



Guideline Manual
for
Midwest Association Fish and
Wildlife Agencies'
Technical Working Committees

Updated August 19, 2024

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Preamble

Technical Working Committees of the Midwest Association are critically important to the functioning of the Association. These committees are comprised of experts in the subject matter of their committee. The committees function to stay abreast of current issues, make recommendations for action, prepare letters and resolutions for consideration, and handle any assignments made by the MAFWA Directors. The committees meet independent of the MAFWA Directors but present an in-person report during the Midwest Director's Annual Meeting. Committees recommend items for action and the Directors decide to approve, amend or decline action. MAFWA does not provide banking or contracting services for its committees unless by special authorization of the MAFWA Executive Committee.

1. Midwest Association Fish and Wildlife Agencies¹

The Midwest Association of Fish and Wildlife Agencies (MAFWA) was formed in 1934. It is an organization comprised of 13 state and 3 provincial Midwest fish and wildlife agencies. It is one of four regional fish and wildlife associations in addition to the Association of Fish and Wildlife Agencies. All five associations are independent.

i. Mission

MAFWA provides a common forum for state and provincial fish and wildlife agencies to share ideas, information, pool resources, and form action initiatives to better the management and conservation of fish and wildlife resources in the Midwest. More specifically, MAFWA strives to:

- Advocate state's rights in fish and wildlife issues.
- Provide information and resources to help states promote and encourage recreational pursuits in hunting, fishing, trapping, wildlife viewing and bird watching.
- Promote efficiencies in government by exchanging research and management information.
- Promote multi-state, range-wide initiatives to keep wildlife species and the habitats on which they depend in healthy, functioning condition.

ii. Objectives

MAFWA has four main objectives to assist in achieving its mission. These are:

- To protect the right of jurisdiction of the Midwestern states over their wildlife resources on public and private lands;
- To scrutinize carefully state and federal wildlife legislation and regulations and to offer support or opposition to legislative proposals or federal regulations in accordance with the best interests of the Midwest states;
- To serve as a clearinghouse for the exchange of ideas concerning wildlife and fisheries management, research techniques, wildlife law enforcement, hunting and outdoor safety, and information and education;
- And to collaborate and coordinate with our federal partners, conservation organizations and stakeholders for the protection, preservation, restoration and management of our fish and wildlife resources.

iii. Membership

MAFWA membership consists of Midwest state and provincial fish and wildlife agencies and their authorized representative(s). The states and provinces included under the MAFWA membership are: Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin, and the provinces of Manitoba, Saskatchewan and Ontario.

¹ For more details on exact language and procedures consult the [MAFWA website](#), and its [Constitution and Bylaws](#)

The membership held by an individual representative of a member state or provincial fish and wildlife agency terminates with the expiration of that member's term of office as a state and provincial fish and wildlife administrator².

2. Director Liaison

The Director Liaison position is held by a state or provincial administrator³ of a Fish and Wildlife agency who volunteers and is accepted by MAFWA to interact with a MAFWA Technical Working Committee (TWC).

i. Objectives

The Director Liaisons serve to enhance communication and coordination among state and provincial agencies both within and without the MAFWA membership. This responsibility is crucial to ensure that committees maintain a Midwest focus and that requests for action, position statements, policy recommendations and other such documents are non-conflicting within MAFWA, as well as non-conflicting with similar documents produced by the Association of Fish and Wildlife Agencies (AFWA) and the other regional associations⁴.

ii. Responsibilities to the MAFWA

The MAFWA expects three main duties from each Director Liaison. These duties consist of:

- To assist, as needed, the TWCs to which they are assigned in achieving the affairs conferred to the Committee by MAFWA.
- To attend and participate fully in MAFWA and AFWA annual meetings, as well as their assigned TWC's meetings.
- To develop and strengthen their network ties with other Director Liaisons, and members of the MAFWA, AFWA, and the regional associations.

² For more details on exact language and procedures consult the [MAFWA Constitution and Bylaws](#)

³ An administrator of state or provincial fish and wildlife agencies includes but is not limited to position titles (or their equivalencies) such as Commissioner, Department Secretary, Director, or Executive Director of a fish and wildlife agency.

⁴ Regional associations include: Western Association of Fish and Wildlife Agencies, Midwest Association of Fish and Wildlife Agencies, the Northeast Association of Fish and Wildlife Resource Agencies, and the Southeastern Association of Fish and Wildlife Agencies.

iii. Responsibilities to the Working Technical Committees

Each MAFWA Director Liaison assigned to a TWC is responsible for guiding and assisting the TWC as needed in their progress to achieve their conferred task(s). More specifically, the duty of the Director Liaison to the Committee includes but is not limited to:

- Communicate with other Director Liaisons (or equivalent position) within the MAFWA, AFWA, and the other regional associations to ensure coordinated, non-duplicated, and non-conflicting efforts by all parties.
- Provide guidance to the TWCs.
- Provide pertinent information from their interactions with AFWA and the other regional associations to the technical working committees.
- Review formal letters, resolution content, project plan and assessment of financial or other actionable related requests by the TWC prior to submission for approval by the Executive Committee and subsequent Standing Committees of MAFWA in preparation of MAFWA Board of Directors and/or President approval.

iv. Director Liaisons and Assigned Committee

An administrator of a member state or provincial Fish and Wildlife Agency can volunteer, and following approval by MAFWA's President, to serve on a TWC. The position of Director Liaison is retained at the discretion of the MAFWA President.

MAFWA Working Technical Committees/Work Groups	Director Liaison (State)
MIDWEST PRIVATE LANDS WORKING GROUP	JEB WILLIAMS (ND)
MAFWA PUBLIC LANDS WORKING GROUP	PETE HILDRETH (IA)
ASSN. MIDWEST F&G LAW ENFORCEMENT OFFICERS	SHANNON LOTT (MI)
MIDWEST WILDLIFE AND FISH HEALTH COMMITTEE	AMANDA WUESTEFELD (IN)
MIDWEST DEER & WILD TURKEY GROUP	JASON SUMNER (MO)
MIDWEST FURBEARER GROUP	TIM McCOY (NE)
MAFWA WILDLIFE DIVERSITY WORKING GROUP	GREG LINK (ND)
MAFWA CLIMATE CHANGE	DIANE BRUSOE (WI)

COMMITTEE

MAFWA R3 & RELEVANCY
COMMITTEE

KEVIN ROBLING (SD)

MIDWEST CONSERVATION SOCIAL
SCIENCE/HUMAN DIMENSIONS
COMMITTEE

BRIAN CLARK (KY)

MIDWEST CHRONIC WASTING
DISEASE COMMITTEE

AMANDA WUESTEFELD (IN)

FERAL SWINE

MAFWA President

MIDWEST CITES

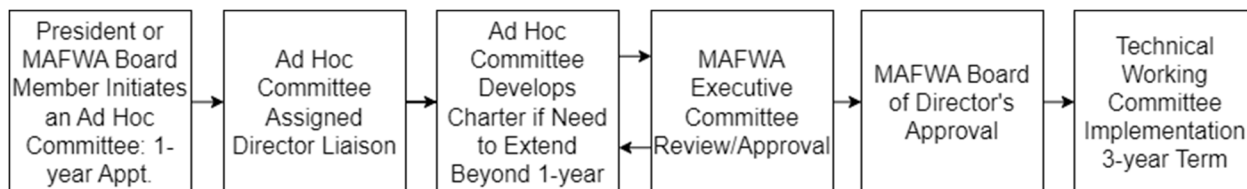
MAFWA President

3. Technical Working Committees⁵

TWCs are established by MAFWA as deemed necessary to conduct the affairs of MAFWA. Therefore, officer-ship and voting should be restricted to state members, although membership often includes NGO, Federal agency and academic personnel.

Located in Appendix 1, is a graphic of the processes more clearly described in 3.i. - 3.vi. for TWCs.

i. Establishment of a Technical Working Committee



Ad Hoc Committees may be established as deemed necessary by the President of the Association or vote of the Members at any time. Ad Hoc Committees will have one year to operate in order to fulfill the mission they were charged.

If the work will take longer than one year from Presidential request or vote, the Ad Hoc Committee shall develop a [Committee Charter](#) to be submitted to the Executive Committee for review and approval before final submission to the MAFWA Board for formal establishment as a TWC. In partnership with their assigned Director Liaison, the Committee Charter define the purpose of the team, focus of operation, objectives, expected outcomes and how it will function.

⁵ For more details on exact language, procedures, and duties consult the [MAFWA Bylaws](#).

The final Committee Charter must be submitted electronically in a PDF format to the Committee's Director Liaison, President, Recording Secretary, and the Executive Secretary⁶ of MAFWA 30-days before the MAFWA annual meeting. This written report will be shared with members and be posted on the MAFWA website (mafwa.org)

The Committee Charter, upon approval by the MAFWA Board will become part of the official minutes of MAFWA.

ii. Abolishment and Reinstatement of a Technical Working Committee

Each TWC shall be automatically abolished by the first of August, three years after its creation, unless the Association's assessment of the TWC determines that it merits reinstatement at the annual meeting of MAFWA Board of Directors, held most commonly in the month of June.

At the end of a Committee's term, and if the committee is seeking reinstatement, the Committee Chair shall conduct a [Retrospective Analysis](#). The report from this analysis shall include details of accomplishments, collaborations or challenges over the Committee's tenure and an updated [Committee Charter](#) for the upcoming term.

This shall be done in coordination with the Committee's Director Liaison and submitted to the MAFWA Executive Committee at one of their regularly scheduled spring meetings for approval prior to submitting the final document electronically in a pdf format to the Committee's Director Liaison, President, Recording Secretary, and the Executive Secretary⁶ of MAFWA 30-days before the MAFWA annual meeting. This written report will be shared with members and be posted on the MAFWA website (mafwa.org).

The Committee is requested to verbally present their Retrospective Analysis report and new Committee Charter to the Board of Directors at their annual meeting.

iii. Responsibilities and Annual Report of the Technical Working Committee

TWCs may conduct necessary Committee-related business in-between MAFWA's annual meetings as outlined in their approved Committee Charter.

An [Annual Report](#) detailing the TWCs progress to goals and objectives outlined in the Committee Charter must be submitted electronically in PDF format to the Committee's Director Liaison, President, Recording Secretary, and the Executive Secretary⁸ of MAFWA 30-days before the MAFWA annual meeting.

If the TWC is making a request of the MAFWA Board of Directors, such as a resolution, written letter, financial or other actionable items, then in addition to the annual report the

⁶ As of October 2004, the MAFWA Executive Secretary is Ollie Torgerson (Ollie.Torgerson@wi.gov)

committee must follow the guidelines as presented below in 3.iv. – 3.vi. and attach documentation to their Annual Report.

The purpose of the Annual Report is to serve as an executive summary for MAFWA of the TWCs actions during the past year. If photos or other documentation are combined with the Annual Report form, then the total size of the saved file should not exceed a 2MB maximum. This written report will be shared with members and be posted on the MAFWA web site (mafwa.org) prior to the Midwest Annual Meeting.

Each committee of MAFWA is also requested to verbally present their report to the Midwest Directors at the annual MAFWA Conference, which is usually held during June of each year.

iv. New Resolutions Procedures

A resolution cannot be used as a substitute for the annual written reports submitted to MAFWA.

A resolution should address a specific issue and call for specific action(s) in a defined forum. It should be constructed to uphold defensible general principles for the management and administration of natural resource programs. The resolution should be clear and easily understood by others.

Proposed resolutions from TWCs should not exceed two pages in length, and must be formatted as show in Appendix 2 (see Appendix 3 for an example). The Director Liaison for the Committee should work with the Committee to ensure that the resolution fulfills MAFWA's requirements. The proposed resolution can be submitted for approval as detailed below:

- Copies of proposed resolutions should be received by the Executive Committee for review and approval in one of their regularly scheduled meetings in the spring. Upon approval, the resolution will be submitted to the Chair of the Resolutions Committee for their review. If questions or changes are in order, the Chair of the Resolutions Committee will work with the Chair of the TWC and Director Liaison that drafted the resolution, to complete the final version to be considered.
- At least 30-days before the regular annual meeting, the Chair of the Resolutions Committee will send the President and Executive Secretary⁷ the resolution to be considered.
- Courtesy resolutions and resolutions of a last-minute nature may be recommended by the Chair of the Resolutions Committee or any Director Liaison to the Board of Directors at the annual meeting.
- Proposed resolutions for which an urgent need arises between annual meetings may be presented by the Director Liaison to the Chair of the Resolutions Committee, President and the Executive Secretary for review and revision and then to the Board

⁷ As of October 2004, the MAFWA Executive Secretary is Ollie Torgerson (Ollie.Torgerson@wi.gov)

of Directors for consideration and voting via mail (including electronic mail), provided members are given a thirty-day notice.

Members shall be notified of the vote outcome by the Executive Secretary within forty-eight hours of vote tabulation.

v. Procedures for Formal Letters prepared on behalf of MAFWA

The Director Liaison for the TWC that is preparing a letter on behalf of MAFWA and its President, needs to verify that the content of the Committee's letter does not conflict with decisions, actions, statements and so forth of MAFWA, other MAFWA committees, AFWA, and other regional associations.

The purpose and content of the letter needs to be relevant to MAFWA's mission and objectives in order to obtain the signature of MAFWA's President. Examples of appropriate letter topics include:

- Internal policy between states
- Resolution position statement
- Federal policy/legislation
- Action items

Each letter signed by MAFWA needs to be properly formatted (see Appendix 4), contain the appropriate salutations and correct address (see Appendices 5, 6 and 7) for the intended recipient. The letter should be clear, easily understood by others, and succinct, so as to communicate the main purpose of the letter in an effective and efficient manner. The letter should contain an introductory paragraph that describes the mission of the MAFWA, for example:

The Midwest Association of Fish and Wildlife Agencies (MAFWA) was formed in 1934 to provide a common forum for state and provincial fish and wildlife agencies to share ideas, information, pool resources, and form action initiatives to better the management and conservation of fish and wildlife resources in the Midwest. Currently, MAFWA represents 13 state and 3 provincial Midwest fish and wildlife agencies.

In general, the letter should be printed on MAFWA letterhead and follow the below formatting guidelines (see Appendix 4 for an example letter)⁸:

- Left-justified all text in semi-block style with no paragraph indentions.
- Use 12-point type font (Times New Roman or Arial), although 11-point type font is acceptable if going onto another page can be avoided by doing so.
- The date should not be centered, but should begin at the 3.0 position on the page's top rules.

⁸ Modified from Michigan DNR Correspondence Guidelines, and the USGS's Correspondence Handbook.

- Side margins may be from 1 to 1 1/2 inch; multi-page documents should have a bottom margin of 1 inch.
- Start the sender's address on the third line. If the letter is very short, allow additional lines.
- If you have more than one addressee, please prepare an original letter for each addressee and use one of these format options:

Ms. Mary Jones
1400 Garfield
Spring Lake, Michigan 49456

Mr. Joe Smith
119 Garbrook
Lansing, Michigan 49456

OR

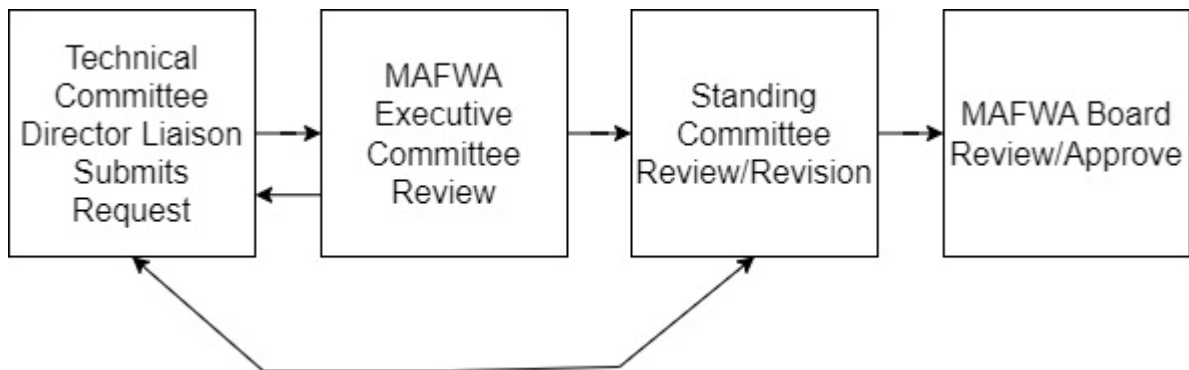
Ms. Mary Jones
1400 Garfield
Spring Lake, Michigan 49456

Mr. Joe Smith
119 Garbrook
Lansing, Michigan 49456

- Use an appropriate title before the recipient's name, if known (i.e., Dr., Mr., Ms., The Honorable etc.). Do not guess or assume a title (i.e. assuming Mrs. versus Ms.). Selection of address and salutation formats must take into consideration the position of the addressee. The term "Honorable" is used when addressing all Presidential appointees, Federal and State elected officials, and city mayors. Salutations for persons addressed as "Honorable" should reflect that person's position, e.g., "Dear Senator (surname)," or "Dear Mr. Secretary." When a woman holds a position that carries a formal title such as "President," "Chairman," or "Ambassador," the salutation would be "Dear Madam President," "Dear Madam Ambassador," or "Dear Madam Chairman." Unless the person holds a title, the salutation is usually "Dear Mr./Miss/Mrs./Ms. (last name)." In the event that the addressee's gender is not implied by the first name, i.e., "Leslie Smith," the address should not contain any reference to "Mr." or "Ms." and the salutation should read "Dear Leslie Smith." Do not use a courtesy title such as Mr., Ms., or Dr. before the name when using an abbreviation such as Esq., M.D., or Ph.D. For instance, write Dr. Ann Jones but not Dr. Ann Jones, Ph.D.
- Abbreviate Post Office Box numbers as P.O. Box 123, but do not abbreviate words such as Street, Avenue, or Boulevard. Limit the address to five lines, if possible, none of which should exceed the center of the page; if run over lines are required, indent them two spaces. Additional details to ensure delivery may be provided on the envelope. Do not abbreviate the name of the State in the letter (Virginia), but do use the two-letter abbreviation (VA) on the envelope. Always type the city, state, and Zip Code on one line. Type the name for the city (followed by a comma and 1 space), the state (followed by 1 space but no comma), and the ZIP code.

- Type the salutation two lines below the address. If an attention line is unavoidable, type it on the envelope, not in the letter.
- Text is single-spaced with double spacing between paragraphs. 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 to the following page unless at least two lines can be carried over to that page.
- Type the complimentary closing for letters two lines below the text beginning approximately five spaces to the right of the center of the page ("Sincerely,"). Place signature block on the fifth line below the closing, type the sender's name with the title directly beneath. If the title is long, indent two spaces on the next continuing line.
- Enclosure is the appropriate term to be used in letters; typed two lines below the text. When there is more than one enclosure or attachment, indicate the number. If any of the enclosures or attachments is not identified in the text, describe each below the word "Enclosure" or "Attachment."
- Never use an ampersand (&) unless it is part of an official name.

vi. Procedures for Formal Requests of Funding or Other Actionable Items



All requests for funding or other actionable items by the MAFWA Board of Directors must be accompanied by a formal [Request and Risk Assessment](#). It is the responsibility of the TWC to identify the issue or opportunity that moves a goal or objective identified in the [Committee Charter](#) providing data and information that supports the Committee's request for action from the MAFWA Board of Directors.

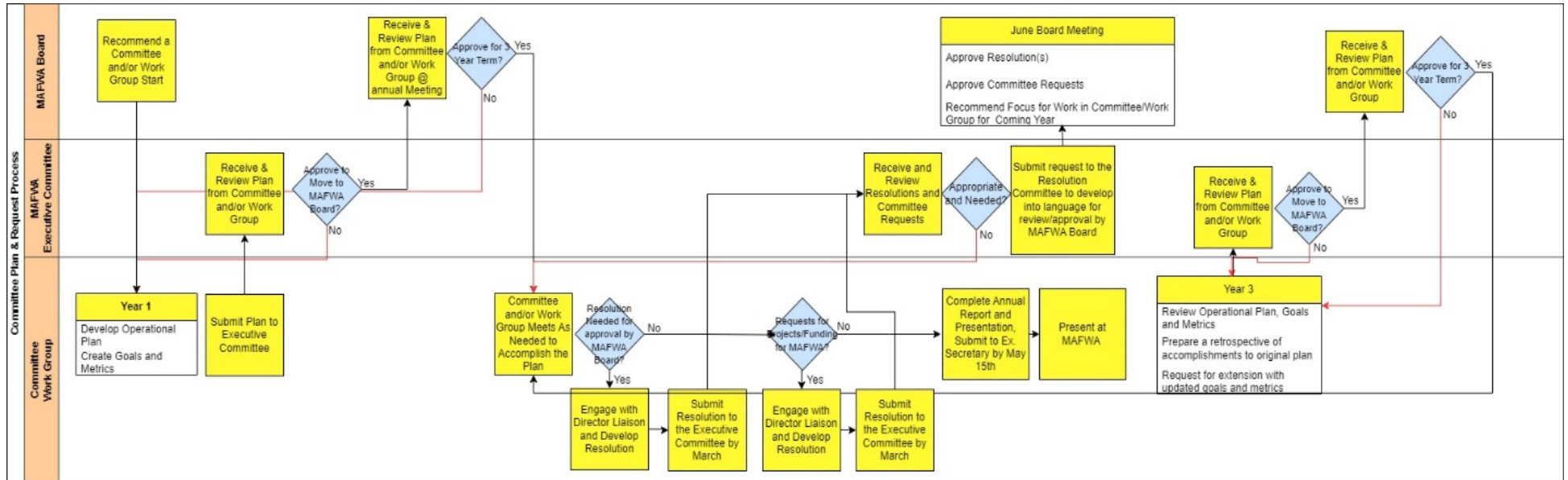
By considering the severity of risk, the appropriate Standing Committee(s), Executive Committee and Board of Directors for MAFWA can assess and determine the allocation of resources to address the critical needs with the high-impact risks. The TWC shall also identify alternatives to mitigate the risk if any of the above-mentioned entities choose to not support all or part of the request.

The MAFWA Director's Approval Request and Risk Assessment should be received by the Executive Committee and the Executive Secretary⁹ for review and approval in one of their regularly scheduled meetings in the spring. Upon approval, the request will be

⁹ As of October 2004 the MAFWA Executive Secretary is Ollie Torgerson (Ollie.Torgerson@wi.gov)

submitted to the Chair of the appropriate Standing Committee (ex. Budget and Finance Committee) for their review. If questions or changes are in order, the Chair of the Standing Committee will work with the Chair of the TWC and Director Liaison that drafted the request, to complete the final version to be considered. This document must be submitted as an attachment to the [Annual Report](#).

Appendix 1: Technical Working Committee Process



Appendix 2: Format for Resolution Template

RESOLUTION #_

TITLE OF RESOLUTION

WHEREAS, the Association's resolutions will have this format; and

WHEREAS, the punctuation will be as shown here; and

WHEREAS, there will be double spacing between statements.

NOW, THEREFORE, BE IT RESOLVED, that the Association of Fish and Wildlife Agencies can have a second statement of resolution; and

Appendix 3: Resolution Example

RESOLUTION #1

PROTECTING THE PUBLIC'S ABILITY TO FISH FOR SPORT

WHEREAS, recreational fishing is traditionally one of the most popular outdoor sports with more than 45 million participants of all ages, in all regions of the country; and

WHEREAS, recreational fishing makes substantial contributions to the local, State, and national economies infusing nearly \$90 billion annually into the national economy; and

WHEREAS, nationally, over 820,000 jobs are related to recreational fishing and those jobs occur in communities and small businesses that rely on seasonal tourism where the expenditures of recreational angling result in substantial benefits to the local economies.

WHEREAS, recreational anglers have long demonstrated a conservation ethic supporting various management measures to improve fish populations; and

WHEREAS, Recreational anglers pay Federal excise taxes on fishing equipment, motorboats and fuel, as well as license fees totaling over \$500 million annually to state fisheries conservation management programs and projects; and

WHEREAS, the single most important element of recreational fishing is open access to places to fish and this open access principle is universally accepted on Federal lands and waters including wildlife refuges, national parks, wilderness areas, and the exclusive economic zone; and

WHEREAS, all recreational fishery resources can be maintained through a variety of management measures including creel limits, minimum size requirements, and closed seasons without unnecessarily restricting public access to places to fish.

NOW, THEREFORE, BE IT RESOLVED, that the Association of Fish and Wildlife Agencies hereby

1. Urges that all Federal regulations promote open access for recreational fishing to the maximum extent practicable.
2. Stresses that before angler access be restricted, there is a clear indication that recreational fishermen are the cause of a specific conservation problem.
3. Recommends that whenever access to fishing places is restricted, that the restricted areas be as small as are scientifically necessary to provide for the conservation of the fishery resource.

Appendix 4: Format for Formal Letter¹⁰

[MAFWA Letterhead, do not need to include sender's information at top of letter if the contact information is contained in the letterhead. Title and sender's name is placed in the signature block at end of letter]

August 19, 2024

Mr. Charles A. Black
4739 Hastence Park
Woodside, California 90345

Dear Mr. Black:

We have prepared this letter on MAFWA letterhead as an example of the format of a standard letter.

All letters are typed single-spaced and double-spaced between paragraphs.

Use the pronouns "we" and "our," not "I" and "my."

Occasionally, it is desirable to let the recipient of a letter know that an information copy of the letter sent him has been sent to another individual. This is usually mentioned in the letter. However, if it has not been mentioned in the body of the letter, a notation should be made on the original, flush with the left margin, two lines below the signer's title (or two lines below the enclosure notation).

The side margins should be equal and at least 1-inch wide. Wider margins are acceptable depending upon the length of the letter. Do not number the first page; on succeeding pages, the page number is typed on the top of the page, flush with the right margin

Accompanying material is indicated by the word "Enclosure" typed two lines below the signature block in letters, flush with the left margin. When there is more than one enclosure and they are identified in the text indicate the number of enclosures as "3 Enclosures." If any of the enclosures are not identified in the text, describe each below the word "Enclosure(s)" - do not indicate the number before "Enclosure(s)" - just list them.

¹⁰ Example letter modified from Michigan DNR Correspondence Guidelines, and from USGS's Correspondence Handbook, Prepared by the Office of the Director, 431-2-H, December 2000, U.S. Department of the Interior, U.S. Geological Survey Available: <http://www.usgs.gov/usgs-manual/handbook/hb/431-2-h/C3.3.A6>

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

Sincerely,

(name)
President

Enclosures
Press Release
Time Magazine Article

c: Mr. John Jones

Appendix 5: General Salutations for Letters¹¹

One Woman and One Man* * A letter to two or more persons may be addressed as illustrated, or to only one of them when the other is mentioned by name in the opening paragraph.	Ms. (Full Name) and Mr. (Full Name) (Address) (City), (State) (Zip Code)	Dear Ms. (Surname) and Mr. (Surname): Sincerely,
Two or More Men* * A letter to two or more persons may be addressed as illustrated, or to only one of them when the other is mentioned by name in the opening paragraph.	Mr. (Full Name) and Mr. (Full Name) (Address) (City), (State) (Zip Code)	Dear Mr. (Full Name) and Mr. (Full Name) or Gentlemen: Sincerely,
Two or More Women* * A letter to two or more persons may be addressed as illustrated, or to only one of them when the other is mentioned by name in the opening paragraph.	Ms. (Full Name) and Ms. (Full Name) (Address) (City), (State) (Zip Code)	Dear Ms. (Full Name) and Ms. (Full Name): Sincerely,
Unisex Names * A letter to two or more persons may be addressed as illustrated, or to only one of them when the other is mentioned by name in the opening paragraph.	Leslie Smith (Address) (City), (State) (Zip Code)	Dear Leslie Smith: Sincerely,
Widow	Ms. (Wife's First Name and Last Name) (Address) (City), (State) (Zip Code)	Dear Ms. (Surname): Sincerely,

¹¹ Address and salutation guidelines from USGS Correspondence Handbook, Chapter 4 Models of Addresses. U.S. Department of the Interior, U.S. Geological Survey, Reston, VA, USA Available: <http://www.usgs.gov/usgs-manual/handbook/hb/431-2-h/chap4.html>

Appendix 6: U.S. Formal Salutation for Letters¹²

Title	Address on Letter & Envelope	Salutation & Complimentary Close
The President	The President The White House Washington, D.C. 20500	Dear Mr./Madam President: Respectfully,
Spouse of the President	Mrs./Mr. (Full Name) The White House Washington, D.C. 20500	Dear Mrs./Mr. (Surname): Respectfully,
Assistant to the President	Honorable (Full Name) Assistant to the President The White House Washington, D.C. 20500	Dear Mr./Ms. (Surname): Sincerely,
The Vice President	The Vice President (Formal) United States Senate Washington, D.C. 20510 Or The Vice President (Formal) United States Senate Washington, D.C. 20510	The Vice President (Formal) United States Senate Washington, D.C. 20510 Or Dear Mr./Madam Vice President: Sincerely, (Informal)
Former President	Honorable (Full Name) (Local Address)	Dear President (Surname): Sincerely,
The Chief Justice	The Chief Justice The Supreme Court Washington, D.C. (Zip Code)	Dear Chief Justice: Sincerely,
Associate Justice	Justice (Surname) The Supreme Court Washington, D.C. (Zip Code)	Dear Justice (Surname): Sincerely,
President of the Senate	Honorable (Full Name) President of the Senate Washington, D.C. 20510	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
President of the Senate Pro Tempore	Honorable (Full Name) President Pro Tempore United States Senate Washington, D.C. 20510	Dear Mr./Madam President: Sincerely,
Speaker of the House of Representatives	Honorable (Full Name) Speaker of the House of Representatives Washington, D.C. 20515	Dear Mr./Madam Speaker: Sincerely,
United States Senator	Honorable (Full Name) United States Senate Washington, D.C. 20510 or Honorable (Full Name)	Dear Mr./Madam Speaker:

¹² Address and salutation guidelines from USGS Correspondence Handbook, Chapter 4 Models of Addresses. U.S. Department of the Interior, U.S. Geological Survey, Reston, VA, USA Available: <http://www.usgs.gov/usgs-manual/handbook/hb/431-2-h/chap4.html>

	United States Senator (Home State Address)	Sincerely,
United States Representative	Honorable (Full Name) House of Representatives Washington, D.C. 20515 or Honorable (Full Name) Member, United States House of Representatives (Home State Address)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Committee Chairman* * When addressing a Chairman, depending on the subject, i.e., if it falls under chairman responsibilities, address the Senator as Chairman.	Honorable (Full Name) Chairman, Committee on (Name) United States Senate Washington, D.C. 20510 or Honorable (Full Name) Chairman, Committee on (Name) House of Representatives Washington, D.C. 20515	Dear Mr./Madam Chairman: Sincerely,
Subcommittee Chairman* * When addressing a Chairman, depending on the subject, i.e., if it falls under chairman responsibilities, address the Senator as Chairman.	Honorable (Full Name) Chairman, Subcommittee on (Name) (Name of Parent Committee) United States Senate Washington, D.C. 20510 or Honorable (Full Name) Chairman, Subcommittee on (Name) (Name of Parent Committee) House of Representatives Washington, D.C. 20515	Dear Mr./Madam Chairman: Sincerely,
American Ambassador	Honorable (Full Name) American Ambassador (City), (Country)	<ul style="list-style-type: none"> • (Formal) Sir/Madam: • (Informal) Dear Mr./Madam • (Formal) Ambassador: • (Informal) Very truly yours, (Informal) Sincerely,
American Consul General or American Consul	Mr./Mrs. (Full Name) American Consul General (or American Consul) (City), (Country)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Foreign Ambassador in the United States	His Excellency (Full Name) Ambassador of (Country) (or American Consul) Washington, D.C. (Zip Code)	<ul style="list-style-type: none"> • (Formal) Excellency: • (Informal) Dear Mr./Madam • (Formal) Ambassador: • (Informal) Very truly yours, Sincerely,
United States Representative to the United Nations Or Organization of American States	Honorable (Full Name) United States Representative to the United Nations (or Organization of American	<ul style="list-style-type: none"> • (Formal) Sir/Madam: • (Informal) Dear Mr./Madam • (Formal) Ambassador:

	States) (City), (State) (Zip Code)	<ul style="list-style-type: none"> (Informal)Very truly yours, Sincerely,
Cabinet Members	Honorable (Full Name) Secretary of (Name of Department) Washington, D.C. (Zip Code) or Honorable (Full Name) Attorney General Washington, D.C. (Zip Code)	Dear Mr./Madam Secretary: Sincerely, Dear Mr./Madam Attorney General: Sincerely,
Deputy Secretaries/Assistant Secretaries	Honorable (Full Name) Deputy Secretary of (Name of Department) Washington, D.C. (Zip Code) or Honorable (Full Name) Assistant Secretary of (Name of Department) Washington, D.C. (Zip Code)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Heads of Independent Offices and Agencies	Honorable (Full Name) Comptroller General of the United States General Accounting Office Washington, D.C. (Zip Code) or Honorable (Full Name) Chairman, (Name of Commission) Washington, D.C. (Zip Code) or Honorable (Full Name) Director, Office of Management and Budget Washington, D.C. (Zip Code)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely, Dear Mr./Madam Chairman: Sincerely, Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Librarian of Congress	Honorable (Full Name) Librarian of Congress Library of Congress Washington, D.C. (Zip Code)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Public Printer	Honorable (Full Name) Public Printer U.S. Government Printing Office Washington, D.C. (Zip Code)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Governor of State	Honorable (Full Name) Governor Of (State) (City), (State) (Zip Code)	Dear Governor (Surname): Sincerely,
Lieutenant Governor	Honorable (Full Name) Lieutenant Governor Of (State) (City), (State) (Zip Code)	Dear Mr./Mrs./Miss/Ms. (Surname):

		Sincerely,
State Senator	Honorable (Full Name) (State) Senate (City), (State) (Zip Code)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
State Representative, Assemblyman or Delegate* * In most States, the lower branch of the legislature is the House of Representatives. In some 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 classed as Senators.	Honorable (Full Name) (Name of State) House of Representatives (or Assembly or House of Delegates) (City), (State) (Zip Code)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Mayor	Honorable (Full Name) Mayor of (City) (City), (State) (Zip Code)	Dear Mayor (Surname): Sincerely,
President of a Board of Commissioners Senator	Honorable (Full Name) President, Board of Commissioners of (City) (City), (State) (Zip Code)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Service Personnel	(Full Rank, Full Name, and Abbreviation of Service) (Retired is added if applicable) (Address) (City), (State) (Zip Code)	Dear (Rank) (Surname): Sincerely,
President of a College or University (Doctor)	Dr. (Full Name) President, (Name of Institution) (Address) (City), (State) (Zip Code)	Dear Dr. (Surname): Sincerely,
Dean of 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,
Physician	(Full Name), M.D. (Address) (City), (State) (Zip Code)	Dear Dr. (Surname): Sincerely,
Lawyer	Mr./Ms. (Full Name) Attorney at Law	Mr./Ms. (Full Name) Attorney at Law

	(Address) (City), (State) (Zip Code)	(Address) (City), (State) (Zip Code)
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Appendix 7: Canadian Formal Salutation for Letters¹³

Title	Address on Letter & Envelope	Salutation & Complimentary Close
Prime Minister [Note: retains the title The Honorable (or Right Honorable) for life, along with the initials PC following their surnames. PC identifies the person as a member of the Privy Council.]	The Right Honorable John Doe, PC, MP Prime Minister of Canada	Dear Mr. Prime Minister OR Dear Prime Minister
Governor General [Note: retains the title The Honorable (or Right Honorable) for life, along with the initials PC following their surnames. PC identifies the person as a member of the Privy Council.]	Her Excellency the Right Honorable Jane Doe Rideau Hall, 1 Sussex Drive Ottawa, Ontario K1A 0A1	Her Excellency
Lieutenant-Governor [Note: retains The Honorable title after leaving office]	Her Honor, The Honorable Jane Doe, Lieutenant-Governor of British Columbia Government House 1401 Rockland Avenue Victoria, BC V8S 1V9	Your Honor
Provincial Minister or Speaker [Note: do not retain their title after leaving office.]	The Honorable Jane Doe, Minister of _____ OR The Honorable Jane Doe, Speaker	Dear Minister or Dear Mrs. Doe OR Dear Honorable Speaker
Federal Minister [Note: retains the title The Honorable (or Right Honorable) for life, along with the initials PC following their surnames. PC identifies the person as a member of the Privy Council.]	The Honorable Jane Doe, PC, MP, Minister of _____	Dear Mrs. Doe OR Dear Minister
Minister Also Sitting in the Senate [Note: retains the title The Honorable (or Right Honorable) for life, along with the initials PC following their surnames. PC identifies the person as a member of the Privy Council.]	The Honorable John Doe, PC OR Senator, the Honorable John Doe, PC, Minister of _____	Dear Senator OR Dear Minister
Senator	The Honorable Jane Doe OR	Dear Senator

¹³ Source of information for Canadian salutation available: <http://www.civicnet.bc.ca/files/%7B49776B3D-F88C-48F9-AB0B-DFBC80B57B18%7DProtocolPages06.pdf>

[Note: retains the title The Honorable (or Right Honorable) for life, along with the initials PC following their surnames. PC identifies the person as a member of the Privy Council.]	as above if a former minister (denoted by PC)	
Members of Parliament [Note: retains the title The Honorable (or Right Honorable) for life, along with the initials PC following their surnames. PC identifies the person as a member of the Privy Council.]	Mr. John Doe, MP OR The Honorable John Doe, PC, MP if a former minister	Dear Mr. Doe
Provincial Premier [Note: do not retain their title after leaving office.]	The Honorable John Doe, Premier of _____	Dear Premier OR Dear Premier Doe
Leader of the Official Opposition [Note: do not retain their title after leaving office]	Mr. John Doe, MLA Leader of the Official Opposition	Dear Mr. Doe
Members of the Legislature [Note: do not retain their title after leaving office.]	Ms. Jane Doe, MLA	Dear Ms. Doe
Mayor	Her Worship Mayor Jane Doe OR Mayor Jane Doe	Dear Mayor Doe
Mayor and Council	His Worship Mayor John Doe and Council OR Mayor Doe and Council	Dear Mayor Doe and Council
Committee Chair [Note: if a Mayor has written in a capacity other than Mayor and has not signed as Mayor, you would still address him as Mayor.]	Her Worship Mayor Jane Doe OR Mayor Jane Doe Chair	Dear Mayor Doe
Regional District Chair	Chair John Doe	Dear Chair Doe
Regional District Board	Chair Jane Doe and Board	Dear Chair Doe and Board
Municipal Elected Officials	Councilor John Doe	Dear Councilor Doe OR Dear Mr. Doe
Regional District Elected Officials	Director Jane Doe	Dear Director Doe OR Mrs. Doe