and NPR 1441.1, NASA Records Retention Schedules, contain the NASA numbering system for indexing files. Type the official file number on all file copies as indicated in paragraph 4.1.20.a.

4.2 Concurrences

4.2.1 Obtaining and Documenting Concurrences

4.2.1.1 If concurrences are required, type the office title and names of concurring officials on the bottom of plain bond paper (first page) which will be used as the official file copy of the memo. Concurring officials will sign and date in the space provided.

4.2.1.2 Each time a memo is rewritten or retyped, an updated identification line should be added to the official record copy. Replace and destroy all previous copies except the official copy and the marked-up copy. Mark through the previous official copy with a diagonal red line and staple it to the back of the rewritten one. If the marked-up copy is other than the official one, fold it and place it on the top of the package for the attention of the rewriter or reviewer.

4.2.1.3 Sometimes it is necessary to have concurring or approving officials sign on an original letter or report; e.g., personnel documents requiring several reviewing officials, procurement documents, or planning documents requiring approval. In these cases, use the following format:

```
Concurrence:


_____________________________      _____________________________
(Name and Title)                   (Date)


Approval:


_____________________________      _____________________________
(Name and Title)                   (Date)
```

4.3 Assembly for Signature for Memos

Assemble memos as illustrated in Figures 4-7 and 4-8.

4.4 Multiple-Addressee Memos

4.4.1 Memos are often addressed to more than one individual and require a variety of formats. Study the figures in this chapter before preparing a multiple-addressee memo.

4.4.2 Address. If a memo is addressed to more than three individuals, address it to a categorical group. If addressees do not fall under a category, address the memo to "Distribution." Figures 4-7 through 4-11 illustrate forms of addressees for all variations of multiple-addressee memos.

4.4.3 Original vs. Photocopy. When addressees are listed in the "TO:" line of a memo, send each individual an original memo with an original signature. If addressees are part of a distribution list, send each addressee a photocopy of the signed memo and retain the original in the official file.

4.4.4 Distribution List. Type the name of the specific group or "Distribution:" two typing returns below the signature block, the enclosure line, or the separate-cover listing line as applicable. Begin the list of all recipients directly beneath the heading. Single- space the list and arrange in alphabetical order by Center/Code (or organization), except when listing those names at the signer's Center first. When the list will not fit on the same page as the signature, type a separate page for the distribution list, or a dual-column list may be used. After the memo is signed, staple the list in front of the memo. See Figure 4-7.

4.5 Memorandum for the Record

4.5.1 A memorandum for the record is an informal memo used to establish an official record of telephone conversations, meetings, conferences, or travel. See Figure 4.12.

4.5.2 The original is filed by the author for future reference; therefore, a "TO:" line is not required.

4.5.3 A "cc:" notation, as shown in Figure 4-12, names individuals who are to receive copies. All other rules for preparation of memos apply to this figure.

4.6 Envelopes and Mailing

4.6.1 See Chapter 7: Envelopes and Mailing, for specific preparation instructions. Consult with your Center's Mail Manager for information on mailing services.

4.6.2 Do not type instructions on the memo indicating special handling or mailing services; e.g., Special Delivery, Certified, or Registered. Consult with your Center's Mail Manager for information on special mailing services.

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of Human Capital Management
(Three typing returns)

TO: Associate Administrator for Institutions and Management

FROM: Assistant Administrator for Human Capital Management

SUBJECT: Format for NASA Standard Memorandum
(Three typing returns)

This is the standard format used for preparing memos within NASA. Memos are typed in block style. The "Reply to Attn of:" line is the first line of the memo and establishes the top and left margins.

Use all caps to type TO, FROM, and SUBJECT. Double-space and align each item. The use of titles is preferred; however, a full name is also acceptable.

If more than one line is required for the subject line, begin succeeding lines flush with the first character of the subject. If responding to a memo, use the same subject as the incoming memo. Spell out acronyms or abbreviations and follow them with the acronym in parentheses if they are used in the body of the memo. Capitalize the first letter of key words within the subject line. Do not use a salutation or complimentary close.

Vicki R. Black

Enclosure

cc:
Management Systems Division/Ms. Flicker

Figure 4-1 Standard Memo

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of Human Capital Management
(Three typing returns)

TO: Deputy Administrator
THRU: Associate Administrator for Institutions and Management

FROM: Assistant Administrator for Human Capital Management

SUBJECT: "THRU" and "REF" Lines in Standard Memos

REF: (a) U.S. Government Correspondence Manual, February 2005
(b) NPR 1450.10D, January 2005
(Three typing returns)

This is an example of a one-paragraph memo that consists of less than 10 lines.

Note that it can be double-spaced. Use this format when "THRU" and "REF" lines

are used.

Vicki R. Black

Enclosure

cc:
Management Systems Division/Ms. Flicker

Figure 4-2
One-Paragraph Memo with "THRU" and "REF" Lines

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of External Relations
(Three typing returns)

TO: Kennedy Space Center
Attn: Director

FROM: Chief of Strategic Communications

SUBJECT: Update of Planned Russian Attendance for STS-121 Launch
(Three typing returns)

This is an example of a standard memo from Headquarters to a Center.

Figure 4-3
Standard Memo from Headquarters to a NASA Center

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: CN22 (This identifies a Center-specific code or organization.)
(Three typing returns)

TO: NASA Headquarters
Attn: Secretary to the Chief Financial Officer

FROM: CN22/Correspondence Program Manager

SUBJECT: Standard Memo
(Three typing returns)

This is an example of a memo from a Center to a Headquarters office.

*HQ letterhead used for illustrative purposes only. Of course, the Center will use its own letterhead.

Figure 4-4
Standard Memo from a NASA Center to Headquarters

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of Human Resources
(Three typing returns)

TO: Chair, Incentive Awards Board

FROM: Executive Secretary, Incentive Awards Board

SUBJECT: Designation of Expert Panel Members
(Three typing returns)

I request your approval of the nominations I received from the Incentive Awards Board members for individuals to serve on the expert panel for this year's honor awards nominations (see enclosure).

As soon as your response is received, I will send a formal notification memo to the approved panel members.

Antonio T. Rodriguez

Enclosure

Approval:

(Five typing returns)

_____ _____
James L. Hyde (Date)
Chair, Incentive Awards Board

Figure 4-5
Memo Depicting an Approval Line

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of Institutions and Management
(Three typing returns)

TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Centers

FROM: Associate Administrator for Institutions and Management

SUBJECT: 2006 Federal Savings Bond Campaign
(Three typing returns)

The 2006 Savings Bond Campaign begins next month. This year's theme is "U.S. Savings Bonds, A Great Way to Save." The purchase of Savings Bonds is an investment which helps promote personal savings and reduce the cost of Government financing. For this year, I have set a participation goal of 40 percent within NASA. I will be assigning a chairperson for this year's campaign within the next week and will provide that individual's contact information.

Your involvement in this program is appreciated.

Richard A. Millhouse

Figure 4-6
Multiple-Addressee Memo to Officials-in-Charge of Headquarters Offices and Center Directors

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of the Chief Education Officer
(Three typing returns)

TO: NASA Executive Resources Board Members

FROM: Chief of Strategic Communications

SUBJECT: Multiple-Addressee Memo to Specific Group
(Three typing returns)

When a memo is intended for a specific group of individuals, enter a categorical address on the "TO" line. Do not abbreviate or use acronyms in either the "TO" or "FROM" lines. Establish the use of the acronym by spelling it out first, followed by the acronym in parentheses, either in the "SUBJECT" line or the first time it is used in the text.

List all recipients at the bottom of the memo under the heading of the categorical address.

Richard A. Millhouse

NASA Executive Resources Board Members:
Office of Diversity and Equal Opportunity/Dr. Winns
Office of the General Counse1/Mr. Phillips
Office of Public Affairs/Mr. Morgan
Science Mission Directorate/Mr. Gilmore
GRC/Dr. Jackson
GSFC/Mr. Brewer
SSC/Mr. Hohl

cc:
Office of the CIO/Ms. Davidian

Figure 4-7
Multiple-Addressee Memo to Specific Group

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of the Chief Education Officer
(Three typing returns)

TO: Distribution

FROM: Chief of Strategic Communications

SUBJECT: Multiple-Addressee Memo to Distribution
(Three typing returns)

When no categorical address can be identified, the "TO:" line should be addressed to "Distribution."

List all recipients at the bottom of the memo under a separate heading of "Distribution."

Richard A. Millhouse

Distribution:
Office of Diversity and Equal Opportunity/Dr. Morgan
Office of the General Counsel/Mr. Phillips
Office of Public Affairs/Mr. August
Science Mission Directorate/Mr. Gilmore
GRC/Dr. Johnson
GSFC/Mr. Olson
SSC/Mr. Orgeron

cc:
Office of the CIO/Ms. Davidian

Figure 4-8
Multiple-Addressee Memo to Distribution

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Space Operations Mission Directorate
(Three typing returns)

TO: Chief Safety and Mission Assurance Officer

Marshall Space Flight Center
Attn: DA01/Director

FROM: Associate Administrator for Space Operations Mission Directorate

SUBJECT: Multiple-Addressee Memo to Headquarters and Center from Headquarters
(Three typing returns)

Use this format when addressing a memo to an individual at Headquarters and to an individual at a NASA Center.

Figure 4-9
Multiple-Addressee Memo to Headquarters and a NASA Center

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Space Operations Mission Directorate
(Three typing returns)

TO: Goddard Space Flight Center
Attn: 151/Chief, Financial Management Division
201/Chief, Institutional Support Office
331/Chief, Facilities Division

FROM: Associate Administrator for Space Operations Mission Directorate

SUBJECT: Multiple-Addressee Memo to Center from Headquarters
(Three typing returns)

When a memo is addressed to no more than three individuals at the same NASA Center, list the individuals either alphabetically or numerically (single-space between addressees). If four or more individuals are being addressed, address the memo to "Distribution" as depicted in Figure 4-8.

Figure 4-10
Multiple-Addressee Memo to Three Individuals Within a NASA Center

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of Institutions and Management
(Three typing returns)

TO: Associate Administrator for Exploration Systems Mission Directorate
Associate Administrator for Science Mission Directorate
Associate Administrator for Space Operations Mission Directorate

FROM: Associate Administrator for Institutions and Management

SUBJECT: Multiple-Addressee Memo
(Three typing returns)

Memos may be addressed to up to three individuals within Headquarters or a NASA Center. If the number of addressees exceeds three, address the memo to "Distribution" as depicted in Figure 4-8.

Figure 4-11
Multiple-Addressee Memo not to Exceed Three Individuals Within Headquarters

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: MEMORANDUM FOR THE RECORD
(Three typing returns)

From March 8 through March 12, 2006, William F. Johnson may approve use of the autopen for the Administrator's correspondence.

Paul B. Richardson
Director, Flight Operations

cc:
Office of the Administrator/Ms. Cagle
Office of the Administrator/Ms. French
Office of the Administrator/Mr. Lee

Figure 4-12
Memorandum for the Record

Chapter 5: Information Communications

5.1 GENERAL. Type or legibly handwrite and proofread information communications.

5.1.1 Routing slip. Use NASA Form 26 , NASA Routing Slip, to direct correspondence or other documents to one or more addressees within NASA.

a. Brief, informal comments may be made on the routing slip, but DO NOT use for recording approvals, nonapprovals, or concurrences pertaining to attached documentation.

b. Number the block to the left of the addressee's name to agree with the number of the action requested from items listed. A recipient may add addressee(s) to the slip.

Chapter 6: Electronic Communications

6.1 General

6.1.1 For electronic communications, follow the tips from The Gregg Reference Manual (latest edition).

6.1.2 Keep e-mail messages as short as possible, ideally to one screen. Organize your sentences in short, single-spaced paragraphs.

6.1.3 One subject. Try to restrict each message to one subject. If you have several topics to cover, consider separate e-mails for each topic.

6.1.4 Do not use all capital letters in your messages. Follow the standard rules of capitalization.

6.2 Electronic Mail Communications

6.2.1 E-mail is an alternative communications tool to facilitate Government business. Attachments such as PDF-scanned, signed documents meet the definition of official correspondence and should be handled as such. If the cover e-mail contains information that should be managed as official correspondence, it should become part of the official record. Management procedures for handling electronic communications are defined in NPD 1440.6, NASA Records Management, and NPR 1441.1 NASA Records Retention Schedule. More specific policy, procedures, and guidelines for identifying and managing electronic communications are being developed by NASA's Office of the Chief Information Officer.

6.2.2 Microsoft Outlook or Entourage are the electronic services (e-mail) used by NASA Headquarters. Each NASA Center has a postmaster who is responsible for the effective use of the e-mail system and for coordinating with the postmasters at the other NASA Centers.

6.2.3 Unclassified E-mail systems are not secure. Never use them to transmit classified information even if it is encrypted. However, sensitive, but unclassified, information may be sent by e-mail if it is encrypted.

6.2.4 Personalized signature blocks should reflect official business information; e.g., sender's name, title, organization, and telephone and fax numbers.

6.3 Facsimile (Fax)

6.3.1 Use facsimile transmissions to transmit time-critical, official business. Since faxing costs much more than ordinary mail services, fax only when necessary. After faxing, send the original correspondence for official record purposes. Fax classified information only from secure fax systems located at the Center?s Security Office and some communications centers. It is also possible to use these secure systems to fax sensitive but unclassified information.

6.3.2 Lead Sheet for Fax Transmission. Use a lead sheet as the first page of transmissions outside NASA. Show both the sending and receiving Center?s name in the "TO:" and "FROM:" lines. In addition to the names of the person(s) addressed and the telephone numbers, show both the sending and receiving fax numbers, voice numbers, and office mail codes (Centers) or suite numbers. Provide additional information concerning the message in the "TO:" section of the form. The office

of primary responsibility for the transmission keeps the official file copy.

6.3.3 Page Size. Pages to be transmitted may be 8 1/2 by 11 inches to 8 1/2 by 16 1/2 inches.

6.3.4 Multiple Addressees. Fax machines are located in most NASA offices and are very efficient for sending time-critical information to one or more addressees. Every NASA Center has a Communications Center that has the capability of simultaneously sending documents to multiple addressees.

6.3.5 Approval. Transmissions of more than 50 pages may require the signature of a Branch Chief or higher level official and full justification in the body of the form.

6.4 Other Types Of Communications Services

6.4.1 Centers vary in their capabilities to provide additional types of electronic communications services. Each Center should make its users aware of these services which may include telex services.

6.4.1.1 Priority Letter. Laser-printed priority letters are delivered within 2 business days in the United States.

6.4.1.2 Telegram. Telegrams are delivered by telephone or printed copy in a few hours to any location within the Continental United States and to Canada.

6.4.1.3 Cablegram. Cablegrams are delivered overnight by printed copy to Hawaii and overseas locations. Send a cablegram to communicate with someone overseas who does not have a fax or telex.

6.4.1.4 Mailgram. Mailgrams are overnight letters you can send to anyone in the Continental United States, Puerto Rico, and Canada and are delivered with the next day?s mail.

Chapter 7: Envelopes And Mailing

7.1 General

7.1.1 This chapter explains how to address letter-sized envelopes and other mailers for unclassified correspondence

7.1.2 Use only Government-approved envelopes and mailers. All official Government mail must be placed in approved mailers, and all outgoing mail must be processed by a NASA Mail Center.

7.1.3 Do not use U.S. Postal Service (USPS) deposit boxes or USPS Centers to transmit official Government mail.

7.1.4 Obtain information for bulk or mass mailings and use of the NASA mailing permit indicia from your Center's Mail Manager.

7.1.5 Consult your Center's Mail Manager or mail handbook about types, costs, and restrictions for special mail services, including registered, certified, and express and expedited mailing or shipping requirements, bulk and mass mailings, and messenger services.

7.2 Envelopes

7.2.1 Use NASA-printed envelopes to send official mail through the USPS (via the NASA Mail Center) and to other NASA Centers.

7.2.2 Use preprinted NASA mailing labels on plain business and flat-sized envelopes and other mailers.

7.2.3 Use the smallest sized envelope necessary to reduce postage costs.

a. Letter-sized envelopes (4 1/8 x 9 1/2 inches). Fold from one to five pages of correspondence to a 1/4 inch maximum thickness.

b. Flat envelopes. Flat envelopes are rectangular in shape and exceed one or more of the maximum dimensions for letter-sized envelopes but do not exceed 15 inches in length, 12 inches in height, or 3/4 inches in thickness. The NASA standard flat-sized envelopes are brown, 9 1/2 x 12 inches, and brown, 10 x 12 inches. Use flat envelopes for communications that cannot be folded or, if folded, will exceed the

c. 1/4-inch maximum thickness permitted for letter-sized envelopes.

7.2.4 Do not use any other envelopes or mailers other than those described above. Consult with your Center's Mail Manager before using any other envelope or mailer to ensure they comply with NASA policy and USPS restrictions.

7.2.5 Do not use window envelopes to mail general correspondence. Window envelopes cannot be used to mail material that:

a. contains national security information.

b. is highly confidential to NASA or the addressee.

c. is being sent registered mail via the USPS.

d. is being sent to international addresses.

e. is being sent to high-level officials in the Government or private sector.

f. 7.2.6 Do not use staples to secure any size mailer, including padded mailers.

7.3 Address Information And Placement

7.3.1 Addresses must include, at a minimum, the five-digit ZIP Code and, when available, ZIP Code + four digits.

7.3.2 Place the address information on standard letter-sized envelopes within the automatic machine reading zone.

7.3.3 Type, stamp, or machine print the address. Avoid script or other fancy font styles.

7.3.4 Use all uppercase letters. The USPS prefers no punctuation (except the hyphen in the nine-digit ZIP Code).

7.3.5 Use only the approved two-letter State abbreviations in addresses. Do not use these abbreviations in the body of the correspondence.

7.3.6 International Destinations: Place the name of the country on the last line in all- capital letters.

7.3.7 The mail code of the originating office (suite number for HQ mail) must be placed in the top left corner of the envelope or mailing label. This is a mandatory requirement and is used to identify items returned for nondelivery.

7.3.8 Avoid attention lines if possible. If one is necessary, placement must be on the first line of the address information.

7.3.9 The address information must be in proper sequence. Address information should be limited to five lines if possible. Examples:

NASA

DR DONALD HENRY
DIRECTOR
NASA AMES RESEARCH CENTER
MAIL STOP 200
MOFFETT FIELD CA 94035-1000

Industry

MR JOHN DOE
MGR ADVANCED PROGRAMS, ASTRONAUTICS DIV
LOCKHEED MISSILES AND SPACE COMPANY INC
1111 LOCKHEED HWY
SUNNYVALE CA 94089-3504

University

DR JOHN DOE
DEPARTMENT OF AERONAUTICS AND ASTRONAUTICS
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

CAMBRIDGE MA 02139

Military

NAVAL AIR STATION
DEPARTMENT OF THE NAVY
PATUXENT RIVER MD 20670-5304

Foreign

MR THOMAS CLARK
117 RUSSELL DRIVE
LONDON WIP6HQ
ENGLAND

7.3.10. USPS-Approved State and Territories for Addresses. Use the following two-letter abbreviations typed in all caps with no punctuation:

Alabama	AL	Alaska	AK
Arizona	AZ	Arkansas	AR
California	CA	Colorado	CO
Connecticut	CT	Delaware	DE
District of Columbia	DC	Florida	FL
Georgia	GA	Guam	GU
Hawaii	HI	Idaho	ID
Illinois	IL	Indiana	IN
Iowa	IA	Kansas	KS
Kentucky	KY	Louisiana	LA
Maine	ME	Maryland	MD
Massachusetts	MA	Michigan	MI
Minnesota	MN	Mississippi	MS
Missouri	MO	Montana	MT
Nebraska	NE	Nevada	NV
New Hampshire	NH	New Jersey	NJ
New Mexico	NM	New York	NY
North Dakota	ND	Ohio	OH
Oklahoma	OK	Oregon	OR
Pennsylvania	PA	Puerto Rico	PR
Rhode Island	RI	South Carolina	SC
South Dakota	SD	Tennessee	TN
Texas	TX	Utah	UT
Vermont	VT	Virgin Islands	VI

Virginia	VA	Washington	WA
West Virginia	WV	Wisconsin	WI
Wyoming	WY		

Chapter 8: Classified Correspondence

8.1 General

8.1.1 In accordance with EO 12958, as amended, Classified National Security Information and NPR 1600.1, Chapter 5, NASA Security Program Procedural Requirements, this chapter establishes the primary reference for preparing, marking, and handling classified correspondence and should be reviewed by all personnel dealing with classified information.

8.1.2 The Assistant Administrator (AA) for the Officer of Security and Program Protection (OSPP) is responsible for providing direction and oversight for an Agency-wide security classification management program. The Center Chief of Security (CCS) is responsible for providing guidance to individuals responsible for preparing classified information.

8.1.3 Anyone preparing classified correspondences must consult the CCS to receive authorization for preparing classified correspondences and to find out what equipment and storage containers are approved for classified processing and storage. All material and equipment used in the preparation of classified correspondences such as disk, hard drives, draft and source documents, and working papers should be marked with the appropriate classified cover page or stickers and secured in a General Services Administration (GSA)-approved security container or a designated Secure Area for the storage of classified information and material.

8.2 Security Classification Reminders

8.2.1 Preparers of classified documents must comply with the following guidelines:

a. Only individuals specifically authorized in writing by the OSPP may classify documents originally.

b. Only individuals with the appropriate security clearance required by their work to restate classified source information may classify documents derivatively.

c. There are three levels of classification, "TOP SECRET," "SECRET," and "CONFIDENTIAL." Do not use other terms, such as "Official Use Only," or "Administratively Confidential," to identify Classified National Security Information (CNSI). NASA information that is SENSITIVE BUT UNCLASSIFIED (SBU) should be prepared in accordance with NPR 1600.1, Chapter 5, Information Communications, which deals with certain categories of unclassified information.

d. Information shall not be classified for any reason unrelated to the protection of the national security.

e. Classifiers are responsible for ensuring that information is appropriately classified and properly marked.

f. To have access to classified information, a person must have a security clearance at an appropriate level, a signed nondisclosure agreement, and a "need-to-know."

g. Individuals who believe that information in their possession is inappropriately classified, or inappropriately unclassified, are expected to bring their concerns to the attention of responsible officials.

h. "X1 through X8" are not approved markings for documents originally classified under EO 12958,

as amended, and should not be contained in any originally classified documents on, or after, September 22, 2003.

i. "OADR" is not an approved marking for documents originally classified under j. EO 12958, as amended, and should not be contained in any originally classified documents that have been created after October 14, 1995.

8.3 Format and Marking of Originally Classified Documents

8.3.1 Except for marking requirements, prepare classified correspondence in the same format as unclassified correspondence. EO 12958, as amended, contains the essential markings required on every classified document which include:

a. Portion marking.

b. Overall classification.

c. A "Classified by" line to include the identity, by name or personal identifier, and position of the original classifier, and if otherwise not evident, the agency and office of origin.

d. A reason for classification.

e. A "Declassify on" line which shall indicate one of the following, based on the sensitivity of the information in accordance with Sec. 2001.12 of ISOO Directive No. 1:

(1) A date or event less than 10 years from the date of the document; or, if unable to identify such a date or event;

(2) A date 10 years from the date of the document; or

(3) A date greater than 10 and less than 25 years from the date of the document; or

(4) A date 25 years from the date of the document.

NOTE: Please refer to http://www.archives.gov/isoo/ "Marking Classified National Security Information Handbook May 2005" to receive detailed instructions on how to prepare classified documents and correspondence.

8.3.2 In addition to the three levels of classification, TOP SECRET, SECRET, and CONFIDENTIAL, there are certain caveats used with the classification level which subjects the information to other controls on its distribution and handling. For example, (TOP SECRET/NOFORN) marked on the document means the document is classified at the TOP SECRET level, and the information cannot be released to a Foreign National. A few of the most commonly used caveat markings are:

a. NOFORN - Restricts access from Foreign Nationals.

b. SCI - Sensitive Compartmented Information.

c. CRYPTO - Cryptographic Material, which must be handled through special channels.

d. CNWDI or N - Critical Nuclear Weapons Design Information.

e. WNINTEL - Warning Notice ? Intelligence Sources or Methods Involved.

f. COMSEC - The protection of all elements of telecommunication, encryption, transmission, emissions, and the physical security of equipment and materials in the Communication Security

area.

8.4 Transmission of Classified Correspondence

8.4.1 The term "transmission" refers to any movement of classified material from one place to another. Classified material shall be transmitted either in the custody of an appropriately cleared individual, by an approved system, or by courier.

8.4.2 NPR 1600.1 provides detailed information on how classified information shall be handled within a NASA facility and outside NASA. Contact the CCS for information and assistance in preparing classified information for distribution.

8.4.3 Classified information traveling inside or outside a NASA facility shall:

a be covered with the appropriate coversheet (Standard Form 703, 704, or 705), with the classified material receipt (NASA Form 387) attached to the document or the inner envelope and enclosed in a single opaque inner and outer envelope as follows:

(1) The inner envelope be plainly marked on both sides with the assigned classification and addresses of both sender and addressee.

(2) The outer envelope be sealed with the address of both the sender and addressee with no identification of the classification level on the outer envelope.

8.4.4. TOP SECRET information shall only be transmitted by:

a. Defense Courier Service (DCS).

b. Department of State Courier System.

c. Appropriately cleared NASA civilian personnel specifically designated as a courier.

d. Telecommunications systems specifically approved for transmission of Top Secret material.

8.4.5 SECRET information shall be transmitted by:

a. Approved methods for Top Secret with a few exceptions (see NPR 1600.1 for details).

b. USPS registered mail within and between the 50 United States and its Territories.

c. USPS Express Mail Service may be used between NASA units and contractors within and between the 50 United States and its Territories. USPS Express Mail is authorized only when it is the most cost-effective method or when time or mission constraints require it.

d. The package shall be properly prepared for mailing.

e. The USPS Express Mail envelope shall not serve as the outer wrapper.

f. Under no circumstances shall the sender execute the "WAIVER OF SIGNATURE AND INDEMNITY" section of the USPS Express Mail label for classified material. This action can result in drop-off of a package without the receiver?s signature and possible loss of control.

8.4.6 Confidential information shall be transmitted by:

a. Approved methods for Secret material transmission.

b. Registered mail recommended but can be sent USPS First Class between NASA and other U.S. Government agency locations anywhere in the U.S. and its Territories. However, the outer envelope

or wrapper of such Confidential material shall be marked "FIRST CLASS" and endorsed "RETURN SERVICE REQUESTED."

NOTE: Before transmitting any classified material inside or outside a NASA facility, contact the Center Security Office or the Center Security Office Central Registry to ensure the document is appropriately accounted for before providing the information to another individual or agency.

Appendix A Administrator's Correspondence Preparation And Control

A.1 Before preparing memos or letters for Principals of the Office of the Administrator, study the figures in this appendix. Prepare Administrator's correspondence in a clear, direct, and concise style and limit to one page if possible. If additional information is essential, develop it in an enclosure.

a. Letters. Prepare letters in the modified semiblock style, indenting paragraphs five spaces (see Appendix A, Figure A-1). Do not right-justify the margin.

b. Memos. Prepare memos in block style, following the general guidelines outlined in Chapter 4: Memorandums (see Figure A-2 of this appendix). Do not right-justify margins.

c. Approval Memos. When requesting approval of Principals of the Office of the Administrator, prepare a memo for the official's signature containing the proposed response. See Appendix A, Figure A-3.

d. White House and Congressional Correspondence. See Appendix C, White House and Congressional Correspondence.

A.2 Stationery. Use Office of the Administrator's letterhead for preparing letters and memos for the signature of Principals of the Office of the Administrator. Administrator's letterhead is available from the GSFC Supply Center through designated organization-specific authorizing officials (usually the lead secretary of the organization). It may also be obtained from the Executive Secretariat (limited amount).

A.3 Font. Times New Roman 12 is the preferred font.

A.4 Reply to Attn of: line. The Administrator's letterhead does not contain a "Reply to Attn of:" line. Do not show the originating office on either original memos or letters.

A.5 Date. Leave blank. The Executive Secretariat will date the correspondence after signature.

A.6 Salutation. Appendix F lists models of addresses, including proper salutations. For addresses not listed, or if in doubt as to proper salutation or complimentary close, contact the Executive Secretariat.

A.7 Complimentary Close and Signature Block on Letters. Type the complimentary close and signature block beginning at the center of the page. Refer to Signature Blocks of this Appendix and also Figure A-1. These examples indicate the proper complimentary close and signature blocks for officials in the Office of the Administrator.

A.8 Distribution of Copies. Keep reproduction and distribution of information copies to the minimum required.

a. Courtesy Copies (cc). Type cc's on the original only when it is necessary for the recipient of the letter to know who received copies. After signature, the Executive Secretariat will return a photocopied original to the Action Office for distribution to cc's, or if no cc's are required, this photocopy will serve as a record of the signature for the action office.

b. Blind Courtesy Copies (bcc). Type bcc's on file copies only. The bcc's include all concurring officials and individuals who received a copy of the incoming document. After obtaining signature,

the Executive Secretariat will return a file copy to the preparing office for reproduction and internal NASA distribution.

A.9 Administrator's Control Number and Suspense Date. Show the Administrator's control number and suspense date on all file and internal information copies (bcc's). Do not include any of this identifying information on cc's or copies going outside NASA. Identification of Office, Writer, and Typist. Example:

Office of the General Counsel/RFJones:pld:12/12/05:4831

If rewritten or retyped:

Office of the General Counsel/RFJones:pld:12/12/04:4831
Rewritten: Office of the General Counsel/JLSmith:ofb:1/4/05:3675
Retyped: Office of the General Counsel/RFGarcia:pld:1/7/05:3675

A.10 Action Document Summary (ADS).

a. NHQ Form 117, Action Document Summary, summarizes important aspects of the letter or memo submitted for signature. The original ADS will be retained by the Executive Secretariat, and a copy will be returned to the originator.

b. ADS guidelines:

(1) Type legibly (neat corrections are acceptable).

(2) Type on the original form or on a reproduced copy.

(3) Limit to one page. If it is necessary to use two pages, use plain bond for the second page.

(4) Write in active voice.

A.11 Assembly for Signature.

a. When the letter is ready for final review and signature, assemble it as outlined below.

b. The following mandatory supplies should be in good condition:

(1) One purple folder (to be used only for signature packages for the Office of the Administrator).

(2) ADS, NHQ Form 117.

(3) Signature and Incoming Tab, NASA Form 422.

(4) Concurrence and Background Tab, NASA Form 423.

(5) Enclosure(s) Tab, Form 1658.

(6) Executive Correspondence Cover.

(7) Four binder clips.

NOTE: For instructions to assemble signature packages containing directives, Click Here

c. Include preaddressed envelopes (appropriate size) in the package. Address envelopes properly with office names and suite numbers of signer indicated in the top left corner.

d. If the letter has enclosures, attach an extra set to the official file copy.

A.12 Routing. The action office is responsible for hand-carrying Administrator's signature packages

between all offices for concurrences and, ultimately, to the Executive Secretariat. The package should not remain in any one office for more than 24 hours and should reach the Executive Secretariat five days prior to the due date.

A.13 Control of Office of the Administrator's Correspondence. The Executive Secretariat screens, controls, assigns a control number, and distributes all correspondence addressed to or signed by officials in the Office of the Administrator. Each Headquarters office has the following responsibilities:

a. Maintaining the control system for flow of the Office of the Administrator correspondence.

b. Reviewing incoming documents to ensure that action has been assigned to the appropriate person or office.

c. Ensuring that response deadlines are appropriate and are met.

d. Reviewing the signature package to ensure that all the guidelines of this appendix have been met.

e. Hand-carrying documents to the Executive Secretariat for signature and dispatch.

A.14 Coordination of Assigned Actions.

a. Reassigning an Action. If an action has been incorrectly assigned, contact the organization-specific analyst in the Executive Secretariat immediately to determine proper action reassignment. The action transfer can then be coordinated by the respective CCLs.

b. Extending or Canceling Suspense Requirements. Immediately upon receipt, review the action document to determine if the due date can be met. If an extension is required, notify the Executive Secretariat.

c. Preparing an Interim Reply. Whenever a delay in responding to incoming correspondence is anticipated, prepare an interim reply from the appropriate official, acknowledging receipt of the correspondence and stating when a final reply can be expected. A copy of the interim reply must be furnished to the Executive Secretariat prior to the expiration of the original due date.

d. Handling by Telephone. When a reply to correspondence is handled by a telephone conversation, forward a routing slip (NASA Form 26) or e-mail your analyst stating the following: "Handled by telephone conversation between (NASA official) and (addressee) on (date)," then give a brief summary of the telephone conversation.

e. Requesting Change in Designation of Signing Official. If a reply should be signed by an official outside the Administrator's office (e.g., head of a Headquarters office), request a change of signature level from the Executive Secretary in writing or by telephone. Follow up by providing a copy of the signed correspondence with the Administrator's identifying control number to the Executive Secretariat. The Action Office prepares and sends all required copies.

A.15 Signature Blocks. The following examples show the content and placement of signature blocks:

Principal	**Complimentary Close/Signature Block**

Administrator	Sincerely, (insert current incumbent's name) Administrator
Deputy Administrator	Sincerely, (insert current incumbent's name) Deputy Administrator

National Aeronautics and
Space Administration
Office of the Administrator
Washington, DC 20546-0001

(Executive Secretariat will date after signature is obtained.)

Mr. Walter J. Smith
President
Smith Electrical Company
San Diego, CA 92135

Dear Mr. Smith:

This is an example of a personalized letter for signature by Principals of the C
the Administrator. Use Administrator's letterhead. Type the letter single-spacec
Times New Roman 12 pitch. Do not right-justify the margin.

Set the left margin in line with the NASA letterhead. Type the address
margin three spaces below the last line of the NASA address. Begin the comp
close and signature block in the center of the page.

Limit correspondence to one page if possible. If additional information is
develop an enclosure.

Sincerely,

Phillip D. Gordon
Administrator

National Aeronautics and
Space Administration

Office of the Administrator

Washington, DC 20546-0001

(Executive Secretariat will date after signature is obtained.)

TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Centers

FROM: Administrator

SUBJECT: Administrator's Standard Memo

Use the standard memo format.

Phillip D. Gordon

Enclosure

National Aeronautics and
Space Administration

Office of the Administrator

Washington, DC 20546-0001

(Executive Secretariat will date after signature is obtained.)

TO: Associate Administrator for Exploration Systems Mission Directorate

FROM: Administrator

SUBJECT: Administrator's Approval Memo

Your request to hold the Exploration Systems Mission Directorate's Career Devel
Day a week early is approved.

Phillip D. Gordon

Appendix B Acronyms

This listing is a representation of the most commonly used NASA acronyms. It is not intended to be an inclusive listing of all NASA acronyms.

AA - Associate Administrator; Assistant Administrator
AAAS - American Association for the Advancement of Science
AAS - American Astronomical Society
ACE - Advanced Composition Explorer
ACISS - Advisory Committee on the International Space Station
ACO - Administrative Contracting Officer
ACRIM - Active Cavity Radiometer Irradiance Monitor
ACTIVE - Advanced Control Technology for Integrated Vehicles
ACTS - Advanced Communications Technology Satellite
ADEA - Age Discrimination in Employment Act of 1967
ADEOS - Advanced Earth Observing Satellite
ADP - Automatic Data Processing
ADR - Alternate Dispute Resolution
ADS - Action Document Summary
ADS-B - Automatic Dependent Surveillance Broadcast
AFE - Association of Facilities Engineers
AFB - Air Force Base
ARMD - Aeronautics Research Mission Directorate
AFS - Air Force Station
AFTI - Advanced Fighter Technology Integration
AGATE - Advanced General Aviation Transport Experiments
AHEAD - American Higher Education Association for the Disabled
AIAA - American Institute of Aeronautics and Astronautics
AIChE - American Institute of Chemical Engineers
AIHEC - American Indian Higher Education Consortium
AIN - Accounting Installation Number
AIS - Automated Information System
AISES - American Indian Science and Engineering Society
AISTEC - American Indian Science Technology Education Consortium
ALT - Approach and Landing Tests
AMF - Astronauts Memorial Foundation
AMS - Alpha Magnetic Spectrometer; Acquisition Management Subsystem
ANOSCA - Advance Notice of Significant Contract Action
ANSI - American National Standards Institute
AO - Announcement of Opportunity
APM - Advanced Project Management
APNASA - Average Passage NASA
ARC - Ames Research Center
ARIA - Advanced Range Instrumentation Aircraft
ARTT - Advanced Reusable Transportation Technology
ASAP - Aerospace Safety Advisory Panel
ASI - Agenzia Spaziale Italiana (Italian Space Agency)
ASIC - Application Specific Integrated Circuit
ASM - Acquisition Strategy Meeting

ASME - American Society of Mechanical Engineers
AST - Advanced Subsonic Technology
ASTER - Advanced Spaceborne Thermal Emission and Reflection Radiometer
ASTP - Advanced Space Technology Program
ATM - Asynchronous Transfer Mode
AXAF - Advanced X-Ray Astrophysics Facility
BAA - Broad Area Announcement
BCAT - Binary Colloidal Alloy Test
BOA - Basic Ordering Agreement
BOC - Base Operations Contracts
BPR - Business Process Reengineering
BWB - Blended Wing Body
CAAS - Contracted Advisory and Assistance Services
CaLV - Cargo Launch Vehicle
CAN - Cooperative Agreement Notice
CAO - Chief Acquisition Officer; Contract Administration Office
CAS - Computational Aerosciences
CAS - Contract Administration Services; Cost Accounting Standards
CBD - Commerce Business Daily
CBP - Construction of Facilities Best Practices
CCA - Core Capability Assessment
CCI - Consolidated Contract Initiative
CCL - Correspondence Control Liaison
CCR - Central Contractor Registration
CCS - Center Chief of Security
CDL - Crossing Department Lines
CDP - Candidate Development Program
CDR - Critical Design Review
CCDS - Center for the Commercial Development of Space
CEC - Contractor Establishment Code
CEO - Chief Executive Officer
CEOS - Committee on Earth Observing Satellites
CERES - Clouds and Earth's Radiation Energy System
CER - Combined Electrical Readiness
CEV - Crew Exploration Vehicle
CFC - Combined Federal Campaign
CFO - Chief Financial Officer
CFR - Code of Federal Regulations
CHeX - Confined Helium Experiment
CIAM - Central Institute of Aviation Motors
CIC - Capital Investment Council; Contractor Identification Code
CICA - Competition in Contracting Act
CID - Commercial Item Description
CIO - Chief Information Officer
CKPI - Communicate Knowledge Process Improvement
CLAES - Cryogenic Limb Array Etalon Spectrometer
CLCS - Checkout and Launch Control System
CMC - Ceramic Matrix Composite
CMOS - Complementary Metal Oxide Semiconductor
CNES - Centre National d'Etudes Spatiales (France) National Center for Space Studies
CNN - Cable News Network

CNSI - Classified National Security Information
CO - Contracting Officer
COBE - Cosmic Background Explorer
COF - Construction of Facility
COOP - Continuity of Operations Plans
COP - Consolidated Operations Plan
COTR - Contracting Officer?s Technical Representative
COSPAR - Committee on Space Research
COTS - Commercial Off-the-Shelf
COUP - Consolidated Operations and Utilization Plan
CPAF - Cost Plus Award Fee
CPIF - Cost Plus Incentive Fee
CPSC - Consumer Product Safety Commission
CPSR - Contractor Purchasing System Review
CQA - Code Quality Advisor
CRA - Civil Rights Act of 1991
CRE - Cosmic Radiation Effect
CS - Competitive Sourcing
CSA - Canadian Space Agency
CSGT - Ceramic Stationary Gas Turbine
CSIRO - Commonwealth Scientific and Industrial Research Organization (Australia)
CSOC - Consolidated Space Operations Contract
CST - Combined Systems Test
CUP - Consolidated Utilization Plan
CWBS - Contract Work Breakdown Structure
DAAC - Distributed Active Archive Centers
DAR - Defense Acquisition Regulation
DARC - Defense Acquisition Regulation Council
DARPA - Defense Advanced Research Projects Agency
DARTFire - Diffusion and Radiative Transport in Fires
DCAA - Defense Contract Audit Agency
DCAM - Diffusion-Controlled Apparatus for Microgravity
DCMA - Defense Contract Management Agency
DC-XA - Delta Clipper-Experimental Advanced
DDT&E - Design, Development, Test, and Evaluation
DFRC - Dryden Flight Research Center
DIS - Data and Information System
DISA - Defense Information Systems Agency
DISC - Diversified International Sciences Corporation
DLA - Defense Logistics Agency
DLR - German Aerospace Research Establishment (Germany)
DMSP - Defense Meteorological Satellite Program
DOC - Department of Commerce
DOD - Department of Defense
DOE - Department of Energy
DOI - Department of the Interior
DOJ - Department of Justice
DOS - Department of State
DOT - Department of Transportation
DSN - Deep Space Network
DTIC - Defense Technology Information Center

DUNS - Data Universal Numbering System
DUSD - Deputy Undersecretary of Defense
E&Y - Ernst and Young
EC - Electronic Commerce
ECA-PMO - Electronic Commerce for Acquisition-Program Management Office
ECAT - Electronic Commerce Acquisition Team
ECLS - Environmental Control and Life Support
ECLSS - Environmental Control and Life Support System
ED - Department of Education
EDEP - Employee Development Education Panel
EDI - Electronic Data Interchange; Enterprise Development Innovation
EDOS - EOS Data and Operations System
EELV - Evolved Expendable Launch Vehicle
EEO - Equal Employment Opportunity
EEOA - Equal Employment Opportunity Act
EEOC - Equal Employment Opportunity Commission
EEOC-MD - Equal Employment Opportunity Commission-Management Directive
EIS - Executive Information System; Environmental Impact Statement
ELV - Expendable Launch Vehicle
EMS - Environmental Management Systems
EO - Executive Order
EOB - Equal Opportunity Board
EODMP - Equal Opportunity and Diversity Management Plan
EOM - Equal Opportunity Manager
EOO - Equal Opportunity Officer
EOS - Earth Observing System; Equal Opportunity Specialist
EPA - Environmental Protection Agency
EPCS - Employee Performance and Communication System
ERAST - Environmental Research Aircraft and Sensor Technology (Program)
ERBE - Earth Radiation Budget Experiment
ERBS - Earth Radiation Budget Satellite
ERS-1 - European Remote Sensing Satellite - 1
ESA - European Space Agency
ESMD - Exploration Systems Mission Directorate
ESSP - Earth Space Sciences Project; Earth Science System Pathfinder
ESSAAC - Earth System Science and Applications Advisory Committee
ESSPO - Earth Science Systems Program Office
ET - External Tank
ETM - Extended Thematic Mapper
EVA - Extravehicular Activity
EVMS - Earned Value Management System
FAA - Federal Aviation Administration
FAAD - Federal Assistance Award Data System
FAC - Federal Acquisition Circular; Financial Audit Committee
FACNET - Federal Acquisition Computer Network
FACS - Financial and Contractual System
FACTS - Federal Agencies' Centralized Trial-Balance System
FAME - Facilities Management Excellence
FAR - Faculty Awards for Research; Federal Acquisition Regulation
FARA - Federal Acquisition Reform Act
FASA - Federal Acquisition Streamlining Act

FASAB - Federal Accounting Standards Advisory Board
FBI - Federal Bureau of Investigation
FBWT - Fund Balance with Treasury
FCC - Federal Communications Commission
FDR - Federal Dispute Resolution
FEL - First Element Launch (Space Station)
FEMA - Federal Emergency Management Agency
FFP - Firm Fixed Price
FIAT - Fan/Inlet Acoustic Technology
FIPS - Federal Information Processing Standards
FIRST - For Inspiration and Recognition of Science and Technology
FISMA - Federal Information Security Management Act
FLRA - Fair Labor Relations Act
FMM - Financial Management Manual
FOIA - Freedom of Information Act
FPDC - Federal Procurement Data Center
FPDS - Federal Procurement Data System
FPDS - NG - Federal Procurement Data System - Next Generation
FPIF - Fixed Price Incentive Fee
FR - Federal Register
FRR - Flight Readiness Review
FSS - Federal Supply Schedule
FTC - Federal Trade Commission
FUSE - Far Ultraviolet Spectroscopy Explorer
FY - Fiscal Year
GAO - Government Accountability Office
GAP - General Aviation Propulsion
GBS - Global Broadcasting System
GEM - National Consortium for Graduate Degrees for Minorities in Engineering and Science, Inc.
GFP - Government Furnished Property
GIC - Grant Information Circular
GISS - Goddard Institute for Space Studies
GN - Grant Notice
GOES - Geostationary Operational Environmental Satellite
GPO - Government Printing Office
GPP - Government Performance Project
GPRA - Government Performance and Results Act of 1993; GPRA - Government Performance Review Act
GPS - Global Positioning [Satellite] System
GRACE - Gravity Recovery and Climate Experiment
GRB - Gamma Ray Bursts
GRC - Glenn Research Center
GRO - Gamma Ray Observatory
GSA - General Services Administration
GSFC - Goddard Space Flight Center
GSRP - Graduate Student Researcher Program
HACU - Hispanic Association of Colleges and Universities
HALOE - Halogen Occultation Experiment
HARV - High Angle-of-Attack Research Vehicle
HATS - Headquarters Action Tracking System
HBCU - Historically Black Colleges and Universities

HEA - Higher Education Act of 1965
HISTEC - High-Stability Engine Control
HPCC - High-Performance Computing and Communications
HPCCP - High-Performance Computing and Communications Program
HQ - Headquarters
HRDI - High-Resolution Doppler Imager
HSCT - High-Speed Civil Transport
HSF - Human Space Flight
HSI - Hispanic Serving Institutions
HSR - High Speed Research
HST - Hubble Space Telescope
HUD - Department of Housing and Urban Development
HXLV - Hyper-X Launch Vehicle
IA - Independent Agencies
I/T - Inner Tank
IAF - International Astronautical Federation
IAIC - Interagency Acquisition Internet Council
IAR - Independent Annual Review
ICAF - Industrial College of the Armed Forces
ICAR - Individual Contract Action Report
ICASS - International Cooperative Administrative Support Services
ICM - Interim Control Module (Space Station)
IDA - Institute for Defense Analyses
IDC - Indefinite Delivery Contract
IDP - Individual Development Plan
IEEE - Institute of Electrical and Electronics Engineers
IELV - Intermediate Expendable Launch Vehicle
IEMP - Integrated Enterprise Management Program
IFM - Integrated Financial Management
IFMP - Integrated Financial Management Program
IG - Inspector General
IGA - Intergovernmental Agreement
IHE - Institutions of Higher Education
IHTET - Integrated High Turbine Engine Technology
IITA - Information Infrastructure Technology and Applications
IMSPG - International Microgravity Strategic Planning Group
INPE - Instituto Nacional de Pesquisas Espaciais (Brazil) or National Institute for Space Research
IP - Intellectual Property
IPM - International Project Management
IPO - Institutional Program Office
IPP - Innovative Partnership Program
IPR - Intellectual Property Rights
IRA - Institutional Research Awards
IRT - Icing Research Tunnel
ISAMS - Improved Stratospheric and Mesospheric Sounder
ISAS - Institute of Space and Astronautical Science (Japan)
ISO - International Organization of Standardization
ISS - International Space Station
ISSEC - International Space Station as an Engineering Center
ISSP - International Space Station Program
IST - Institute of Simulation and Training

ISU - International Space University
ITA - Independent Technical Authority; Integrated Threat Assessment
ITALSAT - Italian Ka-Band Satellite
ITCOP - Interagency Tracking and Communications Panel
IV&V - Independent Verification and Validation
IVAS - Innovative Ventricular Assist System
IWDP - Individuals with Disabilities Program
IWG - Investigators Working Group
JAXA - Japanese Aeronautics Exploration Agency
JBOSC - Joint Base Operations and Support Contract
JCWS - Johnson Controls World Services
JERS-1 - Japanese Earth Remote-Sensing Satellite - 1
JOFOC - Justification for Other than Full and Open Competition
JPL - Jet Propulsion Laboratory (California Institute of Technology)
JSC - Johnson Space Center
JSF - Joint Strike Fighter
JSMB - Joint Space Management Board
JSRA - Joint Sponsored Research Agreement
JWST - James Webb Space Telescope
KSC - Kennedy Space Center
LAN - Local Area Network
LaRC - Langley Research Center
LASRE - Linear Aerospike Experiment; Linear Aerospike SR-71 Engine
LCAP - Laser Cooling and Atomic Physics
LED - Light Emitted Diode
LERD - Limited Exclusive Rights Data
LIS - Lightning Imaging Sensor
LM - Lockheed Martin
LME - Liquid Motion in a Rotating Tank Experiment
LOE - Level of Effort
LRR - Launch Readiness Review
LTSA - Long-Term Space Astrophysics
MAF - Michoud Assembly Facility
MASTAP - Mathematics, Science and Technology Awards for Teachers and Curriculum Enhancement Programs
MBP - Master Buy Plan
MCB - Multilateral Control Board
M-CEP - Multicultural Education Program
MEM - Micro-ElectroMechanical System
MEP - Management Education Program
MGS - Mars Global Surveyor
MI - Minority Institution
MIE - Minority Institutions of Excellence
MIP - Managing the Influence Process
MIPR - Military Interagency Procurement Request
MIS - Management Information System
MISR - Multi-angle Imaging SpectroRadiometer
MLC - Multicultural Leadership Council
MLP - Mobile Launcher Platform; Multicultural Leadership Program
MOA - Memorandum of Agreement
MODIS - Moderate Resolution Imaging Spectrometer

MOLA - Mars Orbiting Laser Altimeter
MOPITT - Measurement of Pollution in the Troposphere
MOS - Marine Observation Satellite (Japan)
MOU - Memorandum of Understanding
MPM - Multi-Project Management
MSFC - Marshall Space Flight Center
MSPB - Merit Systems Protection Board
MTLO - Moscow Technical Liaison Office
MURC - Minority University Research Center
MUREP - Minority University Research and Education Program
MU-SPIN - Minority University-Space Interdisciplinary Network
NAC - NASA Advisory Council
NAE - National Academy of Engineering
NAFEO - National Association for Equal Opportunity on Higher Education
NAIS - NASA Acquisition Internet Service
NAPA - National Academy of Public Administration
NARA - National Archives and Records Administration
NAS - National Academy of Sciences; Numerical Aerodynamic Simulation; Naval Air Station
NASA-CIAM - NASA-Central Institute Aviation Motors
NASM - National Air and Space Museum
NCC - National Combustor Code
NCDC - National Climatic Data Center
NEAR - Near Earth Asteroid Rendezvous
NEPA - National Environmental Policy Act
NESC - NASA Engineering Support Center
NESDIS - National Environmental Satellite, Data, and Information Service
NFS - NASA FAR Supplement
NGDC - National Geophysical Data Center
NGI - Next Generation Internet
NGST - New Generation Space Telescope
NICMOS - Near Infrared Camera and Multi-Object Spectrometer
NIMA - National Imagery and Mapping Agency
NLR - National Aerospace Laboratory (The Netherlands)
NMO - NASA Management Office, JPL
NOAA - National Oceanic and Atmospheric Administration
NODC - National Oceanographic Data Center
NODIS - NASA Online Directives System
NPD - NASA Policy Directive
NPMS - NASA Procurement Management System
NPOESS - National Polar-Orbiting Environmental Satellite System
NPR - NASA Procedural Requirements; National Performance Review
NPSS - Numerical Propulsion System Simulation
NQA - National Quality Assurance
NRA - NASA Research Announcement
NRC - National Research Council
NRO - National Reconnaissance Office
NRTS - Network Resources Training Sites
NSCAT - NASA Scatterometer
NSCP - National Space Communications Program
NSF - National Science Foundation
NSROC - NASA Sounding Rocket Operations

NSRS - NASA Safety Reporting System
NSSC - NASA Shared Services Center
NSTA - National Science Teachers Association
NSTC - National Science and Technology Council
NTA - National Technical Association
NTSB - National Transportation and Safety Board
OAI - Ohio Aerospace Institute
OARE - Orbital Acceleration Research Experiment
ODIN - Outsourcing Desktop Initiative for NASA
OFPP - Office of Federal Procurement Policy
OHSEB - Occupational Health and Safety Executive Board
OIG - Office of Inspector General
OIRA - Office of Information and Regulatory Affairs
OMB - Office of Management and Budget
OMC - Operations Management Council
OMU - Other Minority Universities
ONR - Office of Naval Research
OPM - Office of Personnel Management
OSC - Office of Special Council; Orbital Sciences Corporation
OSDBU - Office of Small and Disadvantaged Business Utilization
OSHA - Occupational, Safety, and Health Administration
OSMA - Office of Safety and Mission Assurance
OSPP - Office of Security and Program Protection
OSTP - Office of Science and Technology Policy
OWBPA - Older Workers Benefit Protection Act of 1990
P&W - Pratt and Whitney
PA - Privacy Act
PACE - Pre-College Awards for Excellence in Mathematics, Science, Engineering, and Technology
PAIP - Professional Administrative Intern Program
PAO - Public Affairs Officer
PAPCPT - Provide Aerospace Products and Capabilities Process Team
PAR - Performance and Accountability Report
PART - Program Assessment Rating Tool
PAVE - Project Announcement Viability Effort
PBC - Performance-Based Contracting; Procurement-Based Contracting
PBS - Public Broadcasting System
PCA - Program Commitment Agreement
PCG - Protein Crystal Growth
PCM - Procurement Contract Management
PDC - Project Design Center
PDI - Professional Development Initiative
PDP - Professional Development Program
PDR - Preliminary Design Review
PEM - Particle Environment Monitor; Pacific Exploratory Mission
PHSF - Payload Hazardous Servicing Facility
PI - Principal Investigator
PIC - Procurement Information Circular
PIN - Procurement Installation Number
PIWG - Propulsion Instrumentation Working Group
PM - Project Manager
PMA - President's Management Agenda

PMA2 - Pressurized Mating Adapter
PMC - Polyimide Matrix Composites; Program Management Council; President?s Management Council
PMDP - Project Management Development Process
PMDR - Procurement Management Data Report
PMRF - Pacific Missile Range Facilities
PMTP - Procurement Management Technology Program
PN - Procurement Notice
PO - Procurement Officer
POC - Point of Contact
POCC - Payload Operating Control Center
POES - Polar Orbiting Environmental Satellite
POP - Place of Performance
PP&E - Property, Plant, and Equipment
PPC - Procurement Placement Code
PPMI - Program/Project Management Initiative
PR - Purchase Request; Procurement Request
PROGM - Program Management
PRS - Performance Requirement?s Summary
PSP - Performance Surveillance Plan
PUP - Partner Utilization Plan
PWBS - Project Work Breakdown Structure
PWS - Performance Work Statement
QCL - Quality Correspondence Liaison
R&D - Research and Development
RA - Rehabilitation Act of 1973
RAS - Royal Aeronautical Society
REE - Remote Exploration and Experimentation
RFI - Request for Information
RFO - Request for Offers
RFP - Request for Proposals
RLEP - Robotic Lunar Exploration Program
RLV - Reusable Launch Vehicle
ROSKOSMOS - Russian Federal Space Agency
RSRM - Redesigned Solid Rocket Motor
SAES - Solar Array Electrical Simulator
SAGE - Stratospheric Aerosol and Gas Experiment
SAM - Software Acquisition Management
SAT - Simplified Acquisition Threshold
SB - Small Business
SBA - Small Business Administration
SBD - Small Business Development
SBIR - Small Business Innovation Research
SCA - Shuttle Carrier Aircraft
SCAR - Summary Contract Action Report
SDB - Small and Disadvantaged Business
SDOM - Station Development and Operations Meeting
SEB - Source Evaluation Board
SECME - Southeastern Consortium for Minorities in Engineering
SELARC - Strategic Enterprise George M. Low Award Review Council
SELENE - Selenological and Engineering Explorer

SEMAA - Science, Engineering, Mathematics, and Aerospace Academy
SEP - Senior Executive Program
SES - Senior Executive Service
SESCDP - Senior Executive Service Candidate Development Program
SEUAS - Structure and Evolution of the Universe Advisory Subcommittee
SEWP - Scientific and Engineering Work Package
SFOC - Space Flight Operations Contract
SIC - Standard Industrial Classification
SII - Scientific Instruments, Inc.
SLC-3E - Space Launch Complex 3 East
SLFC - Supersonic Laminar Flow Control
SLWT - Super Lightweight Tank (Shuttle)
SMA - Safety and Mission Assurance
SMC - Strategic Management Council
SMD - Science Mission Directorate
SN - Space Network
SNOE - Student Nitrous Oxide Experiment
SOHO - Solar Heliospheric Observatory
SOMD - Space Operations Mission Directorate
SOMO - Space Operations Management Office
SOREV - Surface Operations Research/Evaluation Vehicle
SOP - Standard Operating Procedure; System Operations Panel
SOW - Statement of Work
SPI - Single Process Initiative
SR&QA - Safety Reliability and Quality Assurance
SRA - Systems Research Aircraft
SRB - Solicitation Review Board; Solid Rocket Booster
SRBA - Sponsored Research Business Activity
SRTM - Shuttle Radar Topography Mission
SS - Sources Sought
SSA - Source Selection Authority
SSC - Stennis Space Center
SSCB - Space Station Control Board
SSDI - Solid State Devices, Inc.
SSES - Solar System Exploration Subcommittee
SSME - Space Shuttle Main Engine
SSUB - Space Station Utilization Board
STAC - (US-Russian) Science and Technology Advisory Council
STC - Science and Technology Corporation
STI - Scientific and Technical Information
STIS - Space Telescope Imaging Spectrograph
STS - Space Transportation System
STTR - Small Technology Transfer Research
SUSIM - Solar Ultraviolet Spectral Irradiance Monitor
T&M - Time and Materials
TBC - Thermal Barrier Coatings
TCDT - Terminal Countdown Demonstration Test
TCP/IP - Transmission Control Protocol/Internet Protocol
TCU - Tribal Colleges and Universities
TDI - Transistor Devices, Inc.
TDRSS - Tracking and Data Relay Satellite System

THE - The Human Element
TIN - Taxpayer Identification Number
TM - Task Management; Technical Monitor
TMP - Technology Maturation Program
TO - Technical Officer
TOMS - Total Ozone Mapping Spectrometer
TPM - Topics in Project Management
TRC - Technical Review Committee
TRMM - Tropical Rainfall Measurement Mission
TROR - Treasury Report on Receivables
TRR - Test Readiness Review
TSPM - Topics in Software Program Management
UARS - Upper Atmosphere Research Satellite
UAV - Unmanned Aerial Vehicle/Unmanned Aerospace Vehicle
UCA - Undefinitized Contract Action
UOP - User Operations Panel
URC - University Research Center
URC-TC - University Research Centers? Technical Conference
URL - Uniform Resource Locator
URLabs - Unified Research Laboratories
USA - United Space Alliance
USAR - Undergraduate Student Awards for Research
USBI - United States Boosters, Inc.
USIP - United States Innovation Partnership
USPS - United States Postal System
USRA - Universities Space Research Association
UTC - United Technologies Corporation
VA - (Department of) Veterans Affairs
VAN - Value-Added Network
VCE - Visual Computing Environment
VCL - Vegetation Canopy Lidar
VE - Value Engineering
VECP - Value Engineering Change Proposal
ViTS - Video Teleconferencing System
VLAB - Virtual Laboratory
VLBI - Very Long Baseline Interferometry
VOA - Voice of America
WAAS - Wide Area Augmentation System
WAN - Wide Area Network
WBS - Work Breakdown Schedule
WDC - Workforce Diversity Council
WFF - Wallops Flight Facility
WHIO - White House Initiatives Office
WIPO - World Intellectual Property Organization
WOSB - Woman-Owned Small Business
WSTF - White Sands Test Facility
WWW - World Wide Web
ZAP - Z-Axis Precession
ZBR - Zero-Based Review

Appendix B: White House and Congressional Correspondence

C.1 White House Referral Mail.

a. Mail referred from the White House requires a direct reply to the writer which should begin as follows: "Thank you for your correspondence of (cite date), to President (name) concerning. . . ." If the correspondence is addressed to the First Lady or the Vice President, substitute their proper forms of address. White House correspondence must be acknowledged within 15 to 25 business days, depending on the subject, unless a different time period is indicated.

b. White House referrals must be signed by the appropriate Assistant or Associate Administrator or designee.

c. Provide the Executive Secretariat with two copies of the signed original for appropriate processing.

C.2 Congressional Correspondence.

a. The Office of Legislative Affairs manages correspondence from the Congress and state and local governments as instructed by NPR 1450.4, Handling Congressional Correspondence and Information Concerning Congressional Activities.

b. Correspondence for signature by the Principals of the Office of the Administrator must be reviewed by the Executive Secretariat.

Appendix D: Privacy Act Correspondence

D.1 General.

a. Privacy Act Correspondence must be safeguarded as prescribed by NPD 1382.17, NASA Privacy Policy.

b. Correspondence falls within the purview of the Privacy Act if it contains any item, collection, or grouping of information about an individual, including, but not limited to, the individual's education, financial transactions, medical history, and criminal or employment history, and if it contains the individual's name or an identifying number (such as a social security number), symbol, or other identifying particular assigned to the individual, such as a fingerprint, voiceprint, or photograph. "Individual" means a citizen or permanent resident of the United States. The following documents contain Privacy Act information:

(1) SF 171, Personal Qualifications Statement

(2) SF 52, Request for Personnel Action

(3) SF 50, Notification of Personnel Action

(4) Financial Statements

(5) Pay Statements

c. Correspondence containing any item of information, as described in paragraph 2 of this appendix, which is removed from a system of records not under the control of a system manager or an authorized representative, is to be prominently identified as a record(s) protected by the Privacy Act. Use NASA Form 1534 as a cover sheet for the correspondence. If NASA Form 1534 is unavailable, identify the records as being protected by the Act by using the wording in NASA Form 1534.

D.2 Transmitting Privacy Act Correspondence.

a. Within NASA Center distribution channels, seal information in a single envelope or package reflecting the addressee by title and the return address, and mark it--

"TO BE OPENED BY ADDRESSEE ONLY"

b. Send information between NASA Centers in a single sealed envelope, and mark it as in subparagraph above. c. Send information between other Government agencies and non-Government agencies via the USPS in a sealed inner and outer envelope, reflecting the addressee by title, and mark the return address on both envelopes. Additionally, the inner envelope must be marked--

"TO BE OPENED BY ADDRESSEE ONLY"

D.3 Destroying Privacy Act Correspondence.

Forward Privacy Act material to your Center's mail center in a plain brown wrapper or burn bag for shredding or burning. Check NPR 1441.1, NASA Records Retention Schedules, before destroying.

Appendix E Foreign Correspondence

E.1 General.

a. Due to political sensitivities and concerns regarding potential technology transfer, NASA policy requires special handling of all official correspondence, including electronic messages, sent from NASA systems to designated areas. Requests from foreign entities for published information about NASA activities should be forwarded to the Headquarters' Office of Public Affairs for response. All other correspondence, including e-mails, to designated areas requires the concurrence of either the Center Export Administrator or the Headquarters' Office of External Relations.

b. The list of designated areas is a compilation of countries with which the United States has no diplomatic relations, countries determined by the Department of State to support terrorism, countries under Sanction or Embargo by the United States, and countries of Missile Technology Concern. This list is updated periodically and is accessible via the NASA Export Control Program Web site at the following address: http://www.hq.nasa.gov/office/oer/nasaecp/index.html.

c. Correspondence, including e-mails, to countries listed on the designated countries list in Columns I, II, and IV requires the concurrence of the local Center Export Administrator prior to transmission. A list of Center Export Administrators may be found at http://www.hq.nasa.gov/office/oer/nasaecp/ind
http://www.hq.nasa.gov/office/oer/nasaecp/index.html.

d. Correspondence, including e-mails, to countries listed in Column III on the designated countries list requires the concurrence of the Headquarters' Office of External Relations prior to transmission.

e. Correspondence which consists of nothing more than a denial of a request for information does not require concurrence by either the Headquarters' Office of External Relations or the Center Export Administrator.

E.2 Format.

Prepare correspondence for individuals overseas in the standard business-letter style.

E.3 Address.

The country name is the official name; e.g., Federal Republic of Germany, not West Germany. The Headquarters' Office of External Relations can provide official country names.

E.4 Avoid Jargon.

Avoid using U.S. jargon and acronyms, which may not be familiar to non-U.S. personnel.

E.5 Coordination with Headquarters.

Transmit all correspondence with non-NASA U.S. Embassy personnel through the Office of External Relations.

E.6 Capitalization.

Capitalize the country name in the inside address. However, USPS policy requires that the name of the country be in all-capital letters and appear on the last line of the address information on the envelope or mailer.

Appendix F Forms Of Addresses

F.1. General.

The forms of address in this appendix are the conventional forms as determined by social and official custom. Since address forms may vary in certain instances, it is important to consult the rules as they appear in the listing in this appendix.

F.2 Titles of Addressees.

a. "The Honorable" is a title used to address current and former officials; e.g., Presidential appointees, Federal and state elected officials, and mayors. "Honorable" is not used by itself. "The Honorable" is not used before a last name alone. When appearing within the text of a letter or other communication, "the" is not capitalized.

b. "The Honorable" may be replaced by a title such as "Dr." or "General," but it is not used in combination with another title.

c. After leaving a titled position, an individual may opt to retain that distinctive title ("Judge," "General," or "The Honorable") throughout his or her lifetime.

F.3 Abbreviation of Titles and Degrees.

a. With the exceptions of "Mr./Ms./Dr.," do not abbreviate titles preceding full names in an address. Long titles such as "Lieutenant Colonel" and "Brigadier General" may be abbreviated for the sake of balance and appearance in the address when necessary; e.g., Lt. Colonel John L. Smith. Note that the basic rank is not abbreviated. The salutation should read, "Dear Colonel Smith."

b. Abbreviate designations of degrees, religious and fraternal orders, and military service branch titles after a name. Type the initials of a degree or order with periods but no spaces between them. Type military service designations in capital letters without periods.

c. Do not use scholastic degrees in combination with complimentary titles of address or with military service ranks, except in the case of "The Reverend." When a name is followed by abbreviations, their sequence is as follows: religious orders first, theological degrees, academic degrees earned in course, and honorary degrees in order of the bestowal. Using more than two degrees is unnecessary. Examples:

John Doe, D.D., D.Lit.
Patricia Smith, M.D.
Henry Brown, LL.D., Ph.D.
Lt. Colonel Mary Hill, USAF
The Reverend George Green, D.D.

F.4. Spouse of Distinguished Individual.

a. An individual does not share a spouse's official title and, therefore, should be addressed individually by his or her own appropriate title and last name.

The American Ambassador and Mrs. Doe

b. In cases of the titled spouse being a female, the following rule applies: Justice Sandra Morgan and Mr. Morgan

c. Not all married women use their husband's name, especially if they use another name professionally.

Senator Diane Strickland and Mr. Richard Blum

The Honorable Patrick Reed and Ms. Brooke Saxon

NOTE: The forms of address listed in this appendix are the conventional forms of address as determined by social and official custom. The style of salutation and complimentary close is informal.

ADDRESSEE	ADDRESS	SALUTATION AND COMPLIMENTARY CLOSE
THE WHITE HOUSE		
The President	The President The White House Washington, DC 20500	Dear Mr./Madam President: Respectfully,
Spouse of the President	Mrs., Mr. (full name) The White House Washington, DC 20500	Dear Mrs./Mr. (surname): Sincerely,
Assistant to the President	The Honorable (full name) Assistant to the President Executive Office of the President Washington, DC 20500	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Former President	The Honorable (full name) (local address) (ZIP Code)	Dear President, Madam President (surname): Sincerely,
The Vice President	The Vice President United States Senate Washington, DC 20510	Dear Mr./Madam Vice President: Sincerely,
	The Honorable (full name) The Vice President of the United States Washington, DC 20501	Dear Mr./Madam Vice President: Sincerely,
Former Vice President	The Honorable (full name) (no title) (local address) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Director, Office of Management and Budget	The Honorable (full name) Director Office of Management and Budget Executive Office of the President Washington, DC 20503	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,

	The Honorable (full name) Director Office of Science and Technology Policy Executive Office of the President Washington, DC 20500	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,

THE FEDERAL JUDICIARY

The Chief Justice	The Chief Justice The Supreme Court of the United States Washington, DC 20543	Dear Chief Justice: Sincerely,
Associate Justice	Justice (surname) The Supreme Court of the United States Washington, DC 20543	Dear Justice (surname): Sincerely,
The Clerk of the Supreme Court	The Clerk of the Supreme Court The Supreme Court of the United States Washington, DC 20543	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,

THE CONGRESS

President of the Senate	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr./Madam President: Sincerely,
President of the Senate Pro Tempore	The Honorable (full name) President Pro Tempore United States Senate Washington, DC 20510	Dear Mr./Madam President: Sincerely,
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives Washington, DC 20515	Dear Mr./Madam Speaker: Sincerely,
Majority Leader or Minority Leader United States Senate	The Honorable (full name) Majority or Minority Leader United States Senate Washington, DC 20510	Dear Mr./Madam Leader: Sincerely,
United States Senator	The Honorable (full name) United States Senate Washington, DC 20510 or The Honorable (full name) United States Senator (Congressional District office address) (City), (State) (ZIP Code)	Dear Senator (surname): Sincerely,
Majority Leader or Minority Leader	The Honorable (full name) Majority or Minority Leader House of Representatives Washington, DC 20515	Dear Mr./Madam Leader: Sincerely,

United States Representative	The Honorable (full name) House of Representatives Washington, DC 20515 or The Honorable (full name) Member, U.S. House of Representatives (local address) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (surname): or Dear Congresswoman (surname): Sincerely,
Committee Chair Chairman, Chairwoman Chair	The Honorable (full name) Chairman, Committee on (name) United States Senate Washington, DC 20510 or The Honorable (full name) Chair Committee on (name) House of Representatives Washington, DC 20515	Dear Mr. Chairman/ Madam Chairwoman/: Chair: Sincerely, Dear Mr. Chairman/Madam Chair: Sincerely,
Subcommittee Chairman Chair	The Honorable (full name) Chairman, Subcommitte on (name of parent Committee) United States Senate Washington, DC 20510 or The Honorable (full name) Chair, Subcommittee on (name) (name of parent Committee) House of Representatives Washington, DC 20515	Dear Mr. Chairman/Madam Chair: Sincerely,
Joint Committee Chairman	The Honorable (full name) Chairman (Chair) Joint Committee on (name) Congress of the United States Washington, DC (ZIP Code	Dear Mr. Chairman/Madam Chair: Sincerely,
Senator-elect	The Honorable (full name) United States Senator-elect or	Dear Senator-elect (surname): Sincerely,
Representative-elect	Representative-elect (address, if known) or Care of the United States Senate or House of Representatives	Dear Congressman-elect: (surname): Sincerely,
Office of a Deceased Senator	Office of the late Senator (full name) United States Senate Washington, DC 20510 or	*Sir: or Madam: Senator Sincerely,
Representative	Office of the late Representative* (full name) House of Representatives Washington, DC 20515	

Chaplin of the United States Senate	The Reverend (full name) Chaplin of the United States Senate Washington, DC 20510 or	Dear Mr./Mrs./Miss/Ms. (surname):** Sincerely,
House of Representatives	The Reverend (full name) Chaplain of the House of Representatives Washington, DC 20515	
Secretary of the United States Senate	The Honorable (full name) Secretary of the Senate United States Senate Washington, DC 20510	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Clerk of the House	The Honorable (full name) Clerk of the House of Representatives Washington, DC 20515	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Resident Commissioner	The Honorable (full name) Resident Commissioner from Puerto Rico House of Representatives Washington, DC 20515	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Delegate	The Honorable (full name) Delegate from (location) House of Representatives Washington, DC 20515	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Comptroller General	The Honorable (full name) Comptroller General of the United States General Accounting Office Washington, DC 20548	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Librarian of Congress	The Honorable (full name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Public Printer	The Honorable (full name) Public Printer Government Printing Office Washington, DC 20401	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,

*If the name of the late Senator's or Representative's secretary or administrative assistant is known, the letter may be addressed to that person by name.

**The title is Mr. or Dr., as appropriate. Reverend is not used with the surname alone.

EXECUTIVE DEPARTMENTS AND INDEPENDENT AGENCIES

Cabinet Members	The Honorable (full name) Secretary of the Interior* Washington, DC 20240	Dear Mr., Madam Secretary:* Sincerely,

	The Honorable (full name) Attorney General of the United States Department of Justice Washington, DC 20530	Dear Mr., Madam Attorney General: Sincerely,
Deputy Secretaries, Assistant Secretaries, Under Secretaries	The Honorable (full name) Deputy Secretary of Energy Washington, DC 20585 The Honorable (full name) Assistant Secretary, Legislative Affairs Department of Defense Washington, DC 20301 The Honorable (full name) Under Secretary of Housing and Urban Development	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Postmaster General	The Honorable (full name) Postmaster General United States Postal Service Washington, DC 20260	Dear Mr./Madam/Postmaster General: Sincerely,
Head of a Independent Agency, Authority, or Board	The Honorable (full name) (Title) (Agency name) (address) (City) (State) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Head of a Major Organization within an Agency, if a Presidential Appointee	The Honorable (full name) Under Secretary/Administrator National Oceanic and Atmospheric Administration Department of Commerce Washington, DC 20230	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Secretary of the Navy Secretary of the Army Secretary of the Air Force	The Honorable (full name) Secretary of the (Navy, Army, Air Force) Department of Defense The Pentagon Washington, DC (ZIP Code)	Dear Mr./Madam Secretary: Sincerely,
Chairman of a Commission or Board	The Honorable (full name) Chairman Federal Trade Commission Washington, DC 20580	Dear Mr./Madam Chairman: Sincerely,

AMERICAN MISSIONS

American Ambassador	The Honorable (full name) American Ambassador (City), (Country)	Dear Mr./Madam Ambassador: Sincerely,
American Consul General or American Consul	The Honorable (full name) American Consul General (or American Consul) (City), (Country)	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,

Personal (Special) Representative of the President	The Honorable (full name) Personal Representative of the President of the United States of America to (country) (address) (City, State/Country)	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,

INTERNATIONAL DIPLOMATIC MISSIONS/ORGANIZATIONS

Foreign Ambassador in the United States	His (Her) Excellency (full name) Ambassador of (country) (local address) (ZIP Code)	Dear Mr./Madam/ Ambassador: Sincerely,
United States Representative to the United Nations or Organization of American States	The Honorable (full name) United States Representative to the United Nations (or Organization of American States) (local address) (ZIP Code)	Dear Mr./Madam/Ambassador: Sincerely,
Foreign Minister in the United States (Head of a Legation)	The Honorable (full name) Minister of (country) Washington, DC (ZIP Code)	Dear Mr./Madam/Minister: Sincerely,
Foreign Minister Counselor in the United States	The Honorable (full name) Minister Counselor Embassy of (country) Washington, DC (ZIP Code)	Dear Mr./Madam/Minister: Sincerely,

STATE AND LOCAL GOVERNMENTS

Governor	The Honorable (full name) Governor of (State) (City), (State) (ZIP Code)	Dear Governor (surname): Sincerely,
Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (State) (City), (State) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
State Senator	The Honorable (full name) (State) Senate (City), (State) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
State Representative, Assemblyman, or Delegate	The Honorable (full name) (State) House of Representatives (or Assembly or House of Delegates)* (City), (State) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Mayor	The Honorable (full name) Mayor of (name of city) (City), (State) (ZIP Code)	Dear Mayor (surname): Sincerely,
President of a Board of Commissioners	The Honorable (full name) President Board of Commissioners of (name of city) (City), (State) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,

*In most States, the lower branch of the legislature is the House of Representatives. In States, such as California, New York, New Jersey, Nevada, and Wisconsin, 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. Nebraska has a one-house legislature; its members are designated as Senators.

CHURCH OFFICIALS

Minister Pastor Rector (without doctoral degree)	The Reverend (full name, degrees) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
Minister Pastor Rector (without doctoral degree)	The Reverend (full name) (name of church) (address) (City), (State) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Presiding Episcopal Bishop	The Most Reverend (full name, degrees) Presiding Bishop of the Episcopal Church (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,
Episcopal Bishop	The Right Reverend (full name, degrees) Bishop of (diocese) (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,
Episcopal Dean	The Very Reverend (full name, degrees) Dean of (church) (address) (City), (State) (ZIP Code)	Dear Dean (surname): Sincerely,
Methodist Bishop	The Reverend (full name, degrees) Methodist Bishop (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,
Mormon Bishop	Mr. (full name) The Church of Jesus Christ of Latter Day Saints (address) (City), (State) (ZIP Code)	Dear Mr. (surname): Sincerely,
Catholic Cardinal	His Eminence (given name) Cardinal (surname) (address) (City), (State) (ZIP Code)	Dear Cardinal (surname): Sincerely,
Catholic Archbishop	The Most Reverend (full name) Archbishop of (diocese) (address) (City), (State) (ZIP Code)	Dear Archbishop (surname): Sincerely,
Catholic Bishop	The Most Reverend (full name) Bishop of (city) (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,

Catholic Monsignor (higher rank)	The Right Reverend Monsignor (full name) (address) (City), (State) (ZIP Code)	Dear Monsignor (surname): Sincerely,
Catholic Monsignor (lower rank)	The Very Reverend Monsignor (full name) (address) (City), (State) (ZIP Code)	Dear Monsignor (surname): Sincerely,
Catholic Priest	The Reverend (full name) (add initials or Order, if any) (address) (City), (State) (ZIP Code)	Dear Father (surname): Sincerely,
Catholic Mother Superior of an Institution	The Reverend Mother Superior (initials of Order, if used) (name of institution) (address) (City), (State) (ZIP Code)	Dear Reverend Mother: Sincerely,
Rabbi (with doctoral degree)	Rabbi (full name) (Synagogue) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
Rabbi (without doctoral degree)	Rabbi (full name) (Synagogue) (address) (City), (State) (ZIP Code)	Dear Rabbi (surname): Sincerely,
Orthodox Archbishop	His Eminence Archbishop (full name) (address) (City), (State) (ZIP Code)	Your Eminence Sincerely,
Orthodox Bishop	His Grace (full name) Bishop of (name of Diocese) (address) (City), (State) (ZIP Code)	Your Grace Sincerely,
Orthodox Priest	The Reverend (full name) (name of church) (address) (City), (State) (ZIP Code)	Dear Father: Sincerely,

EDUCATIONAL INSTITUTIONS

President or Chancellor of a College or University (with doctoral degree)	Dr. (full name) President (name of institution) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
President of a College or University (without doctoral degree)	Mr., Mrs., Miss, Ms. (full name) (name of institution) (address) (City), (State) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,

Dean of a School	Dean (full name) School of (name) (name of institution) (address) (City), (State) (ZIP Code)	Dear Dean (surname): Sincerely,
Professor	Professor (full name) Department of (name) (name of institution) (address) (City), (State) (ZIP Code)	Dear Professor (surname): Sincerely,
Ph.D.	Dr. (full name) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,

PHYSICIANS AND LAWYERS

Physician	(full name), MD (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
Lawyer	Mr., Mrs., Miss, Ms. (full name) Attorney at Law (address) (City), (State) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (surname): Sincerely,
Judge	The Honorable (full name) Judge, Appellate Division The Supreme Court of the State of New York (address) (City), (State) (ZIP Code)	Dear Judge (surname): Sincerely,

OTHER

Widow	Mrs. (husband's first and last name) or Ms. (wife's full name) (address) (City), (State) (ZIP Code)	Dear Mrs., Ms. (surname): Sincerely,
Unknown Gender	Leslie Smith (address) (City), (State) (ZIP Code)	Dear Leslie Smith: Sincerely,

MULTIPLE ADDRESSEES

Two or More Men	Mr. (full name) and Mr. (full name) (address) (City), (State) (ZIP Code)	Dear Mr. (surname) and Mr. (surname): or Dear Messrs. (surname) Sincerely,
Two or More Women	Mrs., Miss, Ms. (full name) and Mrs., Miss, Ms. (full name) (address) (City), (State) (ZIP Code)	Dear Mrs./Ms., Miss (surname) and Mrs./Ms./Miss (surname): Sincerely,

One Woman and One Man	Mrs., Miss, Ms. (full name) and Mr. (full name) (address) (City), (State) (ZIP Code)	Dear Mrs./Miss/Ms. (surname) and Mr. (surname): Sincerely,

MILITARY SERVICES

Army, Air Force, and Marine Corps Officers

General Lieutenant General Major General Brigadier General	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear General (surname): Sincerely,
Colonel Lieutenant Colonel	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Colonel (surname): Sincerely,
Major	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Major (surname): Sincerely,
Captain	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Captain (surname): Sincerely,
First Lieutenant Second Lieutenant	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Lieutenant (surname): Sincerely,
Chief Warrant Officer	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Chief Warrant Officer (surname): Sincerely,
Warrant Officer	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Warrant Officer (surname): Sincerely,
Navy and Coast Guard Officers Admiral Vice Admiral Rear Admiral	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Admiral (surname): Sincerely,
Captain	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Captain (surname): Sincerely,
Commander Lieutenant Commander	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Commander (surname): Sincerely,

Lieutenant Lieutenant Junior Grade	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Lieutenant (surname): Sincerely,
Ensign	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Ensign (surname): Sincerely,
Chief Warrant Officer	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Chief Warrant Officer (surname): Sincerely,

ALL SERVICES

Retired Officer	(full rank, full name, abbreviation of service), (Ret.) (address) (City), (State) (ZIP Code)	Dear (rank, surname): Sincerely,
Chaplain	Chaplain (full name) (rank, service designation) (address) (City), (State) (ZIP Code)	Dear Chaplain (surname): Sincerely,

SERVICE ACADEMY MEMBERS

Army or Coast Guard Cadet	Cadet (full name) (address) (City), (State) (ZIP Code)	Dear Cadet (surname): Sincerely,
Navy Midshipman	Midshipman (full name) (address) (City), (State) (ZIP Code)	Dear Midshipman (surname): Sincerely,
Air Force Air Cadet	Air Cadet (full name) (address) (City), (State) (ZIP Code)	Dear Air Cadet (surname): Sincerely,

MILITARY SERVICES ABBREVIATIONS

In some instances, military abbreviations may be used as a form of address, e.g., distribution lists, courtesy copy lists, and envelopes. Refer to the GPO Style Manual's chapter entitled Abbreviations.

Appendix G Compound Words

G.1 Use the Gregg Reference Manual, latest Webster's dictionary, and GPO Style Manual as references for compounding words. As you will notice, certain words are illustrated differently in various sources. In these cases, defer to the more commonly used version.

G.2 Word forms are constantly changing. Two-word forms often require the hyphen initially, then later become one word. Current language trends point to closing up words which, through frequent use, have become associated in the reader's mind as units of thought.

G.3 Generally, whenever a word form (or applicable rule) cannot be found in the Gregg Reference Manual, GPO Style Manual, or dictionary, it should be two words.

G.4 The following represents commonly used compound words. The abbreviations indicate function: noun (n.), adjective (adj.), verb (v.), adverb (adv.). Keep in mind that many words can function as different parts of speech, depending on the context. Most hyphenated words require hyphens if they precede the word they're describing, but they are usually written without hyphens if they follow the described word. This listing is a representation of commonly used words at NASA. It is not intended to be an inclusive listing.

across-the-board (adj., adv.) This is an across-the-board reduction. Reductions will occur across the board.)

ad hoc (foreign phrase) (adj.) (...an ad hoc committee).

aero (a prefix that will combine with other words such as aerodynamic)

aerospace (n., adj.) (aerospace medicine), but National Aero-Space Plane (this term exception to rule)

Agency-wide (NASA preference-adj., adv.) This is Agency-wide policy. A search will be conducted Agency wide.

African-American (adj.) (...African-American customs)

African American (n.) (Louise is an African American.)

airfare (n.)

airmail (n.,v.)

all hands (n.)

Anglo-American (n., adj.)

assemblyperson (n.)

backup (n., adj.)

back up (v.) (Please back up your data on a diskette.)

baseline (n., v.)

benchmark (n., v.)

biweekly (adj., adv.)

bona fide (adj.)

breakthrough (n., adj.)

broadminded (adj.)

buildup (n.) (There was a gradual buildup of that military base.)

build up (v.) (They are trying to build up their reputations.)

businessperson (n.)

buyout (n.) (Are you applying for the buyout?)

buy out (v.) (We want to buy out your company.)

callup (n.) The callup for nominations was received yesterday.

call up (v.) I can call up any subject on the computer.

cannot (combination of verb (can) and adverb (not))

carryout (n.) (We will eat carryout tonight.)

carryout (adj.) (Are you ordering carryout food tonight?)

carry out (v.) (The office will carry out the plan to transfer...)

carryover (n.) (The carryover from 2005...)

carry over (v.) (The funds will carry over into 2006.)

checklist (n.)

checkout (n.) Please proceed to checkout.

checkout (adj.) (There are several checkout buildings at KSC.)

check out (v.) (The primary objective was to check out the Shuttle system.)

class action (n.) (The employees are considering a class action.)

class-action (adj.) (The employees filed a class-action suit.)

clear-cut (adj.) (It was a clear-cut decision.)

closedown (n.) (The closedown will last two hours)

closeout (n.) It is time to prepare this year's closeout.

close out (v.) We will close out overdue actions by Monday.

close-up (adj.) (That is a nice close-up picture of you.)

co (prefix), e.g., coauthor, cochairman, copilot, but co-investigator, co-op

cost-effective (adj.) (...in the most cost-effective method...)

countdown (n.)

crewmember (n.)

crewmen (use crewmember) (NASA preference...gender-neutral)

cross section (n.) (...a cross section of employees...)

cutoff (adj.) (The cutoff date was April 1.)

database (n.)

decision making (n.) (I will rely on you for the decision making.)

decision-making (adj.) (You are the decision-making authority.)

double space (n.) (Leave a double space between paragraphs.)

double-space (v.) (Please double-space the draft.)

downsize (v.)

downtime (n.) (Shuttle "downtime")

drawback (n.)

e-mail (n.,v.)

early out (n.) (Did you take an early out during the buyout season?)

early-out (NASA preference-adj.) (NASA has achieved early-out authority.)

earthborn (adj.)

ex officio (n.) (foreign phrase)

fine-tune (v.) (...to fine-tune the format...)

first-class (adj.) (...a first-class individual...; ...a first-class seat...)

first-class (adv.) (...to travel first-class...; (...mailed first-class...)

firsthand (adj.) (He has firsthand knowledge of the situation.)

flowchart (n.,v.)

flyby (n.) (The asteroid flyby will occur next year.)

fly by (v.) (The Galileo spacecraft will fly by the planet.)

follow-on (n.,adj.)

followup (adj.) (A followup meeting will occur.)

followup (n.) (We will do a followup next week.)

follow up (v.) (We will follow up the meeting with a discussion.)

free flight (n.)

free-flight (adj.)

freeflyer (n.) (...to service freeflyers...)

free-flying (adj.) (see free-floating in dictionary.) (...a free-flying spacecraft...; ...robotic spacecraft are free-flying...)

full-cost (NASA preference) (adj.) (NASA has implemented full-cost accounting procedures at Headquarters.)

full-time (adj.) (...full-time position...)

full time (adv.) (She works full time.)

FY 2006 (n.) (NASA preference)

GS-15 (n.) (NASA preference)

Government-wide (NASA preference) (adj., adv.) (U.S.); government-wide (state, city)

Government-owned (adj.) (U.S.); government-owned (state, city)

ground-based (adj.) (The ground-based data...)

ground based (adj.) (The information was ground based.)

ground rule (n.)

groundwork (n.)

hand-carry (v.) (...hand-carry the document)

handout (n.) (Please send me a copy of the handout.)

hand out (v.) (We will hand out the schedules tomorrow morning.)

hard-working (adj.)

heavy-lift (adj.) (...heavy-lift launch vehicle...; ...heavy-lift requirements...)

high-quality (adj.) (That picture is a high-quality image taken from the Hubble Space Telescope.)

high-speed (adj.)

home page (n.) or Home Page (NASA preference)

humankind (n.) (NASA preference) ("Humankind" is a gender-neutral word used throughout the Agency.)

hundredfold (n., adj.)

in-depth (adj.)

in-flight (adj.) (...in-flight experiment...)

infrastructure (n.)

in-house (adj.) (We will participate in an in-house study.)

in-orbit (adj.) (...in-orbit repair mission...)

in orbit (adv.) (The repair in orbit was successful. The satellite was placed in orbit.)

inter (...between, among...as prefix, generally one word) (interagency, intercenter, interoffice)

intra (...within, inside...as prefix, generally one word) (intraoffice, but intra-Agency)

kickoff (n.) The kickoff for launch activities will occur Monday, June 23.

kick off (v.) We will kick off the activities at noon.

lakebed (n.) (The lakebed at Edwards AFB is dry.)

land-based (adj.)

lead time (n.) (The lead time for responding...)

lifetime (n.,adj.)

lift-off (n.,adj.)

lightweight (n.,adj.)

light-year (n.)

long-range (adj.) (...long-range plan...)

long-term (adj.) (...long-term commitment...)

long term (n.) (The committee member served a long term.)

longstanding (adj.) (longstanding relationship)

macroeconomics (n.)

mainframe (n.,adj.)

marketplace (n.)

markup (n.) (...OMB markup...)

mark up (v.) (OMB will mark up the budget request.)

member at large (n.)

mid (prefix, usually combines to form one word) (midafternoon...midday...midpoint)

mid-1990s (n.)

mid-August (n.)

mockup (n.,adj.)

multi (prefix, usually one word) (multicultural...multiyear)

NASA-wide (NASA preference)

Nationwide (adj.,adv.)

near-term (adj.) (...near-term plans...)

near term (n.) (We will evaluate it in the near term.)

non (...not... prefix, generally one word) (nonadvocate...nongovernment) but non-Government or non-Federal)

no one (n.)

northeast, northwest (adv.,adj.,n.)

Officials-in-Charge (NASA preference) (The memo will be sent to Officials-in-Charge of Headquarters Offices.)

offline (adj.,adv) (adj...offline discussions) (adv. Discussions will be held offline.)

offsite (NASA preference)

onboard (adj.) (...onboard experiment)

on board (adv.) (The experiment will take place on board.)

ongoing (adj.)

online (n.,adj) (NASA is now online for Internet connections.)

on-orbit (adj.) (...on-orbit repair...)

onorbit (n.; NASA preference)

onsite (n.) (NASA preference)

order of magnitude (n.) (...the Earth's mass is on the order of magnitude...)

O-ring (n.)

over (can combine to form another word) (overstress)

paperwork (n.)

part-time (adj.) (A part-time position...)

part time (adv.) (She works part time for the agency.)

per diem (n.)

phaseout (n.,adj.) (The phaseout of the activities...Phaseout activities will begin...)

phase out (v.) (We will phase out the aircraft beginning next year.)

point of contact (n.) (Vanessa is the point of contact for the project.)

post (prefix, generally one word) (postdoctoral...postflight...postlaunch... postwar) (but post-Cold War)

pre (prefix, generally one word) (preflight...prelaunch...premeeting...preorbital)

President-elect (n.)

problem solving (n.)

program-wide (adj.,adv) (NASA preference)

real-time (adj.) (...real-time data...)

real time (n.) (The decision will be made in real time.)

reengineer (v., adj.) (NASA preference) (NASA has completed its reengineering activities.)

reentry (n.)

re-register (v.)

return to flight (v.) (NASA preference) (When we return to flight, ...)

return-to-flight (adj.) (NASA preference) (...return-to-flight activities)

rollout (n., adj.)

roll out (v.) (NASA preference)

roundtable (adj.)) (roundtable discussions)

round trip (n.) (He will take a round trip to Paris.)

round-trip (adj.) (He purchased a round-trip ticket.)

rulemaking (n.,adj.)

runway (n.)

Secretary-designate (n.)

self-confidence (n.)

shortfall (n.)

short-term (adj.) (A short-term loan...)

short term (n.) (She will begin in the short term.)

shutdown (n.) (The nuclear power plant averted a shutdown.)

shut down (v.) (We will shut down the plant next week.)

side-mount (adj.) (...side-mount concept...)

single-space (v.) (I will single-space the document.)

single-spaced (adj.) (This is a single-spaced document.)

space-based (adj.) (...the space-based experiment...)

spaceborne (adj.,adv.)

spacecraft (n.)

spacefaring (adj.) (refer to seafaring)

space-related (adj.) (This is a list of space-related words.)

space related (adj.) (The material is space related.)

space flight (n.) (NASA preference is two words.)

spacesuit (n.)

spacewalk (n.)

stand-alone (adj.) (...stand-alone computer...)

standdown (n.) (We will conduct a safety standdown next Monday.)

stand down (v.) (We will stand down the flight simulator Wednesday.)

startup (n.,adj.) (The startup of the activity...; the startup date...)

start up (v.) (The activity will start up next week.)

state of the art (adj.) (The technology is state of the art.)

state-of-the-art (adj.) (...state-of-the-art technology...)

stationkeeping (n.) (see housekeeping)

STS-114 (n.) (NASA preference)

sub (...under, below...) (prefix..subagency... suborbital...substandard...)

takeoff (n.)

teamwork (n.)

time-consuming (adj.) (...a time-consuming task...)

time consuming (adj.) (Logging the mail is very time consuming.)

timeframe (n.)

timeline (n.)

timetable (n.)

tradeoff (n.)

troubleshooting (v.)

turnaround (n.,adj.)

under (prefix, generally one word) (undergone...underway)

under way (adv.) (We will get under way next month.)

upfront (adj.) (upfront payment)...adv. (to pay upfront)

up-to-date (adj.) (...an up-to-date report...)

up to date (adj.) (Please provide information that is up to date.)

videotape (n., v.)

videotape recorder/recording (n.)

voice mail, voice-mail message (NASA preference) but voice mailbox (n.)

walk-through (n.)

Web page, Web site (n.) (NASA preference)

well-being (n.)

well-received (adj.) (It was a well-received speech.)

well received (adj.) (The speech was well received.)

whistle-blower (n.) (The employee had a reputation as being a whistle-blower.)

wide-angle (adj.) (...wide-angle lens...)

wind-shear (adj.) (The wind-shear conditions concerned the pilot.)

wind shear (n.) (The presence of wind shear concerned the pilot.)

workaround (n.)

workforce (n.) (workhour...workload... workplan...workstation...workyear)

workplace (n.)

world-class (adj.)

worldwide (adj.,adv.)

World Wide Web (always capitalized, NASA preference)

x-ray (adj.) (...an x-ray tube...)

x-ray (v.) (The technician will x-ray the components.)

x ray (n.) (The x ray penetrates solid substances.)

zero-base, zero-based (adj.) (...zero-base budget...; The budget is zero-based.)

zero gravity (n.) (NASA preference in formal correspondence)

zero-g (n.) (NASA preference...for informal correspondence only)

zero-sum (adj.) (...the zero-sum amount...)

zero sum (n.) (The calculations had a zero sum.)

Appendix H Capitalization of Frequently Used Words at NASA

Capitalize specific names of things and lowercase general terms of classification. This listing represents commonly used words at NASA.

Agency: capitalize if part of complete name or if a short form of complete name; e.g., Central Intelligence Agency; National Aeronautics and Space Administration; the Agency (NASA preference), but lower case agency when used as term of general classification; e.g., independent Federal agency.

Attachment: (when specifying); e.g., Attachment 1 (NASA preference); but attachment; e.g., the attachment.

****Associate Administrator**: e.g., the Associate Administrator for Aeronautics and Research Mission Directorate; the Associate Administrator invites you to an open house. A meeting involving all the Associate Administrators is scheduled for Monday.

Board: capitalize if part of name or when used alone in place of full name, e.g., Performance Review Board, the Board consists of... Space Studies Board, the Board's recommendation..., but the boards of the National Research Council.

Branch: capitalize if part of complete name, or when used alone in place of full name; e.g., the International Program Policy Branch; the Branch will hold a staff meeting; but the branch offices...each branch will.

****Branch Chief** (when referring to a specific person): e.g., Chief, International Program Policy Branch; the Branch Chief will authorize, but the branch chiefs....

budget: (Federal budget, President's budget, NASA's budget).

budget line items: capitalize exact titles of budget line items (NASA preference); e.g., Space Flight, Control and Data Communications; Research and Program Management.

Building (when specifying): e.g., Building 10B (NASA preference); but...the building and room locations will be forwarded to you.

calendar year

Center(s): capitalize if referring to NASA Centers; (e.g., Goddard Space Flight Center; the Center; a representative from each Center).

****Center Director**: e.g., the Center Director., a meeting with all of the Center Directors.

century: (e.g., the 21st century).

Chair, the (if personified); e.g., Madam Chair).

chairman, chairperson: (general; NASA preference, gender-neutral); e.g., the chairman of the Appropriations Committee; but Chairman Davis: (general) we need to designate a chairperson.

Chairman, Committee on Appropriations (title-see above).

Chief, if part of official title: e.g., Chief, Flight Programs Branch.

college degrees: bachelor of arts, master's, but capitalize abbreviations: B.A., M.A., Ph.D.

Committee: capitalize if part of complete name or when used alone in place of full name; e.g., Aeronautics Advisory Committee; the Appropriations Committee; the Committee; but each committee will report; the committees of Congress.

Congress (legislature): the Congress of the United States; the 101st Congress; the Congress;...when Congress returns.

congressional action; congressional committee. (often capitalized)

Congressional District: (if a specific district; e.g., 20th Congressional District) but the congressional district.

congressionally: e.g., a congressionally mandated report.

Congressman; Congresswoman; Member of Congress.

Council: capitalize if part of name or when used alone in place of full name; e.g., NASA Advisory Council; the Council will meet.

****Director**, if part of official title: e.g., Director, Solar System Exploration Division; the Director will issue, but the directors....

Division (if part of complete name, or when used alone in place of full name); e.g., the Advanced Program Development Division; there will be a Division staff meeting; but each division will.

****Division Director** (when referring to a specific person): e.g., the Division Director, but the division directors are....

division heads

Earth (planet). solar system, universe, (always lower case).

Enclosure (when specifying): e.g., Enclosure 1 (NASA preference); but enclosure; e.g., the enclosure.

executive branch

fall (season).

Federal (synonym for United States): e.g., Federal personnel regulations; but a federal form of government; Federal Government (U.S.).

fiscal year (abbreviate FY); e.g., in fiscal year 2006; FY 2006.

Government (if proper name, part of proper name, or as proper adjective): e.g., the U.S./National/Federal Government; the Japanese government; but, government (in general sense); e.g., a federal form of government; the Communist government; European governments.

Government-owned, Government-wide (if U.S.); but government-owned, government-wide (if State, city).

International Space Station (when referring to the multinational Space Station); but space station (generic); e.g., the Russian space station.

judicial branch

lead secretary: e.g., the incumbent serves as lead secretary. legislative branch

Member (congressional): e.g., a Member of Congress; but at the request of many members of the Congress; a member of the congressional committee.

Memorandum of Agreement, Memorandum of Understanding: if part of full name or when used alone in place of full name.

mission: e.g., Ulysses mission.

Moon, referring to Earth's Moon: but the moons of Jupiter; Titan is the name of Jupiter's moon.

Nation (synonym for U.S.): but a nation must defend its boundaries.

national: e.g., national space program.

National Government (U.S.)

Office: e.g., the Office of the Administrator; the Office of External Relations; but this office is planning.; I would like your office to prepare the report.

Officials-in-Charge of Headquarters Offices, referring to heads of all Headquarters offices or directorates.

orbiter (preferred lower case): e.g., Shuttle orbiter, Atlantis orbiter.

Presidential directive, authority, order

Program (if part of official name): e.g., NASA Honor Awards Program; but the Shuttle program: the EOS program; the program budget.

Program Manager or Project Manager, if part of title: e.g., but the program manager.

Program Office(s)

project: e.g., HST project; the project budget is...

Room (when specifying): e.g., Room 9S51 (NASA preference); but the building and room numbers will be provided later.

space (universe): e.g., the U.S. space program.

Space Shuttle (NASA's preference when referring to U.S./NASA Space Shuttle); but space shuttle (generic); e.g., the space shuttles.

State, when it follows the name of a particular State: e.g., New York State, but state (general); e.g., .state and local government groups, the forty-second state.

Subcommittee, if part of name, or part of name when used alone in place of full name: e.g., Subcommittee on Aviation Safety Reporting System: the Subcommittee: but subcommittees will be established.

summer (season).

white paper: e.g., prepare a white paper on.

winter (season).

Work Package 1, 2, 3, and 4; but the Space Station work packages.

x-ray, x ray

*In legal documents, many words that ordinarily would be written in small letters are written with initial capitals; e.g., the name of the document (or part of the name when used alone in place of the full name).

** Official titles of high-ranking national, state, and international offices are capitalized. Titles of lesser Federal and state officials and local governmental officials are not usually capitalized. However, these titles are sometimes capitalized in writing intended for a specific readership, in which the person in question would be considered to have very high rank by the intended reader (i.e., the Associate Administrators, the Center Directors); NASA's preference is to capitalize.

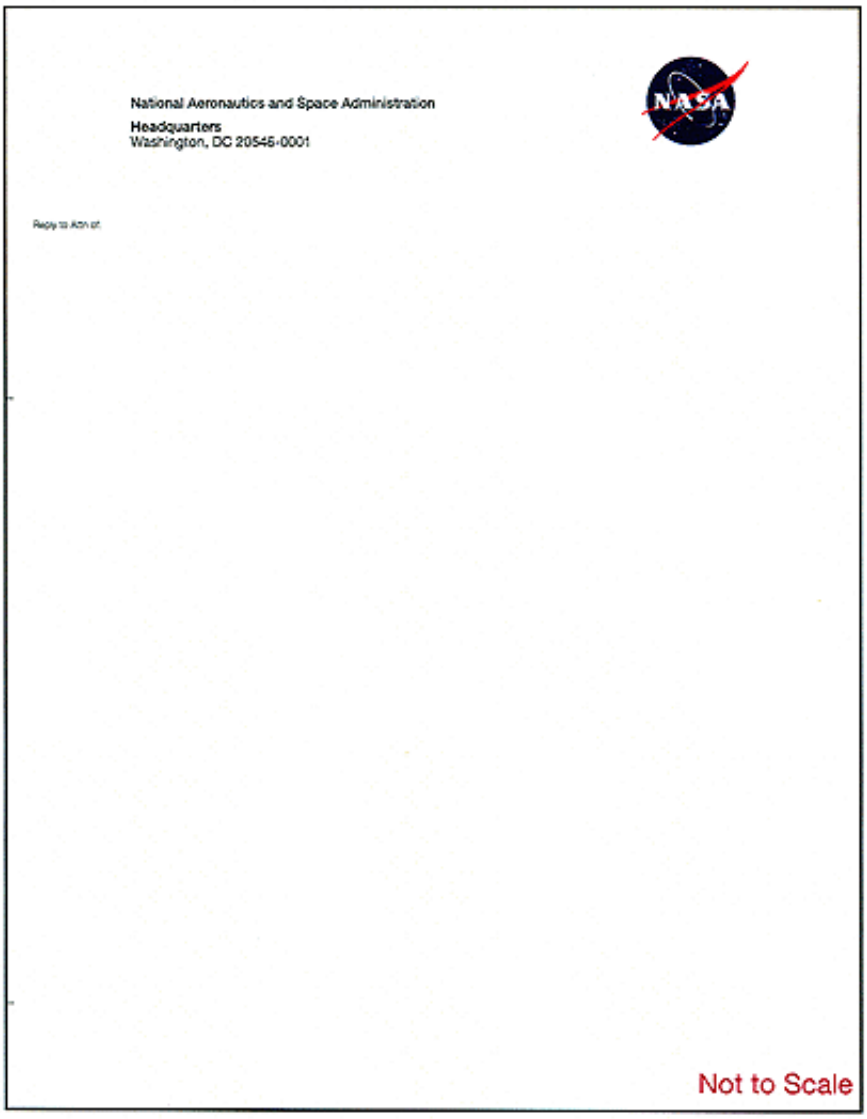
APPENDIX I: NASA STATIONARY SPECIFICATION STANDARDS

The following products represent standardized templates including product specifications for stationary components identified in the NASA Style Guide. These templates are to be used for purposes of reference to the NPR 1450.10D NASA Correspondence Management and Communications Standards and Style and for reproduction of such stated products.

These are the prime elements required to create approved NASA communications material as required by the Communications Material Review Process. For more information on the approval process, go to http://communications.nasa.gov

"Communications Material" is defined as media that is produced with NASA funds and conveys information about NASA projects, programs and results to both external and internal audiences.

"NASA Letterhead"



Final Size: 8½ X 11" (prints PMS 286 & PMS 185 & Black)

NASA Insignia: (approx .8611" Blue sphere); Two Color: PMS 185 & PMS 286

Agency Name: 10 pt Helvetica Medium (U/L case, left justification) (prints Black)

Center Name: 10 pt with 17 pt leading Helvetica Bold (U/L case, left justification) (prints Black)

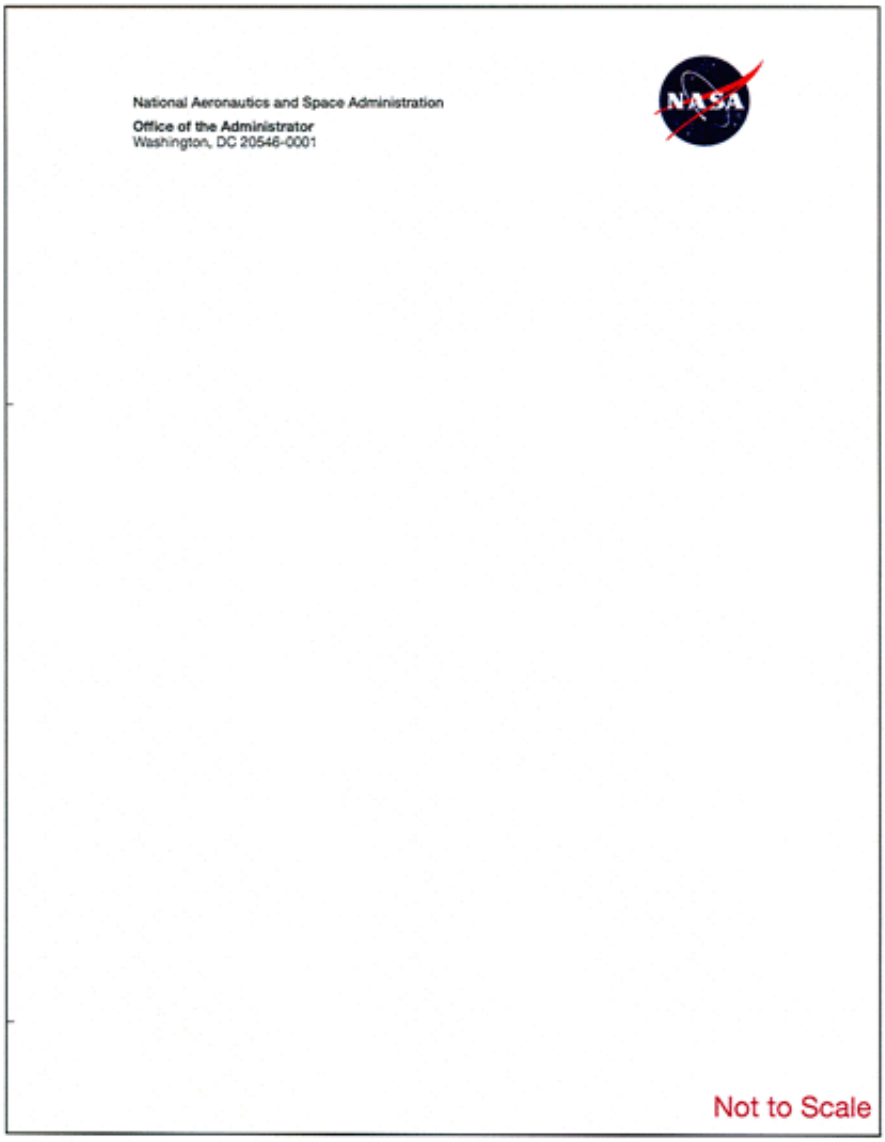
City, State, Zip: 10 pt with 11 pt leading Helvetica Roman (U/L case, left justification) (prints Black)

Reply to Attn of: 7 pt Helvetica Roman (U/L case, left justification) (prints Black)

Top Hash Mark: .5 pt rule (position to bleed off sheet—represents fold indicator for letter) (prints Black)

Bottom Hash Mark: .5 pt rule (position to bleed off sheet—represents last line of copy for the letter) (prints Black)

"NASA Office of the Administrator Letterhead"



Final Size: 8½ X 11", prints PMS 286, 185 and Black

NASA Insignia: ⅞" Blue sphere, two color: PMS 185 and 286

Agency Name: 10 pt Helvetica Medium, U&L case, left justification, prints Black

Office of the Administrator: 10 pt with 17 pt leading, Helvetica Bold, U&L case, left justification, prints Black

City, State, Zip: 10 pt with 11 pt leading, Helvetica Roman, U&L case, left justification, prints Black

Top Hash Mark: .5 pt rule (position to bleed off sheet—represents fold indicator for letter), prints Black

Bottom Hash Mark: .5 pt rule (position to bleed off sheet—represents last line of copy for the letter), prints Black

"NASA Headquarters Mailing Label"

National Aeronautics and
Space Administration

Headquarters
Mail Suite _____
Washington, DC 20546-0001

Official Business

Final Size: 4 15/16 X 2 7/8" (prints Black)

NASA Insignia: (approx 5/8" Black sphere); (prints Black)

Agency Name: 7.15 pt with 8.58 leading Helvetica Medium (U/L case, left justification) (prints Black)

Headquarters: 7.15 pt with 17.4 pt leading Helvetica Bold (U/L case, left justification)

Mail Suite: 7.15 pt with 8.7 pt leading Helvetica Roman (U/L case, left justification)

City, State, Zip, Official Business: 7.15 pt with 8.7 pt leading Helvetica Roman (U/L case, left justification) (prints Black)

Rule Line: 1 pt X 7/8"

"NASA Centers Mailing Label (Code)"

National Aeronautics and
Space Administration

Kennedy Space Center
Mail Code _____
Kennedy Space Center, Florida 32899

Official Business

Final Size: 4 15/16 X 2 7/8" (prints Black)

NASA Insignia: (approx 5/8" Black sphere); (prints Black)

Agency Name: 7.15 pt with 8.58 leading Helvetica Medium (U/L case, left justification) (prints Black)

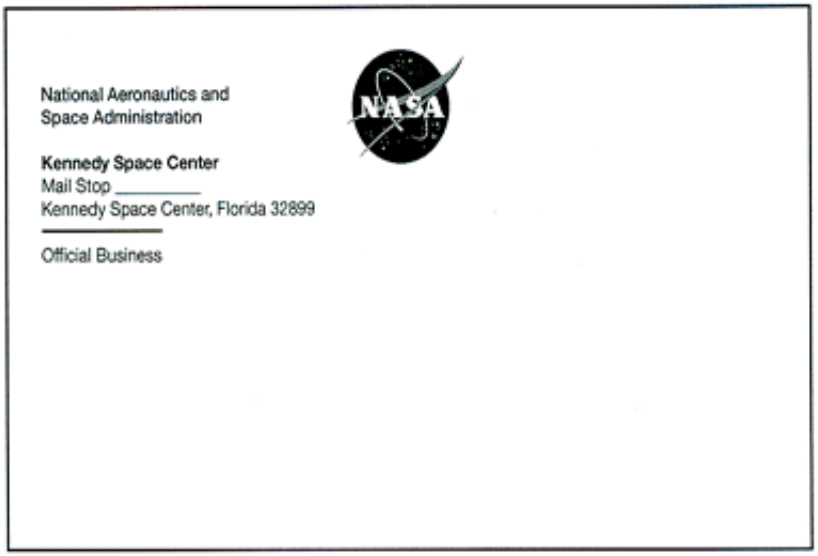
Center Name: 7.15 pt with 17.4 pt leading Helvetica Bold (U/L case, left justification)

Mail Code: 7.15 pt with 8.7 pt leading Helvetica Roman (U/L case, left justification)

City, State, Zip, Official Business: 7.15 pt with 8.7 pt leading Helvetica Roman (U/L case, left justification) (prints Black)

Rule Line: 1 pt X 7/8"

"NASA Centers Mailing Label (Stop)"



Final Size: 4 15/16 X 2 7/8" (prints Black)

NASA Insignia: (approx 5/8" Black sphere); (prints Black)

Agency Name: 7.15 pt with 8.58 leading Helvetica Medium (U/L case, left justification) (prints Black)

Center Name: 7.15 pt with 17.4 pt leading Helvetica Bold (U/L case, left justification)

Mail Stop: 7.15 pt with 8.7 pt leading Helvetica Roman (U/L case, left justification)

City, State, Zip, Official Business: 7.15 pt with 8.7 pt leading Helvetica Roman (U/L case, left justification) (prints Black)

Rule Line: 1 pt X 7/8"

"NASA #10 Headquarters Envelope"

National Aeronautics and Space Administration

Headquarters
Mail Suite
Washington, DC 20546-0001

Official Business

Not to Scale

Final Size: 9½ X 4⅛" (prints PMS 286 & PMS 185)

NASA Insignia: (approx ¾" Blue sphere); Two Color: PMS 185 & PMS 286

Agency Name: 9 pt Helvetica Medium (U/L case, left justification) (prints PMS 286)

Headquarters: 9 pt with 22 pt leading Helvetica Bold (U/L case, left justification) (prints PMS 286)

Mail Suite: 9 pt with 11 pt leading Helvetica Roman (U/L case, left justification) (prints PMS 286)

City, State, Zip, Official Business: 9 pt with 11 pt leading Helvetica Roman (U/L case, left justification) (prints PMS 286)

Rule Line: 1 pt X ⅞"

"NASA #10 Center (Code) Envelope"

National Aeronautics and Space Administration

Kennedy Space Center
Mail Code_____
Kennedy Space Center, Florida 32899

Official Business

Not to Scale

Final Size: 9½ X 4⅛" (prints PMS 286 & PMS 185)

NASA Insignia: (approx ¾" Blue sphere); Two Color: PMS 185 & PMS 286

Agency Name: 9 pt Helvetica Medium (U/L case, left justification) (prints PMS 286)

Center name: 9 pt with 22 pt leading Helvetica Bold (U/L case, left justification) (prints PMS 286)

Mail Code: 9 pt with 11 pt leading Helvetica Roman (U/L case, left justification) (prints PMS 286)

City, State, Zip, Official Business: 9 pt with 11 pt leading Helvetica Roman (U/L case, left justification) (prints PMS 286)

Rule Line: 1 pt X ⅞"

"NASA #10 Office of the Administrator Envelope"

National Aeronautics and Space Administration

Office of the Administrator
Washington, DC 20546-0001

Official Business

Not to Scale

Final Size: 9½ X 4⅛", prints PMS 286, 185 and Black

NASA Insignia: ¾" Blue sphere, two color: PMS 185 and 286

Agency Name: 9 pt Helvetica Medium, U&L case, left justification, prints Black

Office of the Administrator: 9 pt with 22 pt leading, Helvetica Bold, U&L case, left justification, prints Black

City, State, Zip, Official Business: 9 pt with 11 pt leading, Helvetica Roman, U&L case, left justification, prints Black

Rule Line: 1 pt X ⅞" (5.25 picas)

"NASA #10 Center (Stop) Envelope"

National Aeronautics and Space Administration

Kennedy Space Center
Mail Stop_____
Kennedy Space Center, Florida 32899

Official Business

Not to Scale

Final Size: 9½ X 4⅛" (prints PMS 286 & PMS 185)

NASA Insignia: (approx ¾" Blue sphere); Two Color: PMS 185 & PMS 286

Agency Name: 9 pt Helvetica Medium (U/L case, left justification) (prints PMS 286)

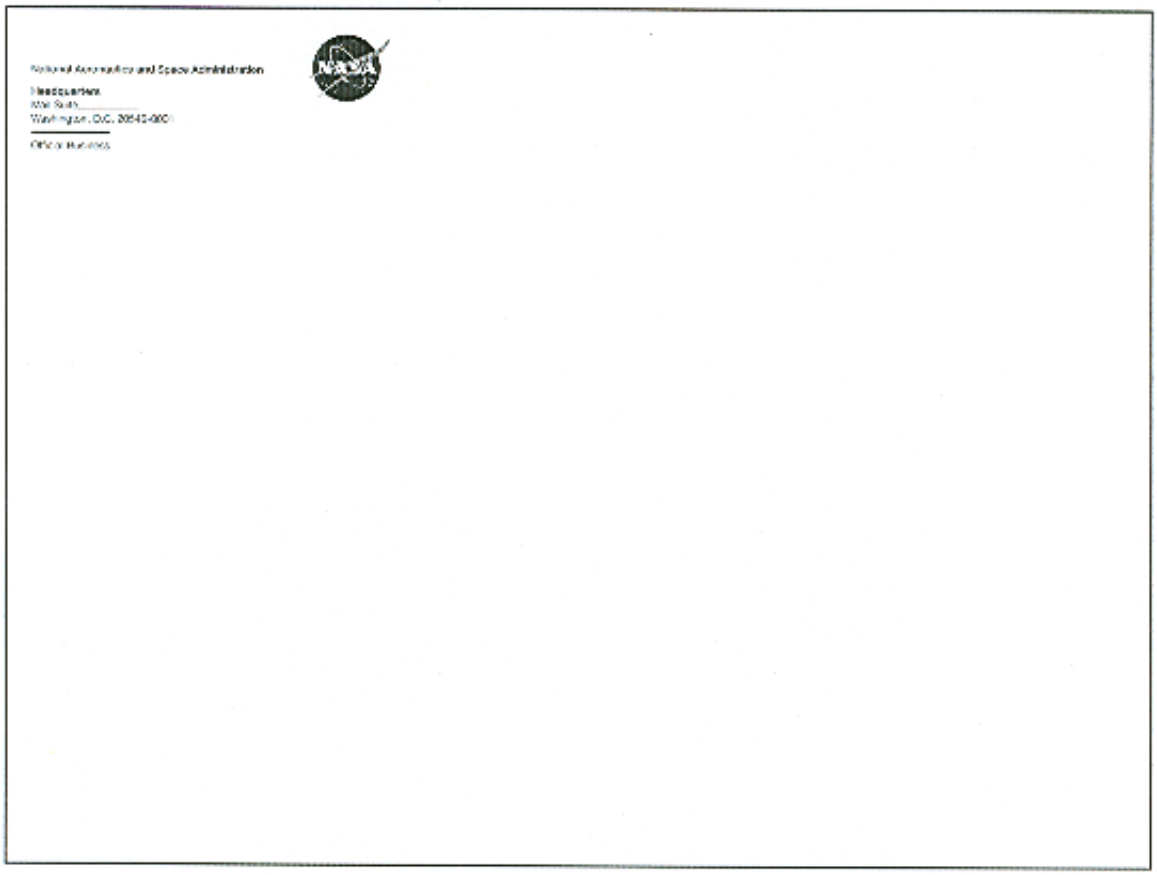
Center name: 9 pt with 22 pt leading Helvetica Bold (U/L case, left justification) (prints PMS 286)

Mail Stop: 9 pt with 11 pt leading Helvetica Roman (U/L case, left justification) (prints PMS 286)

City, State, Zip, Official Business: 9 pt with 11 pt leading Helvetica Roman (U/L case, left justification) (prints PMS 286)

Rule Line: 1 pt X 7/8"

"NASA 9 X 12" Envelope - Headquarters Version"



Final Size: 9 X 12"

NASA Insignia: .70" sphere, prints Black

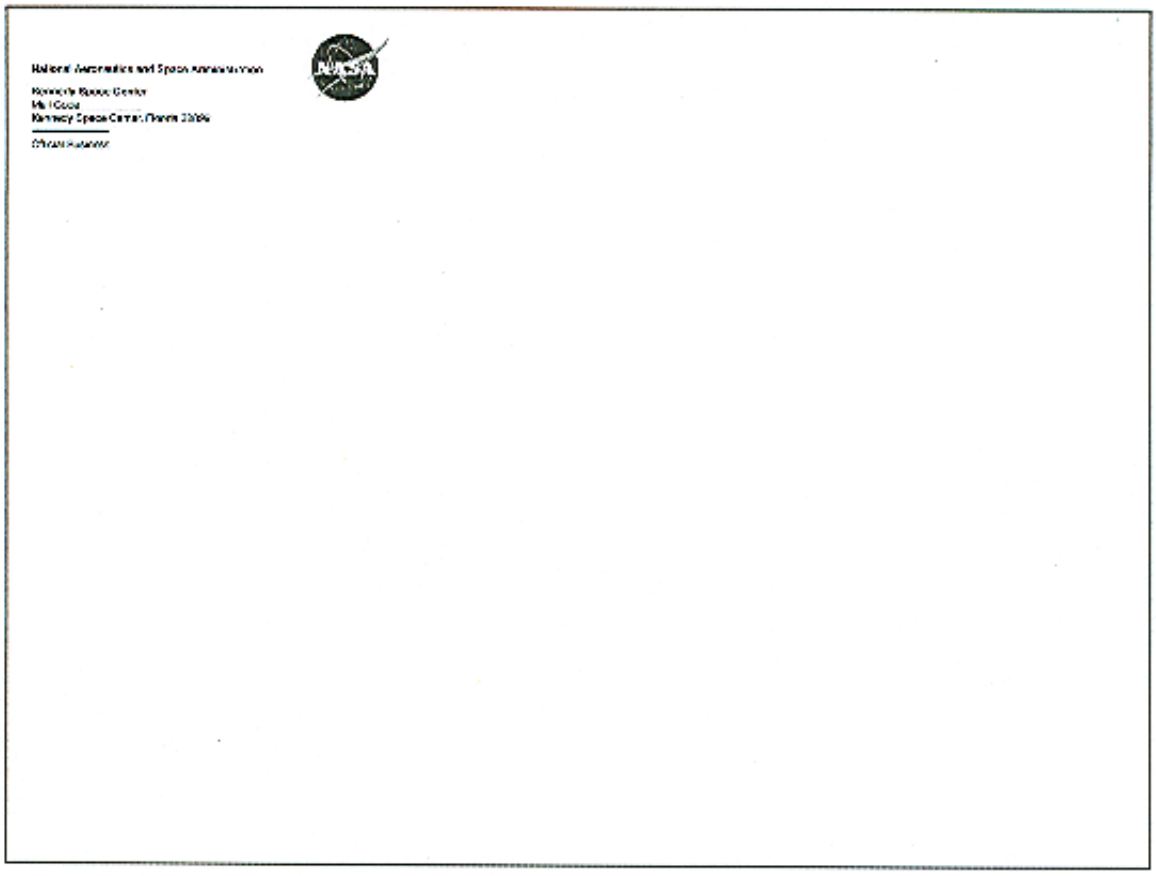
Agency Name: 8 pt Helvetica Medium, U&L case, left justification, prints Black

Center Name: 8 pt with 18 pt leading, Helvetica Bold, U&L case, left justification, prints Black

Mail Suite, City, State, Zip, Official Business: 8 pt with 9.5 pt leading, Helvetica Roman, U&L case, left justification, prints Black

Rule Line: 1 pt extending to the last "s" on "Business"

"NASA 9 X 12" Envelope - Center (Code) Version"



Final Size: 9 X 12"

NASA Insignia: .70" sphere, prints Black

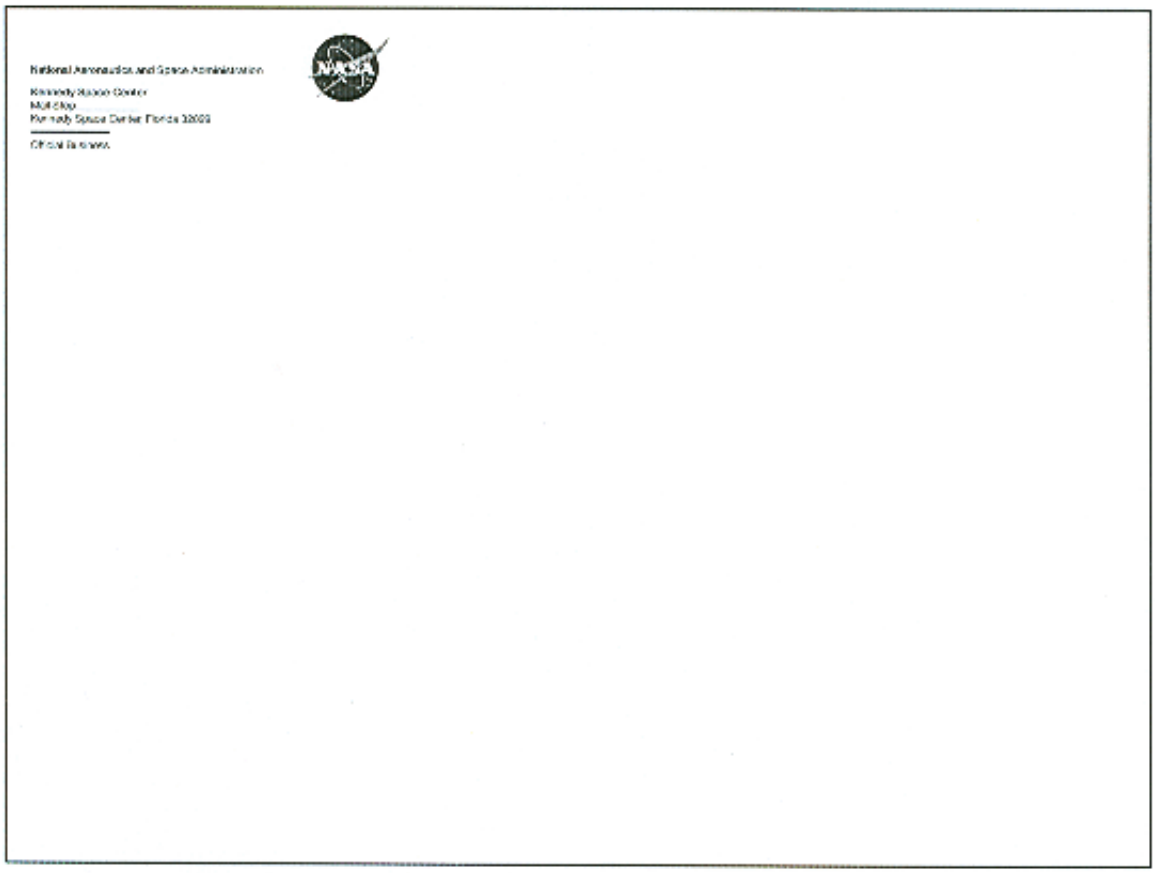
Agency Name: 8 pt Helvetica Medium, U&L case, left justification, prints Black

Center Name: 8 pt with 18 pt leading, Helvetica Bold, U&L case, left justification, prints Black

Mail Code, City, State, Zip, Official Business: 8 pt with 9.5 pt leading, Helvetica Roman, U&L case, left justification, prints Black

Rule Line: 1 pt extending to the last "s" on "Business"

"NASA 9 X 12" Envelope - Center (Stop) Version"



Final Size: 9 X 12"

NASA Insignia: .70" sphere, prints Black

Agency Name: 8 pt Helvetica Medium, U&L case, left justification, prints Black

Center Name: 8 pt with 18 pt leading, Helvetica Bold, U&L case, left justification, prints Black

Mail Stop, City, State, Zip, Official Business: 8 pt with 9.5 pt leading, Helvetica Roman, U&L case, left justification, prints Black

Rule Line: 1 pt extending to the last "s" on "Business"

Appendix J REFERENCES

J.1 NPD 1000.0, NASA Strategic Management and Governance Handbook.

J.2 NPD 1000.3, The NASA Organization.

J.3 NPD 1490.1, NASA Printing, Duplicating, Copying, Forms, and Mail Management.

J.4 NPD 1600.2, NASA Security Policy.

J.5 NPD 2810.1, NASA Information Security Policy.

J.6 NPR 2810.1, Managing Information Technology.

J.7 NPD 2820.1, NASA Software Policy.

J.8 Roget's Thesaurus.

J.9 The Elements of Style, Strunk and White.