

JSM 5711.01D
1 June 2008

JOINT STAFF
CORRESPONDENCE PREPARATION



JOINT STAFF
WASHINGTON, D.C. 20318-0300



JOINT STAFF MANUAL

SJS
DISTRIBUTION: A, B, C, J, S

JSM 5711.01D
1 June 2008

JOINT STAFF CORRESPONDENCE PREPARATION

References: See Enclosure E.

1. Purpose. This manual provides guidance on preparing correspondence for the Chairman (CJCS) and Vice Chairman of the Joint Chiefs of Staff (VCJCS), CJCS assistants, and the Joint Staff.
2. Cancellation. Joint Staff Manual 5711.01C, 9 January 2006, is canceled.
3. Applicability. This manual applies to all who prepare Joint Staff correspondence.
4. Procedures. Detailed procedures and instructions are contained in the enclosures.
5. Responsibilities. The Editorial Action and Processing Branch (SJS/AD/EAPB) has overall responsibility for management of correspondence preparation.
6. Summary. Expands electronic correspondence preparation applications, adds new templates, and removes such templates as snowflakes.
7. Releasability. This manual is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this manual through the Internet from the CJCS Directives Home Page--
http://www.dtic.mil/cjcs_directives.

8. Effective Date. This manual is effective upon receipt.



MARLON K. BECK
Colonel, USA
Secretary, Joint Staff

Enclosures:

- A - Quick Reference Matrix of CJCS, VCJCS, ACJCS, and Joint Staff
Correspondence
- B - Models, Examples, and Preparation Notes
- C - Revisions to Existing Documents Using the Line-Out, Line-In Format
- D - Classification Markings
- E - References

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US Special Operations Command Liaison Office	1
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US Transportation Command Liaison Office	1
US Marine Corps Liaison Office	1
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ENCLOSURE A

QUICK REFERENCE MATRIX OF CJCS, VCJCS, ACJCS, AND JOINT STAFF
CORRESPONDENCE

1. This enclosure provides a quick reference for determining the appropriate template and format for creating correspondence to be signed by the CJCS, VCJCS, ACJCS, and Joint Staff.
2. Depending upon the signer and the type of document, correspondence will be created either for hard copy signature on letterhead, or for electronic signature with the letterhead in the file for a paperless JSAP package.
3. From the matrix, select the appropriate template (available from the “JS FORM” icon located on the MICROSOFT WORD toolbar) to create the document. The templates automatically set the margins, indentations, and fonts. Enclosure B provides models and examples of each document type.

SIGNER	Hard Copy or Electronic?	TEMPLATE
CJCS, ACJCS (Use options for VCJCS and Acting Chairman only when directed)	Hard Copy	Chairman’s Memorandum
Acting CJCS	Electronic	Acting CJCS Memorandum
CJCS, VCJCS, Acting CJCS, DJS	Hard Copy	SecDef/Action/Info Memo
Acting CJCS, VCJCS,	Electronic	SecDef/Action/Info Memo
CJCS, ACJCS	Hard Copy	CJCS Official Letter
CJCS, Acting CJCS, VCJCS, ACJCS	Hard Copy	Personal Letter
VCJCS	Electronic	Vice Chairman’s Memorandum
DJS, VDJS	Electronic	Memorandum with DOD Seal

SIGNER	Hard Copy or Electronic?	TEMPLATE
DJS, VDJS	Hard Copy	DJS Official Letter
DJS, VDJS	Hard Copy	Personal Letter
DJS, VDJS, SJS	Electronic	Memorandum in the Chairman's Name
Joint Staff J directors and their general/flag officer designees (except J-1, which may have an O-6); SJS	Electronic	Memorandum with DOD Seal
CJCS	Hard Copy	CART E-mail
All Signers	Electronic	Select message template from JMPS in "DMS Outlook"
Secretary of Defense, Deputy Secretary of Defense	Memorandums or letters printed on SecDef or DepSecDef letterhead paper must be included in the action package if the Secretary or Deputy Secretary is being asked to forward a position to the President, Secretary of State, Congress, etc. The document must follow the format in DOD 5110.4-M, "Manual for Written Material" (see reference c).	Secretary of Defense Memorandums and Letters

2. Preparing Documents for Signature of the Top 5 (CJCS, VCJCS, ACJCS, DJS, and VDJS)

a. In addition to this manual, action officers can often find examples of previous correspondence and applications of templates not only by searching the recipient's name or title and the subject through the Action Tracking System but also on the EAPB portal in the Decision Support Environment; examples of almost every template appear on it.

b. The editors in EAPB can quickly make final Joint Staff Action Processing (JSAP) packages conform to required style with respect to such matters as incorrect capitalizations or abbreviations and lengthy sentences if: the JS Form 136 reflects all coordination required on its tasker and all endnotes cited on it are included; the tab (generally the document for signature) responds to the tasker; and the outgoing correspondence is similar in format (e.g., message responding to a message, personal letter in response to a personal letter, et. al.) to the incoming.

c. Action Officer's Checklist Before Submitting a JSAP. The action officer is ready to submit the final JSAP without a pre-edit if the answer to each of the following questions is "yes":

(1) Does the tab refer to dates in the tense reflecting when the correspondence will be signed?

(2) Does the Form 136 draw attention to dates of events that require priority processing?

(3) Are all names and addresses spelled correctly?

(4) Does the Form 136 reflect all of the coordination required on the tasker, or explain why a chop is missing not only on the 136 but also in a note?

(5) If the JS Form 136 cites an endnote, does the JSAP package include it and vice versa?

(6) Was a new template created for the tab?

(7) Do the tabs answer all questions in the tasker?

d. Pre-Edits. Many JSAP packages do not have easily adaptable examples. If the action officer cannot answer "yes" to the above questions, EAPB encourages requests for pre-edits of such packages and performs them when its workload and number of available editors permit. Action officers may

request a pre-edit when a JSAP is sent for final coordination by including EAPB.

3. Memorandums and Letters

a. General. The models and examples in this enclosure give guidance on the format for memorandums and letters in Joint Staff actions.

(1) Memorandums are used to convey policy, direction, and other official military matters within the Department of Defense. Official letters are used to convey policy, direction, and other official military matters to addressees outside the Department of Defense. Personal letters are not of a policy nature, and are used for communications between senior-level officials or with the general public.

(2) A memorandum or letter with one paragraph of nine lines or less will be double spaced. If there is more than one paragraph, use single spacing regardless of length. To change text that is single spaced, the preferred way is to highlight the text to be double-spaced, and then use Format and Paragraph in Microsoft Word and select Double for Line Spacing. Using end of line returns to double space is not efficient, resulting in major reformatting.

b. Letterhead Stationery. White bond or personal flag stationery and envelopes used for Joint Staff actions are described below. Joint Staff printing and/or supply stock the various papers and envelopes.

c. Final Actions. EAPB processes Top 5 correspondence in final form, either as a paper package or for electronic signature. The descriptions below inform Joint Staff personnel on how the final implementer of the action will appear. A new template must be used for each JS Form 136 or tab in the package.

(1) CJCS and VCJCS

(a) CJCS Letterhead. White, letter-size paper for Chairman's Memorandums (CMs) and official letters.

(b) CJCS Flag Stationery. Ecu (off-white), 7 1/4" x 10 1/2" paper for personal letters with matching ecru envelopes. (NOTE: Some space -- an inch or slightly less -- must remain between the last line of the signature block and the bottom of the page.)

(c) VCJCS Letterhead and Flag Stationery. The same colors and sizes described above for CJCS stationery apply to VCJCS.

(2) ACJCS Letterhead. White, letter-size ACJCS paper will be used for memorandums (not CMs) and for official letters.

(3) Office of the Chairman. White, letter-size “Office of the Chairman” letterhead paper is used for memorandums signed on behalf of the Chairman (MCMs), which carry the command line “For the Chairman of the Joint Chiefs of Staff.” The “Reply ZIP Code” of the signer must be added to MCMs on OCJCS stationery. OCJCS stationery is also used within internal offices of OCJCS.

(4) Joint Staff. Joint Staff letterhead stationery is used for DJS, VDJS, SJS, and directorate correspondence. For documents to be signed electronically, the “Memorandum with DOD seal” template will add the DOD seal and letterhead; the seal and letterhead are black, not blue, when added by the template. See example on page B-35.

d. Memorandums. Memorandums are usually sent to addressees within the Department of Defense; however, memorandums involving routine government business are sometimes sent to such other agencies as the Department of State (DOS).

(1) Use unclassified subjects unless classified ones are absolutely necessary for clarity or special requirements.

(2) If paragraph headings are used, all paragraphs must have headings.

(3) The first paragraph introduces the remaining paragraphs.

(4) The year in a date is omitted if referring to the current year.

(5) Avoid “widow/orphan” lines in multiple-page memorandums (no single line of text at the bottom or top of a page).

(6) Enclosures to memorandums. An enclosure to a memorandum is referred to as “the enclosed memorandum, report, etc.” See model on page B-47.

(7) References in memorandums. Use the superscript function to annotate references in a memorandum. Do not use Microsoft Word’s Footnote or Endnote functions.

(8) Address Line

(a) For memorandums with a single addressee, the addressee will be in all capitals on the address line with no colon following “MEMORANDUM FOR.”

(b) For memorandums with a multiple addressees, the addressees will be in initial capitals on separate lines, with a colon following “MEMORANDUM FOR.” See model on page B-37.

(c) For memorandums having a long list of addressees (half page or longer), a distribution list may be useful. See model on page B-41.

(9) SecDef direction requires that communications to the White House and DOS involving national security policy must be provided through the Secretary of Defense or an appropriate Under or Assistant Secretary of Defense. Therefore, in addition to a memorandum (CM or MCM) addressed to the National Security Council (NSC) or DOS, there also must be a cover memorandum (another CM or MCM) addressed to the Secretary or Deputy Secretary of Defense or an Assistant or Under Secretary requesting the enclosed memorandum (CM or MCM) be forwarded to NSC or DOS. See models on pages B-27 and 29.

(10) When the Joint Staff prepares a memorandum for OSD signature, the correspondence will be prepared in accordance with reference c, found on the OSD Web site.

e. Letters. Official or personal letters are usually sent to addressees outside the Department of Defense. Personal letters should not be used to convey policy-related matters.

f. Envelopes

(1) An official letter prepared on CJCS or VCJCS letterhead is mailed in a legal-size CJCS or VCJCS envelope.

(2) A letter prepared on CJCS or VCJCS flag stationery is mailed in a matching envelope, which is smaller than legal size (called Monarch in MS WORD) and is ecru (off-white) in color. Arial, 12-point font, is the type size for CJCS and VCJCS flag envelopes. EAPB normally prepares these envelopes in final form, but, for special situations, envelopes and stationery can be obtained from EAPB.

(3) For ACJCS official letters, use “Office of the Chairman” envelopes.

(4) For classified letters, use two addressed envelopes -- an inner envelope stamped with the letter’s classification and a larger outer envelope that is not stamped with a classification marking.

g. Attachments to Memorandums and Letters

(1) Enclosures. Refer to attachments to a memorandum or letter as “ENCLOSURE” or “ENCLOSURE A,” “ENCLOSURE B,” etc.

(2) Appendixes. Attachments to an enclosure are appendixes and are labeled “APPENDIX” or “APPENDIX A,” “APPENDIX B,” etc.

(3) Annexes. Attachments to an appendix are annexes and are labeled “ANNEX” or “ANNEX A,” “ANNEX B,” etc.

(4) Tabs. Attachments to an annex are tabs and are labeled “TAB” or “TAB A,” “TAB B,” etc.

(5) Exhibits. Attachments to a tab are exhibits and are labeled “EXHIBIT,” or “EXHIBIT A,” “EXHIBIT B,” etc.

h. Correspondence to Counterparts

(1) For CJCS and VCJCS flag stationery letters going to a counterpart in another country, a label is prepared addressed to the Defense Attaché for that country. Defense Attaché addresses may be found in the Defense Attaché Service Roster (<http://do.dia.smil.mil/Offices/DASRoster.asp>). If there is no resident Defense Attaché, the label is addressed to the diplomatically accredited attaché.

(2) For all actions going to a Chief of Defense (CHOD), or in certain circumstances where formal correspondence could be delayed or is under time constraint, an AMHS P4 message addressed to the appropriate Defense Attaché (with a copy to the appropriate combatant commander) should precede the letter and state, “HARD COPY TO FOLLOW.”

(a) A hard copy will be printed when the Chairman is addressing an individual on the occasion of his departure or arrival or for condolences.

(b) Hard copy is not provided when the Chairman is addressing an individual on the occasion of his country's Independence or Armed Forces Day or other days of national celebration.

i. E-mails. The Chairman sends personal e-mail responses to questions asked in the field. These actions are tracked on the Chairman's Action Response Tracker (CART), and are known as “CART E-mails.” See model on page B-67.

4. Using Form 136 to Process Joint Actions. The general guidance below should cover most instances when a Form 136 is prepared as a part of Joint

Staff action processing. A model of a JS Form 136 may be found on page B-13.

a. Classification. Place the highest classification of any information in the package in this block. Another block at the bottom of the form is used to indicate that the Form 136 is UNCLASSIFIED or a lower classification when separated from the package's attachments.

b. Action Number. Use one of the following:

(1) A directorate-assigned number.

(2) The SJS-assigned tasker number.

c. TO and THRU. Specify in these blocks the official who is to make a decision or who will receive information from the form, and the officials through whom the form will pass to reach the ultimate addressee. The form will be processed through the offices of CJCS and DJS as indicated below:

(1) If the form is going to CJCS, VCJCS, or ACJCS, it will go THRU DJS and VDJS. Selecting CJCS in the TO block causes the template to automatically add VCJCS and DJS in the THRU block. VDJS should be entered in the coordination block. The exception to this is CJCS personal letters, which are not routed through VCJCS, DJS, and VDJS.

(2) If the form is going to DJS, VDJS should be entered in the THRU block.

d. Originator Suspense. Enter the date the originator of the action has asked for a reply in the following format: DD MMM YY. Not all actions will have an originator date (N/A is not required in this block if there is no date). Do not use the SJS-assigned suspense date as the originator date. SJS suspenses are internal control dates. The originator is commonly an organization or agency outside the Joint Staff (e.g., a combatant commander or OSD).

e. Subject. Use a short, descriptive subject. Unclassified subjects are most desirable. For SJS-tasked actions, use the exact subject from the Tasker. The subject on the 136 and the subject in the JSAP folder must always match.

f. Executive Summary

(1) Consider this block to be the most important part of the form. Tailor the information to the ultimate decision maker who must review it. If expedited action is required, start this block by alerting the decision maker that timely action is necessary.

(2) The following three paragraphs will organize the information and should fit in the executive summary block. They are mandatory.

(a) Purpose. Begin with a brief but clear statement of the purpose that the implementer will accomplish. The Purpose always begins with “To” and describes what the implementer is designed to accomplish -- NOT what the signer will do. In other words, the purpose is not to have the decision maker “sign a memorandum.” Rather, the purpose is “to respond to a request from CDRUSEUCOM for...” or “To establish a position on....”

(b) Discussion. Use this paragraph to explain the issues that require a decision or why he or she needs information on an issue. Provide main point(s) and avoid expanded discussion of all ramifications of the subject. Concentrate on the important implications of this action to keep the decision maker focused on the significance of the matter at hand.

(c) Recommendation. State the action required of the reviewing official, usually to sign an implementing document or approve an action to be taken. For example: “DJS sign memorandum at TAB” or “CJCS sign letter at TAB A and approve release of message at TAB B.”

1. If an implementer is included for signature, it will be placed at TAB and the Recommendation will read:

“3. Recommendation. (CJCS/VCJCS/DJS/VDJS/J-Dir) sign (memorandum/letter/etc.) at TAB.”

2. If the 136 seeks decision-maker approval, an electronic Approval Block will be included on the 136 and the Recommendation will read:

“3. Recommendation. (CJCS/VCJCS/DJS/VDJS/J-Dir) approve (release of message/report/etc.).”

3. If the 136 is for information only, the Recommendation will read:

“3. Recommendation. None. For information only.”

(3) The Executive Summary information should fit within the block. If more detailed explanation is necessary, it should be included in the form of an Information Paper, Position Paper, or 5x8 as an endnote to the JSAP package. Discussion includes such things as summarizing the positions of the Services, listing pros and cons of courses of action, reviewing the input of the combatant commanders, and so forth. The following administrative tips may help keep the 136 to a manageable length.

(a) Indent only the first line of subparagraphs. Return the following lines to the left margin.

(b) If paragraph 2, Discussion, is broken into subparagraphs, there cannot be an “a” without a corresponding “b.”

(c) Do not clutter the text with details on references. Do not state “In a memorandum to SecDef, CJCS requested¹...” Instead, state “CJCS requested¹ the SecDef to” The endnote will identify the reference document.

(d) Use a short version for dates. For the current year, provide the day and abbreviation for the month (for example, 2 Oct). For past or future years, use the day, abbreviated month, and last two digits of the year (for example, 24 Jul 99).

g. Endnotes

(1) Endnotes are listed on the second page of the 136, or on the first page if there is space. Endnotes may contain reference citations, excerpts, E-mail printouts, telephonic conversations, supporting rationale, and additional information. For SJS-tasked actions, the first endnote is always the SJS Tasker.

(2) Endnotes in the JS Form 136 are created using the “Footnote” command on the “Insert” menu in Microsoft Word.

(3) References must follow the format described in Enclosure B to reference j.

h. Coordination

(1) Use the top left of this block for the name and/or signature of the director or other official who is forwarding the action to the final reviewer.

(2) The COORDINATION list may also be continued on a separate sheet of paper under the Form 136. Use the “ADD COORD” button on the JS toolbar to add additional coordination blocks.

(3) Requirements

(a) Coordination must be at the O-6/GS-15 level. Always note rank or civilian grade on the 136.

1. Exceptions to this include: OCJCS/LC and OCJCS/LA; Acting Chief or Promotable (must be noted on 136);

2. NONCONCURS must be G/FO level.

3. For Service coordination, concurrence from a Service Planner is required. A list of approved Service Planners is available on the EAPB Web site.

(b) For SJS-tasked actions, chops must match coordination requirements stated in Tasker; absence of a chop must be explained on 136.

(c) Coordination with OCJCS legal counsel is required on all actions with legal implications, statutory matters, coordination of DOD directives, employment of forces, rules of engagement, and Department of State cables.

(d) If OSD has been involved in the action, list the specific office in OSD (e.g., USD(P); USD(I); OSD, GC), not just "OSD." When sending correspondence to the Secretary of Defense or Deputy Secretary of Defense that has OSD coordination on the 136, coordination must be from the Heads of the DOD Components or their Principal Deputies. "Copy provided" is not considered a valid coordination.

(e) Instructions/Manuals/Notices require an IMD chop.

(4) Coordination dates that are over 6 months old may not reflect a current position and are subject to possible verification and/or recoordination.

i. Action Officer; Directorate/Division; Extension. List all action officers if more than one is appropriate. Name the principal action officer first.

j. Classification. Same as the CLASSIFICATION block at the top of the form.

k. Classification/Declassification Instructions (EO 12958 Class/Declass Block). Enter the appropriate declassification information in accordance with reference a. See Enclosure D for more information. If "Multiple Sources" is the authority, a separate list of sources must be included on the 136 immediately after the Recommendation and before the ENDNOTES.

1. Legal Certification for Deployment and Similar Orders

(1) The certification paragraph below is required for warning and alert orders:

"(U) The legal counsel or designated deputy legal counsel to the Chairman of the Joint Chiefs of Staff has reviewed this (warning or alert) order and certifies that it complies with applicable law.

It does not present significant legal issues requiring review by the Department of Defense General Counsel.”

(2) The certification paragraph below is required for deployment and execute orders:

“(U) The legal counsel or designated deputy legal counsel to the Chairman of the Joint Chiefs of Staff has reviewed this (deployment or execute) order and certifies that it complies with applicable law. The DOD General Counsel concurs.”

(3) Legal certifications to amendments to deployment, execute, warning, or alert orders will be determined by legal counsel.

(4) As an exception, a Joint Combined Exchange Training is not a deployment order, and the legal certification statement is not used in the 136.

m. Approval Lines. As required, add an approval line after the Recommendation on the 136. Use the “Add Apvl” button on the JS toolbar to create your approval line. This is necessary to allow for electronic signature.

Approve _____ Disapprove _____ See Me (Other) _____

n. Attachments to Form 136. Attachments to Forms 136 are either TABs or Endnotes, with TABs coming first.

(1) TABs are either implementers for review and signature by the decision maker (e.g., memorandums, messages, letters, etc.), or are for information only (e.g., Information, Talking, or Position Papers, or 5x8s).

(2) Endnotes are the background and reference material, often from outside the Joint Staff, used to supplement information in the 136. Endnotes can also be requests for action, documents supporting the action and all written Service planner-level or higher positions, comments or nonconcurrences. For Service nonconcurrences, the action agency should provide, as an Endnote, comments on the Service's position. For SJS-tasked actions, the SJS Tasker will always be Endnote 1.

o. Labeling Attachments to the Form 136

(1) When building a 136 package, TABs come first, then Endnotes.

(2) Label one TAB as “TAB.” Multiple TABs are “TAB A,” “TAB B.”

(3) TABs with documents for signature come before TABs with material for information.

(4) For very bulky references, provide a reproduced copy of the cover or title page and add a note that the complete document is available from the action officer on request.

(5) For especially sensitive references, use a plain sheet of paper stating that the document is available from the action officer. In electronic folders, the notification will be a page in the master document.

(6) References are listed on the "ENDNOTE" page at the end of the Form 136 and labeled according to which endnote they refer.

JS FORM 136

This MODEL is UNCLASSIFIED

JOINT STAFF ACTION PROCESSING FORM					
CLASSIFICATION SECRET					
EXTERNAL SUSPENSE 1 Jan 08		INTERNAL SUSPENSE 31 Dec 07		ACTION NUMBER 07-09999	
TO CJCS		THRU VCJCS		THRU DJS	
SUBJECT Sample JS Form 136					
<p>EXECUTIVE SUMMARY</p> <p>1. <u>Purpose</u>. To demonstrate the use of JS Form 136.¹</p> <p>2. <u>Discussion</u></p> <p style="margin-left: 40px;">a. JS Form 136 is the vehicle by which the Joint Staff requests action from or provides information to senior leadership (CJCS, VCJCS, ACJCS, DJS, VDJS, or the head of a directorate or office). The form is either a transmittal for implementing documents for signature (memorandums, letters, messages, etc.) or a form standing alone to seek decision-maker approval for a course of action or to provide information.</p> <p style="margin-left: 40px;">b. JS Forms 136 must be written to meet the needs of the decision maker who will review the action. In particular, the form must be brief to save the time of senior officials, yet be clear enough to allow them to make informed decisions.</p> <p>3. <u>Recommendation</u>. (CJCS/VCJCS/DJS/VDJS/J-Dir) sign (memorandum/letter) at TAB. (if an implementer is included)</p> <p style="text-align: center;">OR</p> <p>3. <u>Recommendation</u>. (CJCS/VCJCS/DJS/VDJS/J-Dir) approve (document) at TAB.</p> <p>Approve _____ Disapprove _____ See Me _____</p> <p style="text-align: center;">ENDNOTE</p> <p>_____</p> <p>¹ 07-09999</p>					
COORDINATION					
NAME	AGENCY	DATE	NAME	AGENCY	DATE
	VDJS		COL Kurtz	USA	4 Dec 07
LTG James Johnson	DJ-3	12 Dec 07	CAPT Ramsey	USN	3 Dec 07
Brig Gen John Williams	J-39	7 Dec 07	Col O'Neill	USAF	3 Dec 07
COL Potter	J-3/PRD	6 Dec 07	Col Conroy	USMC	3 Dec 07
LTC Jones	OCJCS/LC	4 Dec 07	Mr. Anderson (GS-15)	USJFCOM	4 Dec 07
Col Blake	J-5	4 Dec 07	BG Ripper (NONCONCUR)	USCENTCOM	5 Dec 07
Mr. Henry	USD(P)	3 Dec 07	Copy provided	USEUCOM	2 Dec 07
AO;J/DIV;EXT LTC Joe Snuffy; J-39/STOD; 703-555-1212				Date Prepared: 2 Dec 07	
CLASSIFICATION			CLASSIFICATION/DECLASSIFICATION INSTRUCTIONS		
SECRET			Classified By: LTG James Johnson, USA; DJ-3 Reason: 1.4(a) Declassify On: 12 December 2017		

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TRANSMITTAL MEMORANDUM FOR A
JS FORM 136

THE JOINT STAFF
WASHINGTON, D.C.

Action No. 07-04191

Date: 06/27/07

MEMORANDUM FOR: ACTION OFFICERS
 PLANNERS (SERVICES)/DIVISIONS CHIEFS (OTHERS)

J-1	_____	J-2	_____
J-3	_____	J-4	_____
J-5	_____	J-6	_____
J-7	_____	J-8	_____
LC	_____	LA	_____
COMPT	_____	IMD	_____
OCJCS	_____	OCJCS/PA	_____
OVCJCS	_____	OCJCS/LA	_____
DCIO	_____	OCJCS/Protocol	_____
OCJCS/NG&RM	_____	Joint History	_____
EA VCJCS	_____	EA DJS	_____

Subject: JSM 5711.01 Series, "Joint Staff Correspondence Preparation"

1. The attached JS Form 136 is forwarded for:

- Preliminary Coordination
- Final Coordination
- Information

2. Request a response by 1700, 8 October 2007.

3. Respond to Buddy Silverman, SJS, AD, EAPB, 697-3326.

MARLON K. BECK
Colonel, USA
Secretary, Joint Staff

(Action numbers are either assigned by the Secretary, Joint Staff, (YR+five-digit sequential number) or the Military Secretariat of the directorate when SJS has not assigned a number (J-XA+five-digit sequential number-YR). Add the directorate or agency short title before the number when processing the action. For the coordinating agencies, add a name and office symbol if known. Give coordinating agencies 5 working days if possible. Use the same subject as the Form 136. Each action agency determines who signs these transmittals. The template is **Form 136 Transmittal Memorandum.**)

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CHAIRMAN'S MEMORANDUM (CM)



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

MEMORANDUM FOR THE PRESIDENT, NATIONAL DEFENSE UNIVERSITY

Subject: Model of Chairman's Memorandum

1. The first paragraph introduces the subject matter of the CM and acknowledges references.¹ It also should tell the reader why he or she is getting the memorandum. When the Chairman's recommendations to the Secretary of Defense affect the Services, combatant commands, or Defense agencies, the views of those organizations should be included if they differ from the CJCS position. If a reply must be received by a certain time, be sure to let the recipient of the CM know that.
2. The ending paragraph or paragraphs wrap up the discussion and state specifically what the Chairman is proposing. Be sure to mention all enclosures in the text of the CM. Enclosures to CMs must be relevant, to the point, and of the same high-quality staff work as the CM. If items to be referenced are not held by other addressees of the memorandum, they must be provided separately or made enclosures to the CM. Describing enclosures in great detail is not required. The Office of the Chairman adds the CM number and date when the document is approved.

M. G. MULLEN
Admiral, U.S. Navy

Enclosure

Reference:

- 1 ASD(ISA) memorandum I-97/00032, 18 June 2005, "Enhancing Special Election Security in Kubural"

Copy to:

USPACOM
USSOCOM

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CM EXAMPLE



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

CM-0030-07
31 October 2007

MEMORANDUM FOR: Distribution List

Subject: 2007 Combat Support Agency Review Team (CSART) of the Defense
Contract Management Agency (DCMA)

1. Title 10, United States Code, section 193, requires the Chairman of the Joint Chiefs of Staff to conduct a biennial assessment of combat support agencies' responsiveness and readiness to support operating forces in the event of war or threat to national security.
2. The CSART determined DCMA is responsive to currently accepted contingency contract administrative services delegations. DCMA customers were uniformly satisfied with DCMA's administration of external support and systems support contracts. However, DCMA is not accepting any theater support contracts. DCMA is at significant risk of not meeting operational requirements should additional contingencies occur or increased levels of support be required for current operations.
3. The Joint Staff will initiate actions on the enclosed report recommendations. Under CJCSI 3401.01D, 10 December 2004, "Chairman's Readiness System," combatant commanders should use the results of this assessment in preparation of their Joint Combat Capabilities Assessment.

A handwritten signature in black ink, appearing to read "Mike Mullen".

M. G. MULLEN
Admiral, U.S. Navy

Enclosure

FOR OFFICIAL USE ONLY

(INTENTIONALLY BLANK)

SECDEF MEMORANDUM



THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301

MEMORANDUM FOR THE SUPREME ALLIED COMMANDER, EUROPE

SUBJECT: ZEBRA Battle Group Positioning

Secretary of Defense correspondence varies somewhat in format from that prepared by the Joint Staff. The template for the Secretary of Defense memorandum has been designed to account for these differences, the majority of which are described below.

Times New Roman font, 13 pitch, is used for SecDef memorandums and letters. The word "SUBJECT" for memorandums is all capital letters. For multi-addressee SecDef memorandums, the titles of addressees are all capital letters. Paragraphs in SecDef memorandums and letters do not have numbers, and their first lines are indented. Additional copies of SecDef correspondence are indicated by "cc:" (lower case cc).

SecDef letters require no closing such as "Sincerely,"--leave five lines after the text for the Secretary to sign his name. Other instructions for SecDef correspondence can be found in reference c.

In this example, the Secretary of Defense is being requested to send this memorandum (the Enclosure to the Chairman's memorandum) to SACEUR. Accordingly, it will be forwarded in final form on SecDef letterhead paper with no legends like ENCLOSURE at the top of the first page or Enclosure at the bottom right.

cc:
Secretary of the Navy



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CJCS ACTION MEMORANDUM TO SECDEF
(OSD coordination must be from a principal or deputy)



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

CM-0031-07
31 October 2007

ACTION MEMO

FOR: SECRETARY OF DEFENSE
FROM: *Mullen* Admiral M. G. Mullen, CJCS 10-30-07 DepSec Action _____

SUBJECT: 2007 Combat Support Agency Review Team (CSART) Assessment of the Defense Contract Management Agency (DCMA)

The CSART recently completed its assessment of DCMA in accordance with 10 USC 193 and found it is responsive to currently accepted contingency contract administrative services delegations. However, DCMA is not accepting any theater support contracts. DCMA is at risk of not meeting operational requirements should an additional contingency occur or increased levels of support be required for current operations.

- The attached memorandum (TAB A) for your signature forwards a summary of findings to DOD agencies for implementation.
- I have forwarded the report to the appropriate agencies and have directed the implementation of those recommendations within my authority. A copy of the report is attached (TAB B).

RECOMMENDATION: Sign memorandum at TAB A.

Approve _____ Disapprove _____ Other _____

COORDINATION: TAB C

Attachments:
As stated

Prepared By: Vice Admiral P. S. Stanley, USN; Director, J-8; 703-697-8853

FOR OFFICIAL USE ONLY

1 June 2008

PREPARATION FOR ACTION MEMORANDUMS TO SECDEF

1. Use **SecDef Action/Info Memorandum** template and select Action.
2. Address to either the Secretary or Deputy Secretary of Defense. There will be only one addressee.
3. An Action Memo contains a recommendation for the Secretary or Deputy Secretary of Defense. Without a recommendation, the title is Info Memo.
4. OSD prefers short, concise, black-dot bulletized information with a one-page limit. If substantive or lengthy information is required, summarize it in the memorandum and include the details in an information paper as a Tab. **Do not** number paragraphs. Font is Times New Roman, 13 point; 1.5 spaces between paragraphs; page numbers are bottom center.
5. The "From" line is normally CJCS or Acting CJCS; however, DJS may sign MCMs to the Secretary of Defense.
6. The Subject should be brief and concise. An acronym may be used after it is first established.
7. In the Recommendation, state what the Secretary or Deputy Secretary should do.
8. If coordination is not applicable, state: "NONE."
9. When preparing an action memo to SecDef or DepSecFef, the 136 must reflect coordination from cognizant OSD principals or deputies. List OSD coordination as the last TAB in this manners:

COORDINATION

USD(AT&L)	Mr. Oliver	10 July 2005
General Council	Mr. Dell'Orto	22 April 2005
		Nonconcur – See Attached
ASD(NII)	None Obtained	Delivered 1 April --\No response as of 22 April

VCJCS ACTION MEMORANDUM TO SECDEF
(OSD coordination must be from a principal or deputy)



THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

CM-0005-07
1 October 2007

ACTION MEMO

FOR: SECRETARY OF DEFENSE

FROM: General James E. Cartwright, VCJCS

A handwritten signature in black ink, appearing to read "J.E. Cartwright".

SUBJECT: Request to Contract Incident Assessment and Awareness Full Mission Video
(FMV) Solutions for Defense Support to Civil Authorities (DSCA)

With regard to the CDRUSNORTHCOM memorandum,¹ Department of Defense FMV can contribute to DSCA capabilities. Department of Defense FMV is under significant stress in supporting current commitments. Existing policy limits the Department of Defense in procuring supplies for DSCA.

RECOMMENDATION: OSD, Joint Staff, and USNORTHCOM team explore alternative authorities, e.g. Defense Intelligence Agency authorities, to provide additional capabilities in support of DSCA requirements. Additionally, the Joint Staff will task the Joint Forces Command Component Intelligence, Surveillance and Reconnaissance (JFCC ISR) to provide FMV options through Global Force Management Board.

Approve _____ Disapprove _____ Other _____

COORDINATION: TAB

Reference:

- 1 CDRUSNORTHCOM memorandum, undated, "Request to Contract Incident Assessment and Awareness Full Mission Video Solutions for Defense Support of Civil Authorities"

Copy to:
CDRUSSTRATCOM
CDRUSNORTHCOM
ASD(HD&ASA)

Prepared By: Vice Admiral P.S. Stanley, USN; Director, J-8; 703-697-8853

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ACTION MEMORANDUM TO SECDEF
TRANSMITTING A MEMORANDUM FOR THE
NATIONAL SECURITY COUNCIL (NSC)



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

ACTION MEMO

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: Admiral M. G. Mullen, CJCS

SUBJECT: Expanding the Budget Process

Attached are my views on the NSC proposal to expand the budget process to include projected replacement costs for items still having useful life, but beyond their theoretical retirement date.

- These comments take into account testimony from the Defense Logistics Agency at House hearings on budgeted surpluses.

RECOMMENDATION: Request the attached memorandum (TAB A) be forwarded to the Assistant to the President for National Security Affairs.

Approve _____ Disapprove _____ Other _____

COORDINATION: TAB B (or NONE)

Attachments:

As stated

Prepared By: Vice Admiral P. S. Stanley, USN; Director, J-8; 703-697-8853

(The Secretary of Defense has directed that all correspondence related to policy going to the White House and Department of State be routed through OSD. Enclosed to this memorandum would be another CM addressed to the Assistant to the President for National Security Affairs containing the Chairman's views.)

(Not all communications to the NSC or Department of State have to be routed through the Chairman. Later in this manual is a model of correspondence to NSC at the DJS level.)

(OSD coordination must be from a principal or deputy)

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1 June 2008

MEMORANDUM FOR THE ASSISTANT TO THE PRESIDENT FOR
NATIONAL SECURITY AFFAIRS



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

MEMORANDUM FOR THE ASSISTANT TO THE PRESIDENT FOR
NATIONAL SECURITY AFFAIRS

Subject: Expanding the Budget Process

1. At the Principals meeting on 5 May, proposals were offered on a Government-wide process concerning replacement costs for items still in use but beyond their theoretical retirement date.
2. The other members of the Joint Chiefs of Staff and I recommend option 3 because it creates no new systems related to this problem, leaving the cognizant organization responsible for the accounting mechanism used to determine final costs.

M. G. MULLEN
Admiral, U.S. Navy

(In formal correspondence, use "Assistant to the President for National Security Affairs," not "National Security Advisor.")

(The Chairman's Memorandum template was used to create this memorandum.)

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CJCS INFORMATION MEMORANDUM TO SECDEF



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Admiral M. G. Mullen, CJCS

SUBJECT: ZEBRA Battle Group Positioning

**(use this as the
only preferred
style for
memorandums
addressing the
SecDef or
DepSecDef)**

What the Secretary needs to know (Bottom Line Up Front). **(background at TAB)**

- Additional key points, as required (Supporting Details).
- Additional key points, as required

COORDINATION: TAB__ (or NONE)

Attachments:
As stated

Prepared By: J-director grade, name, Service; Director, J-#; telephone number

Classification/Declassification Authority and Instructions

1 June 2008

PREPARATION FOR INFORMATION MEMORANDUMS TO SECDEF

1. Use **SecDef Action/Info Memorandum** template and select Info.
2. Address to either the Secretary of Defense or Deputy Secretary of Defense. There will be only one addressee.
3. The "From" line is normally the CJCS or Acting CJCS; however, DJS may sign MCMs to SecDef.
4. The subject should be brief and concise. Below the subject, provide bulletized essential elements of information. Avoid redundancy.
5. An acronym may be used after it is first established.
6. If coordination is not applicable, state: "NONE." If OSD requested coordination, list it on one page, located at the last TAB of package as follows:

COORDINATION

USD(AT&L)	Mr. Oliver	10 July 2005
General Council	Mr. Dell'Orto	22 April 2005
		Nonconcur – See Attached
ASD(NII)	None Obtained	Delivered 1 April --\No response as of 22 April

VICE CHAIRMAN'S MEMORANDUM



THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

CM-0178-08
4 March 2008

MEMORANDUM FOR THE COMMANDER, U.S. TRANSPORTATION COMMAND

Subject: Mobility Capabilities and Requirements Study 2008 (MCRS-08)

1. Thank you for your memorandum¹ outlining the need for early completion of MCRS-08.
2. I agree that work on MCRS-08 should begin no later than this spring. However, the study needs to incorporate DOD's most current analytical agenda. The original May 2009 completion date would afford the time required to take advantage of this work. Completing MCRS-08 by May 2009 will still position the study to influence the Quadrennial Defense Review, the new administration, the national military strategy, and our future POM. If you wish to retitle the study for clarity, the Joint Staff has no objections.
3. The Joint Staff point of contact is Colonel Barge, USA; J-8/WAD; 703-697-8651.

A handwritten signature in black ink, appearing to read "J.E. Cartwright".

JAMES E. CARTWRIGHT
General, United States Marine Corps
Vice Chairman
of the Joint Chiefs of Staff

Reference:

- 1 USTRANSCOM memorandum, 2 February 2008, "Mobility Capabilities and Requirements Study 2008 (MCRS-08)"

Copy to:

OUSD(P)
OUSD(PA&E)

PREPARATION NOTES FOR VICE CHAIRMAN'S MEMORANDUM (VCM)

1. Create this memorandum using the **Vice Chairman's Memorandum** template.
2. The first paragraph introduces the subject matter of the VCM and acknowledges references. It also should tell the reader why he or she is getting the memorandum. When the Vice Chairman's recommendations to the Secretary of Defense affect the Services, combatant commands, or Defense agencies, the views of those organizations should be included if they differ from the VCJCS position. If a reply must be received by a certain time, be sure to let the recipient of the VCM know that.
3. The ending paragraph or paragraphs wrap up the discussion and state specifically what the Vice Chairman is proposing. Be sure to mention all enclosures in the text of the VCM. Enclosures to VCMs must be relevant, to the point, and of the same high-quality staff work as the VCM. If items to be referenced are not held by other addressees of the memorandum, they must be provided separately or made enclosures to the VCM. Describing enclosures in great detail is not required. The Office of the Chairman adds the CM number and date when the document is approved.

DIRECTOR, JOINT STAFF, MEMORANDUM (DJSM)



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

DJSM-0988-07
14 November 2007

MEMORANDUM FOR THE ASSISTANT SECRETARY OF DEFENSE (LEGISLATIVE
AFFAIRS)

Subject: Senator Levin Request for Interrogator Names

1. Thank you for the opportunity to review the draft response to the Chairman of the Senate Armed Services Committee, Senator Levin, who requested the names of interrogators and strategic debriefers serving with JTF-170 in Guantanamo Bay and the Special Mission Unit Task Force in Iraq.¹

2. The Joint Staff nonconcur in the draft response to Senator Levin. The justification for protecting the names of interrogators and strategic debriefers is unsupported in its current form. We recommend replacing the listed reasons with the following paragraphs:

“The Military Commission Act of 2006, approved by the President on 17 October 2006, provides legal protections that ensure our military and intelligence personnel will not have to fear lawsuits filed by terrorists. Per that Act, we are obliged to protect the names of interrogators and strategic debriefers.”

“Interrogators who conduct interrogation operations do so with the full expectation that their identities will be protected. The expectation that future Congresses will seek the personal identity of intelligence collectors might have a chilling effect on the willingness of intelligence collectors to undertake dangerous assignments.”

3. The Joint Staff point of contact is Mr. James Kowalsky; J-2/J-2S; 703-571-0481.

A handwritten signature in black ink that reads "Walter L. Sharp".

WALTER L. SHARP
Lieutenant General, USA
Director, Joint Staff

Reference:

- 1 ASD(LA) memorandum, 30 October 2007, “Senator Levin Request for Interrogator Names”

PREPARATION NOTES FOR DIRECTOR, JOINT STAFF, MEMORANDUM
(DJSM)

1. The **Memorandum with DOD Seal** template adds the DOD seal (in black) and Joint Staff letterhead to the document. Both the Director and Vice Director sign DJSMs. The “From” prompt fills in the proper ZIP code number, which for DJS and VDJS is 20318-0300.
2. DJSMs are the vehicle for the DJS and VDJS to forward a position. DJSMs go to the Under and Assistant Secretaries of Defense, Service Operations Deputies (DJS) and Deputy Operations Deputies (VDJS), deputy combatant commanders, heads of Defense agencies, and comparable level officials.
3. A typical opening paragraph for a DJSM might read as follows: “Thank you for the opportunity to review the draft memorandum.¹ We concur, subject to incorporating the enclosed changes.”
4. One-page DJSMs are the most desirable if all the necessary information can fit.
5. When the memorandum is classified, but at a lower level than its enclosure(s), include the statement “Without enclosure(s), this memorandum is (CLASSIFICATION).”
6. DJS and VDJS memorandums require a point of contact line as the final paragraph of the memorandum, which should read as follows: “The Joint Staff point of contact is Name, Service; J-#/XXX; 703-###-####.”
7. Leave the signature element as provided in the template. The electronic signature system will fill in the signature details for whichever official signs the correspondence, as well as the date. The Joint Secretariat adds the DJSM number after signature.

1 June 2008

MEMORANDUM IN THE NAME OF THE CHAIRMAN (MCM)



OFFICE OF THE CHAIRMAN
THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

Reply ZIP Code:
20318-0300

(multiple addressees)

MEMORANDUM FOR: Commander, US Strategic Command
Commander, US Transportation Command

Subject: Review of USSTRATCOM Readiness CONPLAN 1234-98

1. MCMs are for actions not requiring personal review by the Chairman, but for which the subject matter indicates a reply at a higher level than the Joint Staff. MCMs are prepared within known CJCS policy. DJS or VDJS sign MCMs.
2. When preparing documents using the templates in JS FORMS, recommend typing the addressee or addressees in initial capital letters. If there is only one addressee, the template will automatically make it all capitals. For more than one, initial capitals will be the case. A signed MCM will be forwarded on Office of the Chairman letterhead stationery.
3. MCMs use the **Memorandum in the Chairman's Name** template. As with other memorandums and letters going for DJS or VDJS signature electronically, no signature block is needed. Upon signature, a block is added by the template.

For the Chairman of the Joint Chiefs of Staff:

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1 June 2008

MCM TO THE OFFICE OF THE SECRETARY OF DEFENSE TRANSMITTING AN
MCM FOR THE NSC



**OFFICE OF THE CHAIRMAN
THE JOINT CHIEFS OF STAFF**
WASHINGTON, D.C. 20318-9999

Reply ZIP Code:
20318-0300

MEMORANDUM FOR THE UNDER SECRETARY OF DEFENSE FOR POLICY

Subject: DOD Position on the Sale of Weapons

1. I do not support the latest proposal by the Department of State to mediate resolution of the arms proliferation situation in the eastern Caribbean.
2. The enclosed memorandum is forwarded to you for further transmission to the Assistant to the President for National Security Affairs.

For the Chairman of the Joint Chiefs of Staff:

Enclosure

(Address this forwarding memorandum to the Under or Assistant Secretary of Defense having subject matter cognizance.)

(Enclosed to this memorandum would be another MCM containing DJS comments and addressed to the Assistant to the President for National Security Affairs.)

(INTENTIONALLY BLANK)

1 June 2008

MEMORANDUM FOR DISTRIBUTION LIST

This model is UNCLASSIFIED

SECRETTHE JOINT STAFF
WASHINGTON, DCReply ZIP Code:
20318-4000

MEMORANDUM FOR: Distribution List

Attention: Logistic Planners

Subject: Logistics Preview Conference (U)

1. (S) For memorandums having a long list of addressees (half page or longer), a distribution list may be useful. This model illustrates that a page is added to the memorandum to list the recipients. (Use the template **Memorandum with DOD seal.**)

2. (S) The Distribution List is the final page of the memorandum before any enclosures and bears a page number (and classification markings, if applicable) that continues from the earlier pages.

a. (U) For each addressee, the number of copies is determined by the action officer when drafting the memorandum. Normal distribution is one per addressee.

b. (U) The action officer must provide a completed **Joint Staff Form 48** (Distribution Sheet) to Actions Division with the desired distribution, and labels for all classified documents. The Joint Staff printing section requires two completed mailing labels for addressees not listed in the holder number guide, Joint Staff Notice 5300, or for addressees listed in the guide, but requiring labels.

Classified by: BG John Mahony, USA; VDJ-4
Reason: 1.4(a)
Declassify on: 16 June 2016**SECRET**

DISTRIBUTION LIST

This model is UNCLASSIFIED

SECRET

DISTRIBUTION LIST

	<u>Copies</u>
US Central Command, Logistics Branch	15
US European Command, J-4	8
US Joint Forces Command, Joint Logistics Adviser	5

(etc.)

2
SECRET

MEMORANDUM FOR RECORD



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

DJSM-0741-07
17 August 2007

MEMORANDUM FOR RECORD

Subject: Approval to Issue Invitational Travel Orders (ITOs) for Spouses
Attending The New Flag Officer Training Symposium (NFOTS)

1. The issuance of ITOs¹ is approved for [REDACTED], the spouse of [REDACTED], U.S. Navy; Joint Staff, J-5, Deputy Director Strategy & Policy; to accompany him to the NFOTS. The following information is provided:

- a. Spouse: [REDACTED].
- b. Event: NFOTS.
- c. Date(s) of Spouse Training: From 19 to 25 August.
- d. Location: Shepherdstown, West Virginia.

2. NFOTS has been designated as a Service endorsed training that authorizes travel and per diem for accompanied spouse travel.

A handwritten signature in cursive script, appearing to read "S. Goldfein".

STEPHEN M. GOLDFEIN
Major General, USAF
Vice Director, Joint Staff

Reference:

- 1 DON memorandum, 4650, Ser NO9D/7U124160, 28 June 2007, "Invitational Travel Orders for Spouses Attending NFOTS"

PREPARATION NOTES FOR MEMORANDUM FOR RECORD

1. A memorandum for record contains information not recorded elsewhere, but for which a written record is required or desired.
2. The action officer preparing the memorandum for record or his agency's policy determines the coordination needed, if any, and then the preparer signs the document.
3. No specific template has been created for this type of memorandum; use the template **Memorandum with DOD Seal**.

MEMORANDUM OF AGREEMENT

MEMORANDUM OF AGREEMENT BETWEEN THE JOINT STAFF
AND THE OFFICE OF THE SECRETARY OF DEFENSE ON
SHARING OF GLOBAL POSITIONING SYSTEM DATA

1. Purpose. This is usually the first paragraph of a memorandum of agreement (MOA).
2. Scope. Use a paragraph like this if appropriate.
3. Applicability. MOAs may have this paragraph to list interested parties.
4. Responsibilities. This paragraph describes which parties will be responsible for specific tasks.
5. Procedures. A paragraph like this may be needed in addition to the "Responsibilities" paragraph.

W. CALDWELL
Major General, USA
Senior Military Assistant, OSD

STEPHEN M. GOLDFEIN
Major General, USAF
Vice Director, Joint Staff

(An appropriate level official from the preparing agency is indicated on the RIGHT bottom of the page.)

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ENCLOSURE TO A MEMORANDUM OR LETTER

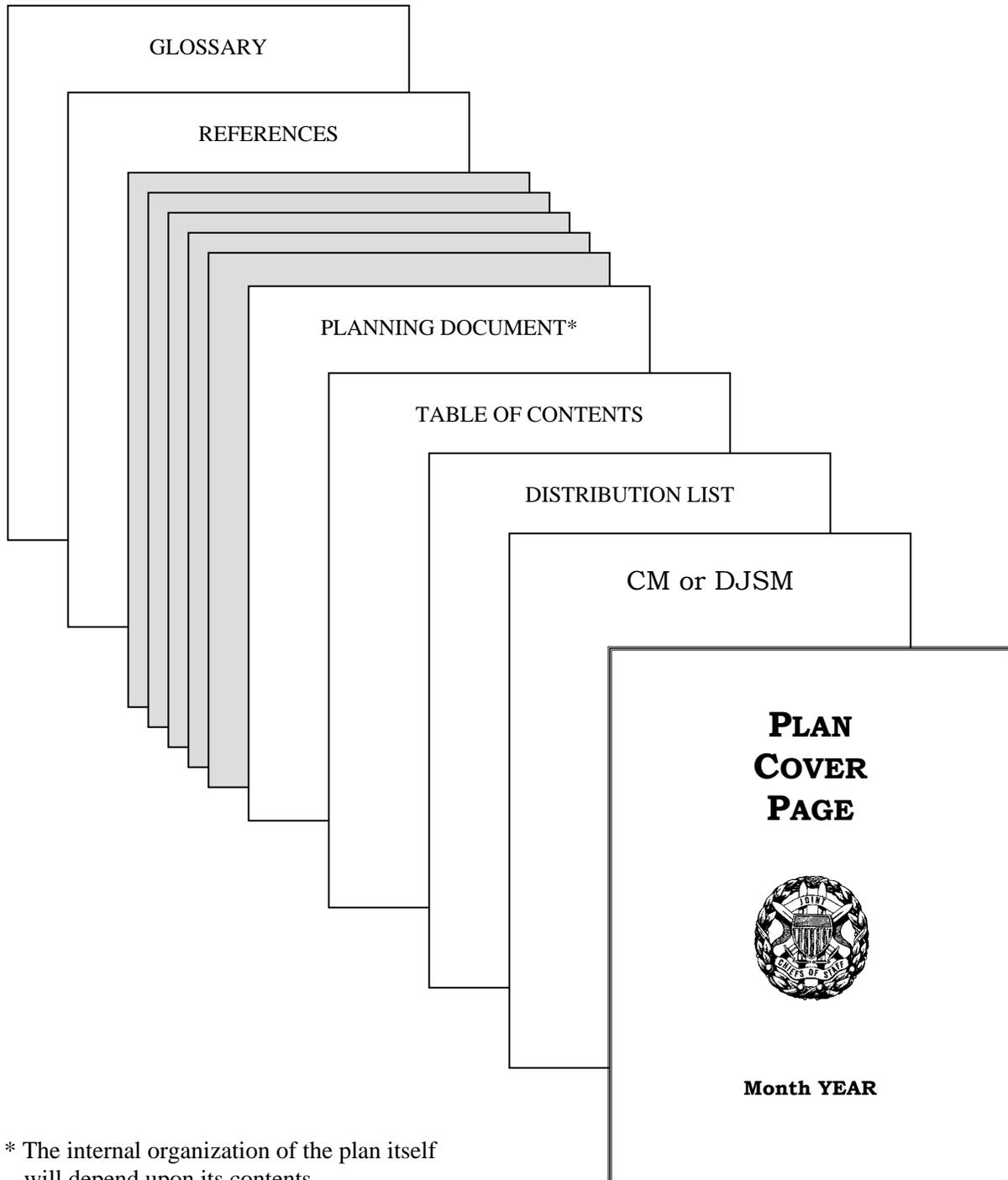
ENCLOSURE

PARTICIPATION BY ZUKALO FORCES IN EXERCISE MEAN STREETS

1. There is no template for enclosures that are not final documents like CMs, DJSMs, etc. The format is 1-inch margins for the top, bottom, and sides of the page. Bookman Old Style, 12 point, is the correct font. If the enclosure is illustrative material, consideration will be given to preparing the data in whatever manner will effectively and easily present it to the reader.
2. The first page of an enclosure is not numbered; the second page shows the number 2. More than one enclosure is Enclosure A, Enclosure B, etc.
3. ENCLOSURE is typed in all caps on the top of the first page and title case in the lower right corner of the first and each consecutive page.
4. Classified enclosures need their own classification markings and declassification instructions.
5. An appendix follows the same style as an enclosure. The difference is that page numbers start with A-A-1 (even if there is only one appendix).
6. Annexes, tabs, and exhibits follow enclosures and appendixes.

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STRUCTURE OF A STRATEGIC PLAN



* The internal organization of the plan itself will depend upon its contents.

COVER PAGE TO A STRATEGIC PLAN

TITLE
OF THE
PLANNING
DOCUMENT



MAY 2006

CM WITHIN A STRATEGIC PLAN



This MODEL is UNCLASSIFIED

CONFIDENTIAL

CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

MEMORANDUM FOR ADDRESSEE OTHER THAN THE SECRETARY OF
DEFENSE

Subject: Model of a Chairman's Memorandum Within a Strategic Plan (U)

1. (C) The **Chairman's Memorandum** (CM) template will be used to transmit Chairman's strategic plans and other similar Chairman's planning documents to all addressees with the exception of the Secretary of Defense. (For plans addressed to the Secretary of Defense, use the **SecDef Action/Info Memo** template -- Select Memo Type: Info Memo -- following the model on page B-21 below.)
2. (U) The CM transmitting a strategic plan will conform to all CM format requirements except that **it will be placed inside the planning document, under the cover page, as the first item of the plan.** Content of the memorandum will vary depending on the nature of the planning document. At a minimum, it will introduce the subject matter of the plan, discuss why it is being published, to whom it applies, and when and for how long it is effective. (Note: Strategic plans will be reviewed annually in accordance with references h and k.)
3. (C) The CM may acknowledge major references relating to the plan; however, a comprehensive list of references will be incorporated in the plan itself, as the last "Enclosure." If a glossary of abbreviations, acronyms, or terms is needed, it will be placed behind the last "Enclosure" to the plan.
4. (C) A CM transmitting a plan that is addressed, or copied, to multiple addressees will utilize a distribution list.
5. (U) The final paragraph of a CM transmitting a plan may identify a point of contact for the plan.

M. G. MULLEN*
Admiral, U.S. Navy

Enclosure

Copy to:
List Others

Classification/Declassification Authority and Instructions

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DJSM WITHIN A STRATEGIC PLAN



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

MEMORANDUM FOR: Distribution List

Subject: Model of a DJSM for Distribution List Within a Strategic Plan

1. The DJSM (**Memorandum with DOD seal** template) will be used to transmit Director and Vice Director strategic plans and other similar planning documents. The DJSM transmitting a strategic plan will conform to all DJSM format requirements except that **it will be placed inside the planning document, under the cover page, as the first item of the plan.**
2. Content of the memorandum will vary depending upon the nature of the planning document. At a minimum it will introduce the subject matter of the plan, discuss why it is being published, to whom it applies and when and for how long it is effective. (Note: Strategic plans will be reviewed annually in accordance with references h and k.)
3. The DJSM may acknowledge major references relating to the plan; however, a comprehensive list of references will be incorporated in the plan itself, as the last Enclosure. If a glossary of abbreviations, acronyms, or terms is needed, it will be placed behind the last Enclosure.
4. A DJSM transmitting a plan that is addressed, or copied, to multiple addressees will use a distribution list.
5. The final paragraph of a DJSM transmitting a plan may identify a point of contact for the plan.

Enclosure

DISTRIBUTION LIST TO A CM OR DJSM
WITHIN A STRATEGIC PLAN

DISTRIBUTION LIST

Copies

Director for Manpower and Personnel, Joint Staff (all J addresses).....	1
Director for Intelligence, Joint Staff.....	1
Director for Operations, Joint Staff	1
Director for Logistics, Joint Staff.....	1
Director for Strategic Plans and Policy, Joint Staff	1
Director for Command, Control, Communications, and Computer Systems, Joint Staff.....	1
Director for Operational Plans and Joint Force Development, Joint Staff.....	1
Director for Force Structure, Resources, and Assessment, Joint Staff	1
Joint History Office	1
Joint Staff Comptroller.....	1
Joint Staff Office of the Chief Information Officer	1
Joint Staff Security Office	1
Joint Staff Support Services Office	1
Office of the Secretary, Joint Staff, Actions Division	1
Office of the Secretary, Joint Staff, Information Management Division.....	3

CJCS OFFICIAL LETTER



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

General Clifton D. Satterwhite, USAF (Ret)
CEO and Chief Financial Officer
US Flight Engineering Associates, Inc.
Soaring Hills, CA 92345-5007

Dear General Satterwhite,

Official letters are used to convey policy, direction, and other official military matters. Personal letters, on the other hand, that are not of a policy nature should be limited to communications between senior-level officials. For the salutation of official and personal letters, the Chairman may choose to annotate the first name or nickname for the Chiefs and combatant commanders. AOs preparing correspondence should type in last names, as in the example above. The template is **CJCS Official Letter**.

Official letters would be used for addressees outside the Department such as NATO officials. When writing within the Department of Defense, the Chairman normally uses memorandums (CMs). Although not DOD addressees, the Chairman usually uses CMs for correspondence to the President, Secretary of State, Assistant to the President for National Security Affairs, and the Director of Central Intelligence.

Because letters will be delivered through a postal system, careful attention to obtaining the proper address is a must. If the letter is returned with an incorrect or incomplete address, valuable time will be lost in getting the correspondence to its intended destination.

Sincerely,*

M. G. MULLEN
Admiral, U.S. Navy

***The Chairman signs all letters with a complimentary closing of "Sincerely."**

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CJCS PERSONAL LETTER



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

5 November 2007

Admiral Takashi Saito
Chief of Staff, Joint Staff Office
Ministry of Defense, Japan
5-1, Ichigaya Honmura-Cho,
Sinjyuku-ku
Tokyo 162-8805 Japan

Dear Admiral Saito,

Thank you for your kind words and strong support of the U.S.-Japan Alliance. By providing an indispensable foundation for the defense of Japan, our alliance promotes a stable and peaceful Asia-Pacific region. I sincerely appreciate the close cooperation of the Japan Self-Defense Forces in dealing with our regional as well as global security issues.

Although I am concerned that Japan may have to temporarily suspend its maritime support for coalition operations, I am confident that you and your staff will find a way to remain part of this critical support effort. Japan's contributions are critical to collective self defense in Northeast Asia and to ensuring global stability.

I know firsthand by my previous position the benefits realized from our close maritime relationship. Now, with both of us at the helms of our respective Joint Staffs, we will continue to strengthen our military relations and cooperation.

I look forward to seeing you during my visit to Japan. Until then, I send my very best to you and the Japanese Self-Defense Forces.

Sincerely,

A handwritten signature in cursive script, appearing to read "M. G. Mullen".

M. G. MULLEN
Admiral, U.S. Navy

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CJCS LA LETTER



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-8999
22 October 2007

The Honorable Barbara Boxer
United States Senate
Washington, D.C. 20510-0505

Dear Senator Boxer,

Thank you for your concern for our brave men and women in uniform. As they continue serving so valiantly, a central component to our strategy in Iraq is to "increasingly let Iraqis take center stage," as you suggested in your 12 September 2007 letter to the President.

The surge that began last spring has improved the security conditions necessary for reconciliation and development to progress, but the Iraqi forces are not yet ready to defeat the broad range of terrorists, extremists, and criminals who threaten the citizens of Iraq. On 13 September 2007, the President approved recommendations to move to the next phase of our strategy beginning in December when we will be able to reduce our forces by 5700 troops. We hope to further reduce our troop levels from 20 brigades to 15 by July 2008, when conditions on the ground show we can maintain our security gains with fewer American forces.

Our mission will evolve over time as we, together with our Coalition partners and Iraqi allies, defeat the terrorists and civil society takes root. Progressively, Iraqis will continue to assume more control over their own security and our forces will eventually shift from leading operations to overseeing them. As we transition through the mission based on the conditions on the ground, our troops will focus on a more limited set of tasks including counterterrorism and continue to train, equip, and support Iraqi forces.

Your continued support for our Armed Forces is deeply appreciated.

Sincerely,

A handwritten signature in black ink that reads "Mike Mullen".

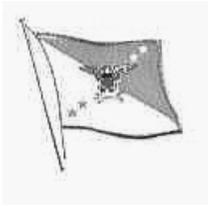
M. G. MULLEN
Admiral, U.S. Navy

PREPARATION NOTES FOR CJCS LA LETTER

1. The same template, **OCJCS LA Letter**, is used for official letters to the Senate and/or House Representatives for the Chairman and Vice Chairman. These officials have letterhead paper with the "ZIP Code" already affixed.
2. LA letters are always signed in hard copy.
3. If a Senator is being addressed in correspondence as a committee or subcommittee chairman, the salutation is "Dear Mr. Chairman." For members of the House, the salutation is "Dear Mr. Chairman" when writing to them as a committee chairman and "Dear Mr. (name)" as a subcommittee chairman. When a Senator or House member is corresponding not as chairman of a committee or subcommittee, the salutation is "Dear Senator (name)" or "Dear Mr. (name)," respectively.
4. The complimentary closing for the Chairman is "Sincerely" to all addressees. Complimentary closings for the Vice Chairman are as follows:
 - "Very Respectfully" -- seniors and contemporaries
 - "Respectfully" -- military subordinates
 - "Sincerely," -- civilian subordinates

1 June 2008

VICE CHAIRMAN PERSONAL LETTER



VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

The Honorable Andrew H. Kline
American Ambassador
1165 Avenue of Presidents
Waterford Station
Republic of Gibaleale

Dear Mr. Ambassador,

Greatly appreciate the assistance your staff provided for the fact-finding visit by Major General Ted Cahill. His mission was very successful, bringing to the forefront many areas of common interest for U.S. and Gibalealen forces. Of equal significance, officials of the government of Gibaleale have expressed their desire to continue the discussions initiated by General Cahill on military-to-military contacts.

The advance work and direct support furnished by your office was instrumental in making this a most worthwhile endeavor.

Very Respectfully,*

JAMES E. CARTWRIGHT
General, United States Marine Corps
Vice Chairman
of the Joint Chiefs of Staff

***The Vice Chairman's complimentary closings are as follows: "Very respectfully,"--seniors and contemporaries; "Respectfully,"--military subordinates; "Sincerely,"--civilian subordinates.)**

(The Personal Letter template was used to create this letter, select VCJCS for "letter from.")

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DJS LETTER



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

01 Nov 2007

LtGen F. C. Wilson, USMC
President, National Defense
University
Fort Lesley J. McNair
300 5th Avenue
Washington, D.C. 20319-5066

Dear General Wilson,

Thank you for your letter regarding conducting a Process for Accreditation of Joint Education (PAJE) for the CAPSTONE program. As you know, the 2005 National Defense Authorization Act recognized the CAPSTONE course as the third phase of Joint Professional Military Education (JPME). As Chairman of the PAJE, I must ensure we certify all elements of JPME, including CAPSTONE.

Since this will be the first assessment of the CAPSTONE course, your involvement is essential. Please propose, by 1 Dec, a PAJE assessment date for CAPSTONE within the next 12 months. The Joint Staff point of contact is Lieutenant Colonel Victoria L. Bowens, USAF; J-7/JEDD; 703-692-7255; email: Victoria.bowens@js.pentagon.mil.

Sincerely,

A handwritten signature in black ink that reads "Walter L. Sharp".

WALTER L. SHARP
Lieutenant General, USA
Director, Joint Staff

PREPARATION NOTES FOR DJS AND VDJS LETTERS

1. Like DJSMs, DJS and VDJS official letters will be processed for signature electronically. This model was created from the template **DJS Official Letter**. The template adds the DOD seal (in black) and Joint Staff letterhead to the document. The Director and Vice Director sign DJS Official Letters. The "From" prompt fills in the proper ZIP code number, which for DJS and VDJS is 20318-0300.

2. Complimentary closings for DJS and VDJS official letters are as follows:

"Very respectfully" -- seniors and contemporaries

"Respectfully" -- military subordinates

"Sincerely," -- civilian subordinates

SECDEF LETTER



THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301

Field Marshall Hussein Tantawi
Commander-in-Chief
Minister of Defense and military Production
Arab Republic of Egypt

Dear Minister Tantawi:

Secretary of Defense correspondence varies somewhat in format from that prepared by the Joint Staff. The template for the Secretary of Defense letter has been designed to account for these differences, the majority of which are described below.

Times New Roman font, 13 point, is used for SecDef memorandums and letters. Paragraphs in SecDef letters do not have numbers, and their first lines are indented. Additional copies of SecDef correspondence are indicated by "cc:" (lower case cc).

The closing for SecDef letters is "Sincerely." Leave five lines after the text for the Secretary to sign his name. Other instructions for SecDef correspondence can be found in reference c.

In this example, the Secretary of Defense is being requested to send this letter (the Enclosure to the Chairman's memorandum) to the Egyptian Commander-in-Chief. Accordingly, it will be forwarded in final form on SecDef letterhead paper with no legends like ENCLOSURE at the top of the first page or Enclosure at the bottom right.

Sincerely,

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CART E-MAIL

To: richard.brockett@us.army.mil
Subject: Married Army Couples Program

Classification: UNCLASSIFIED

PFC Brockett,

It was a pleasure to talk with you and other Service members during my recent visit. I appreciate your question regarding whether I foresee a streamlining of the Army Married Couples Program. Frankly, the program has been very successful. The Army Human Resources Command (AHRC) works to the maximum extent possible to support married military couples.

You mentioned that you were considering marriage to a female service member when I saw you. One key element to the success of the program is enrollment by the Soldier. When you do get married, I would encourage both of you to submit an application to ensure that AHRC has the correct information when making your next assignment. Although the Army makes every effort to assign military couples within a 50-mile radius of each other, operational readiness remains paramount in the assignment decision.

Again, thank you for your question. Your dedicated service to our great Nation is deeply appreciated.

Sincerely,

M. G. MULLEN
Admiral, U.S. Navy

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POSITION PAPER

30 March 2008

POSITION PAPER

Subject: Communications Enhancements

1. Purpose. To whom? For what reason?
2. Key Points. Brief summary of points to be made.
 - a. Each point should be stated in one sentence.
 - b. Major points should stand alone and not require amplification by subordinate points.
3. Discussion
 - a. This type of paper should be used to provide rationale to support a decision or position the reader should take.
 - b. Remember to tailor discussion to the needs and knowledge of the reader. Subparagraphs such as Participants, Issues, Facts, Views, Opposing Views, Joint Staff Position, Fallback Position, or Conclusion may be used.
 - c. Write in a short, direct, conversational style that allows the reader to understand the key points of the issue and come to a logical conclusion. Use the active voice and avoid jargon.
 - d. General format is not as important as content. Tailor the paper to fit the need.
 - e. Do not exceed two pages.
4. Recommendation. The recommendation must flow logically from the Major Points and Discussion.

Prepared by: Ellen Lopez, Maj, USAF;
TelCom Div, J-6; 697-1111

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TALKING PAPER

18 May 2008

TALKING PAPER

Subject: CJCS Meeting With Ambassador Heterman of Pshicea

Purpose: To provide CJCS with talking points for a meeting with . . .

Issues: The template is **Talking Paper**.

(1) ISSUE 1 (brief synopsis)

Background:

- **BOLD the paragraph heading.** Use the Style NormalInd1 for the bullet items.
- Use the Style NormalInd2 for the tick items.

Talking Points:

-
-

(2) ISSUE 2 (brief synopsis)

Background:

-

Talking Points:

When requesting CJCS approval--on the first page of the 136, after Recommendation, apply the following CJCS approval line by using the "Add Apvl" button on the JS toolbar:

Approve _____ Disapprove _____ See Me _____.

(name, rank, title)
(division, directorate; phone no.)
(if paper is being forwarded to OSD,
do not include Action Officer's
name or phone no.)

Prepared by: J. Sheets, CDR, USN;
Requirements Div, J-8; 614-9292

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INFORMATION PAPER

18 May 2008

INFORMATION PAPER

Subject: Options for Force Training

1. Purpose. To summarize the options presented at the 9 July OSD force training seminar at NDU.

2. Key Points

- This is the “bullet” portion of “bullet-and-tick” format. Use automatic bullets and BulletPara style.
- This is the “tick” portion of “bullet-and-tick” format. Type ‘-’, TAB, and your text. Use TickPara style.
- Use this paper to provide information for someone preparing for a meeting or briefing.
- As needed, present facts, address issues, specify objectives, and convey information. Alert the reader to possible trouble areas.
- If the reader is meeting someone with whom he or she is not familiar, attach a biographical sketch.
- The template is **Information Paper**.
- The Recommendation on the 136 should state “For information only.”

Prepared by: Erv Jones, LTC, USA;
Training Division, J-7; 697-1234

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BOTTOM LINE UP FRONT 5x8

CLASSIFICATION

CLASSIFICATION Date: 17 January 2008
SUBJECT OF "BOTTOM LINE UP FRONT 5x8" (x)

- (x) **Purpose.** To describe intent of 5x8.
 - (x) Start with "To" and follow up with an action verb and brief description.
- Example of Purpose**
- (U) **Purpose.** To summarize responses to congressional queries regarding quality-of-life (QOL) conditions in Iraq.
 - (x) **Issue.** Use one sentence to frame purpose.

- Example of Issue**
- (U) **Issue.** Congressional members are forwarding letters concerning living conditions of constituents serving in Iraq; CJCS requested summary of responses.

(x) **Bottom Line**

- (x) Place Bottom Line bullets within box as shown.
- (x) List 1 to 3 key points decision maker(s) should take away.
- (x) Keep Bottom Line box before the Background.
- (x) "Way Ahead" as last bullet in this box.

Example of Bottom Line

- (U) **Bottom Line**
- (U) Troops are receiving adequate water, food, and hygiene items.
- (U) ASD Health Affairs is confident the Services are attending to the medical needs of deployed personnel.
- (U) Way Ahead. J-1 continue to track QOL and medical support indicators and coordinate with ASD(HA).

- (x) **Background**
- (x) Limit total document to two cards as shown –anything more should be a background/info paper or a briefing.
- (x) Provide fact-filled background and comments.
- (x) List important issues first.
- (x) Begin bullets with action verb whenever possible.
- (x) Make points as concise as possible.
 - (x) Ensure sub-bullets support major points.
 - (x) Include at least two of them.
- (x) Ensure classification markings comply with Executive Order 12958, "Classified National Security Information"

Example of Background

- (U) **Background**
- (U) The Quality of Life Working Group at USCENCOM reported progress on the following initiatives:
 - (U) Troops receive 6 liters of bottled water, one hot meal, and two MREs per day.
 - (U) Troops on the move are allocated "camelback" water reservoirs.
 - (U) Basic hygiene items and over-the-counter medications are provided by the Services and AAFES.
- (U) While living conditions in some locations remain austere, the Services are progressing with efforts to:
 - (U) Reduce delivery time for mail.
 - (U) Ensure effective rotation schedules for troops in theater.
 - (U) Expedite leave approvals, discharge actions.

Prepared by: J-Dir or Action Officer, Rank, Service
Division, Directorate, ###-###

Classified By: appropriate authority
Reason: 1.4(a)
Declassify On: 17 January 2018

CLASSIFICATION

CLASSIFICATION

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CJCS GENADMIN MESSAGE

(Use **JSAMS DMS Message Body Template**)
(This Model is UNCLASSIFIED)

Originator: fenneltj

Dtg: 010000Z Dec 07

From: CJCS (SC)

To: COMMANDER NORTHCOM(sc), CDR USJFCOM NORFOLK VA(mc), CDR USSOCOM(mc), CDR USTRANSCOM(SC), CDR USSTRATCOM(SC), CSA(SC), CNO WASHINGTON DC(sc), HQ USAF CC(sc), CMC WASHINGTON DC(sc), JOINT STAFF DJ1(SC), JOINT STAFF DJ2(SC), JOINT STAFF DJ3(SC), JOINT STAFF DJ4(SC), JOINT STAFF DJ5(SC), JOINT STAFF DJ6(SC), JOINT STAFF DJ8(SC)

Cc: JOINT STAFF(sc), JOINT STAFF J7(sc)

Primary Precedence: PRIORITY

Classification: UNCLASSIFIED / FOR OFFICIAL USE ONLY

Message Type: OTHER-ORGANIZATIONAL

Subject: NATIONAL LEVEL EXERCISE 2-08 (NLE 2-08) PARTICIPATION//
EXER/NATIONAL LEVEL EXERCISE 2-08//
MSGID/GENADMIN,USMTF,2006/CJCS (SC)/F002//
SUBJ/NATIONAL LEVEL EXERCISE 2-08 (NLE 2-08) PARTICIPATION//
REF/A/MSGID:DOC/NATIONAL EXERCISE PROGRAM IMPLEMENTATION PLAN/HSC
/11 APR 07/-/NOTAL//

REF/B/MSGID:MSG/HQ NORAD USNORTHCOM/251415Z OCT 07/-/NOTAL//

POC/TIM FENNEL/ LT COL/UNIT:JOINT STAFF J7/NAME:PENTAGON

/TEL:703-697-3752/EMAIL:TIMOTHY.FENNEL@JS.PENTAGON.MIL//

GENTEXT/REMARKS/1. REQUEST YOUR SUPPORT FOR THE U.S. GOVERNMENT'S NLE 2-08, 1-8 MAY 08. THIS IS A TIER 2 EXERCISE AS DESCRIBED IN THE NATIONAL EXERCISE PROGRAM IMPLEMENTATION PLAN (REF A). NLE 2-08 WILL INCORPORATE THE CJCS-SPONSORED EXERCISE POSITIVE RESPONSE 08-2, THE DEPARTMENT OF HOMELAND SECURITY'S EXERCISES EAGLE HORIZON 08 AND HURRICANE PREPARATION 08, AS WELL AS USNORTHCOM'S ARDENT SENTRY 08 AND USTRANSCOM'S ULTIMATE CADUCEUS 08. DUE TO THE NATURE OF DOD'S DEMANDS IN THE SCENARIO, USSTRATCOM IS ASKED TO SUPPORT WITH CONTINUITY ASSETS. USJFCOM AND USSOCOM ARE REQUESTED TO PARTICIPATE WITH A RESPONSE CELL TO MEET SCENARIO REQUIREMENTS.

2. THIS EXERCISE WILL INCLUDE PREPARATIONS FOR THE LANDFALL OF A CATEGORY FOUR HURRICANE ON THE EAST COAST OF THE UNITED STATES IN CONCERT WITH A SERIES OF COORDINATED TERRORIST ATTACKS. FOR THE DEPARTMENT OF DEFENSE, NLE 2-08 WILL FOCUS ON COMMAND AND CONTROL, COUNTERTERRORISM OPERATIONS, CONTINUITY CAPABILITIES, AND DEFENSE SUPPORT TO CIVIL AUTHORITIES. FINAL PLANNING CONFERENCE - 25-29 FEB 08. FOLLOW-ON NCR FINAL PLANNING CONFERENCE - 12 MAR 08. NCR MASTER SCENARIO EVENTS LIST (MSEL) SYNCHRONIZATION CONFERENCE - 20 MAR 08. MSEL SYNCHRONIZATION CONFERENCE - 8-10 APR 08.

3. PLEASE IDENTIFY A REPRESENTATIVE TO FACILITATE PLANNING FOR YOUR ACTIVITY AND FORWARD CONTACT INFORMATION TO LT COL TIMOTHY FENNEL, USAF, J-7/JETD, (703) 697-3752, DSN 227-3752, E-MAIL TIMOTHY.FENNEL@JS.PENTAGON.MIL.

4. THANK YOU FOR YOUR SUPPORT OF THIS SIGNIFICANT EXERCISE EVENT. THE EXPERTISE YOUR ORGANIZATIONS BRING TO NLE 2-08 IS VITAL TO PRODUCING A QUALITY EXERCISE.//

PREPARATION NOTES CJCS GENADMIN MESSAGE

1. Use JSAMS DMS Message Body Template. Message file should be named eight characters or less for ease of opening – files with longer names may become corrupt.
2. “JOINT STAFF(sc)” must be in the “Copy to:” line.
3. Be sure to create message with CAPS LOCK key on. Even though text may appear upper case, it may in fact be lower case, and the message will not verify during final processing.
4. Once message is completed in AMHS, cut and paste message onto JSAMS DMS message body template located in JS Form.
5. (MC), (SC), and (E-mail) addresses may be used. DO NOT use (UC) addresses.
6. Classification appears at the end of the subject line text (different from all other fields).
7. “//” should only appear at the end of fields. If it appears within a field (for instance, in classifications (S//NF) or Web site addresses), USMTF will stop at the first “//” and will not pick up the rest of the message.
8. Lines should not be more than 69 characters in length. If your subject line is more than one line, place a “/” at the beginning of the second and subsequent lines.
9. See <http://jsocio/dms/> for further tips. For assistance, call the DMS Help Desk at 695-2000.
10. When message composition is complete, be sure to hit the “SEND TO RELEASER” button in AMHS before sending your JSAP forward for approval. SEND TO RELEASER allows the Message Center to access and release your message upon approval.

CJCS PERSONAL FOR MESSAGE

(Use JSAMS DMS Message Body Template)

Originator: yuengj
Dtg: 010000Z Oct 07
From: CJCS (SC)
To: CSA(sc); CNO WASHINGTON DC(sc); HQ USAF CC(sc); CMC WASHINGTON DC(sc)
Cc: CDR USCENTCOM(mc); CDR USEUCOM(mc); JOINT STAFF(sc)
Primary Precedence: PRIORITY
Classification: UNCLASSIFIED
Subject: CJCS PERSONAL FOR MESSAGE
Message Type: OTHER-ORGANIZATIONAL

UNCLASSIFIED

MSGID/P4/CJCS//

REF/A/MSG/CSA/301300ZJUL2004//

(DO NOT USE "AMPN" FIELD IN CJCS PERSONAL FOR MESSAGES)

DISTRO/TO:GEN CASEY/CSA

/TO:ADM ROUGHHEAD/CNO

/TO:GEN MOSELEY/CSAF

/TO:GEN CONWAY/CMC

/INFO:ADM FALLON/CDRUSCENTCOM

/INFO:GEN CRADDOCK/CDRUSEUCOM

GENTEXT/PERSONAL FOR/1. THE P4 TEXT WOULD APPEAR IN THESE FIELDS. LET THE TEXT WRAP. DO NOT USE HARD RETURNS.

2. SERVICE CHIEFS AND COMBATANT COMMANDERS LISTED IN THE "DISTRO" FIELD ABOVE SHOULD BE IN THE SAME ORDER THEY APPEAR IN THE "TO" AND "CC" LINES.

3. CC: TO "JOINT STAFF(SC)" SHOULD ALWAYS BE IN PLACE TO PROVIDE INFO COPY TO THE ORIGINATING DIRECTORATE.

4. CLASSIFIED E-MAIL ADDRESSES MAY BE USED IN UNCLASSIFIED MESSAGES; BUT UNCLASSIFIED E-MAIL ADDRESSES MAY NOT BE USED IN CLASSIFIED MESSAGES.

5. COMPLIMENTARY CLOSING IS INCLUDED IN A SEPARATE PARAGRAPH, AS ILLUSTRATED BELOW.

6. RELEASED BY ADM MIKE MULLEN, CHAIRMAN OF THE JOINT CHIEFS OF STAFF.//

PREPARATION NOTES FOR CJCS PERSONAL FOR MESSAGE

1. Use JSAMS Message Body Template. Message file should be named eight characters or less for ease of opening – files with longer names may become corrupt.
2. “JOINT STAFF(sc)” must be in the “Copy to:” line.
3. DISTR0/TO: line is for recipient only. Info recipients must be listed in the “INFO:” field.
4. Be sure to create message with CAPS LOCK key on. Even though text may appear upper case, it may in fact be lower case, and the message will not verify during final processing.
5. Once message is completed in AMHS, cut and paste message onto JSAMS DMS message body template located in JS Form.
6. See <http://jsocio/dms/> for further tips. For assistance, call the DMS Help Desk at 695-2000.
7. When message composition is complete, be sure to hit the “SEND TO RELEASER” button in AMHS before sending your JSAP forward for approval. SEND TO RELEASER allows the Message Center to access and release your message upon approval.

FOR THE CHAIRMAN MESSAGE

Originator: whitjb
Dtg: 010000Z Oct 07
From: CJCS (SC)
To: CDR USPACOM HONOLULU HI(SC)CSA(sc)
Cc: CDR USCENTCOM(mc); CDR USEUCOM(mc); JOINT STAFF(sc)
Primary Precedence: PRIORITY
Classification: UNCLASSIFIED
Subject: FOR THE CJCS MESSAGE MODEL
Message Type: OTHER-ORGANIZATIONAL

Subject: FOR THE CJCS MESSAGE MODEL

UNCLASSIFIED

MSGID/GENADMIN/DJS FOR THE CJCS//

SUBJ/FOR THE CJCS MESSAGE MODEL//

REF/A/MSG/USPACOM/121211ZJUL2004/-/NOTAL//

AMPN/REQUEST FOR INFORMATION//

POC/SLOVER/COL/JOINT STAFF/PENTAGON/EMAIL:SLOVER@JS.PENTAGON.MIL//

GENTEXT/REMARKS/1. THIS MODEL SHOWS THE FORMAT FOR A MSG DEVELOPED ON BEHALF OF CJCS THAT DJS WILL SIGN.

2. THIS TYPE OF MSG FORWARDS INFORMATION BASED ON EXISTING CJCS POLICY. IT IS THE MSG EQUIVALENT OF AN MCM.//

(INTENTIONALLY BLANK)

DJS MESSAGE

(THIS MODEL IS UNCLASSIFIED)

Originator: whitjb
Dtg: 010000Z Oct 07
From: DJS (SC)
To: DA WASHINGTON DC (E-mail); CNO WASHINGTON DC//N2/N3// (E-mail); CSAF WASHINGTON DC//AF/XO/XPS// (E-mail); CMC WASHINGTON DC
Cc: DCDR USCENTCOM(mc) (E-mail); COS USEUCOM(mc) (E-mail); DCDR USJFCOM NORFOLK VA(sc) (E-mail); DCDR USNORTHCOM(sc) (E-mail); DCDR USPACOM(sc) (E-mail); DCDR USSOCOM(mc) (E-mail); DCDR USSOUTHCOM(mc) (E-mail); DCDR USSTRATCOM(sc) (E-mail); DCDR USTRANSCOM(sc) (E-mail)
Primary Precedence: PRIORITY
Classification: UNCLASSIFIED
Subject: MODEL OF A DJS MESSAGE
Message Type: OTHER-ORGANIZATIONAL

CONFIDENTIAL

MSGID/GENADMIN/DJS//

SUBJ/DJS MESSAGE MODEL//

REF/A/MSG/USPACOM/121211ZJUL2004/-/NOTAL//

AMPN/(U) REQUEST FOR INFORMATION//

POC/LEONARD/COL/JOINT STAFF/PENTAGON/EMAIL:LEONARDKA@JS.PENTAGON.SMIL.MIL//

GENTEXT/REMARKS/1. (C) WHEN ADDRESSING THE SERVICES AND COMBATANT COMMANDERS, THE DJS GOES TO THE OPERATIONS DEPUTIES AND THE DEPUTY COMMANDERS (EXCEPT FOR USEUCOM, WHERE DJS GOES TO THE CHIEF OF STAFF). THE ADDRESS LIST ABOVE SHOWS THE ORDER AND OFFICE SYMBOLS TO USE.

2. (U) FOR DJS PERSONAL FOR MESSAGES GOING TO USEUCOM, THE ADDRESS IS COS USEUCOM(mc) (E-mail). USE THE NAME OF THE USEUCOM CHIEF OF STAFF.

3. (U) FOR DJS PERSONAL FOR MESSAGES GOING TO KOREA, THE ADDRESS IS CDRUSAEIGHT SEOUL KOR. USE THE NAME OF THE COMMANDING GENERAL, EIGHTH US ARMY.

4. (U) FOR DJS PERSONAL FOR MESSAGES COMPLIMENTARY CLOSE USE FOR SENIORS: RESPECTFULLY, AND PEERS: BEST WISHES.//

DECL/ORIG:LTGEN R. SHEA, USMC, DJ-6/14A/DATE:30JUL2016//

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REQUEST TO SCHEDULE A MEETING OR BRIEFING



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

J-XA XXXXX-XX
16 August 2007

MEMORANDUM FOR THE EXECUTIVE ASSISTANT TO THE CHAIRMAN (not "FOR THE OCJCS")

Subject: Request to Schedule CJCS Briefing on Force Movements

Office of Primary Responsibility: J-3, Joint Operations Division, LTC Bill
Hayes, 614-5678

Purpose/Rationale for Visit: Inform CJCS of possible hostile reaction to force
movements.

Date and Time: 15 September 2007, 1600, approximately 20 minutes.

Location: CJCS office.

Participants: Chairman, briefer, and **no more than seven other participants
if in CJCS' office** (allowable total is CJCS plus eight). Identify
who is doing what.

Synopsis of Subject: The decision announced by the President last weekend to
withdraw the five peacekeeping personnel in Renatta 1 month
early may cause negative reaction from the Government of
Renatta. The briefing covers DIA and IC intelligence assessments and
outlines possible responses.

**The template is Request to Schedule. Keep this Request
to Schedule to one page. A Form 136 is not required.
Mark the document with classification and downgrading
as necessary. Modify the template if needed to indicate
the official to be involved (VCJCS, DJS, etc.).**

**(If CHOD/MOD social event is scheduled, include the
following statement: "Social event not recommended.
Spouse will not accompany.")**

OCJCS PROTOCOL COORDINATION:

J DIRECTOR COORDINATION:

DJS COORDINATION:

CAG COORDINATION:

APPROVED AS PROPOSED: _____

APPROVED FOR THE FOLLOWING DATE AND TIME: _____

DISAPPROVED: _____

COMMENTS:

(INTENTIONALLY BLANK)

ACTION DIRECTIVE

J-8 02-00089/D
14 December 2005

ADVANCED SYSTEMS DIRECTORATE

ACTION DIRECTIVE

DEPLOYMENT OF RECONNAISSANCE ASSETS

Reference: 05-0089

1. The reference has been referred to the Director, J-X, for (coordination and approval) (appropriate action) (other) (as a matter of urgency).
2. The Chief, ARS Division, will take the necessary action.
3. (CJCS) (VCJCS) (DJS) (SJS) (J-x) (desires) (requires) that the action in the reference be completed by _____ (date) _____. (Use this paragraph only when working under a suspense; e.g., SJS tasker.)
4. The Directors, J-__ and J-__, are requested to collaborate. The Director, J-__, is requested to coordinate.
5. Names and telephone numbers of Joint Staff, Defense agency, and Service action officers should be provided to the action officer listed below by _____ (date) _____.

(Action Directives are used to request action officer names and coordination. They are not required for all actions, but mainly for those where action officer names are not known or where a formal request for coordination is desirable. The nature of the action determines the distribution of the Action Directive. Only the Chiefs of Division on the Joint Staff are authorized planners for coordination within the staff.)

FOR THE DIRECTOR FOR ADVANCED SYSTEMS:

A. L. CRUMP
Military Secretary

DISTRIBUTION

Services, J-3, DIA
Internal Coordination
ARS Div

REFERRED TO:

COL H. C. Roberts, USAF
APS Division, 697-6666

J-8 05-00089/D

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CHANGE TO AN ACTION DIRECTIVE

J-7A 00276-05/D1

12 February 2005

OPERATIONAL PLANS AND INTEROPERABILITY DIRECTORATE

CHANGE 1 TO J-7A 00276-05/D

REVIEW OF CONCEPT PLAN

Reference: J-7A 00276-05

Guidance for preparing a change to an Action Directive.

a. The format for a change to an Action Directive follows the format of the directive being changed.

b. A vertical line will be inserted in the left margin by selecting **Revisions** under the **Tools** bar.

c. The last paragraph should read:

“6. This directive supersedes (Action Number/D, date). Holders are requested to destroy their copies in accordance with security regulations.”

d. The distribution of the new directive must carry at least the distribution of the superseded directive.

MILITARY SECRETARY

J-7A 00276-05/DI

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CANCELLATION OR COMPLETION OF ACTION
FOR AN ACTION DIRECTIVE

J-2 05-00054/D1

17 March 2005

INTELLIGENCE DIRECTORATE

CHANGE 1 TO J-2 05-00054/D

INTELLIGENCE CAPABILITIES REVIEW

Action was completed by J-2 telephone response providing action officers' names to the appropriate point of contact. Holders are requested to destroy their copies of J-2 05-00054/D in accordance with security regulations.

OR

VCJCS 141312ZJUN05 to CDRUSPACOM completes the action required by J-2 05-00054/D. Holders are requested to destroy their copies of J-2 05-00054/D in accordance with security regulations.

MILITARY SECRETARY

J-2 05-00054/D1

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GLOSSARY

GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

ATSD(PA)	Assistant to the Secretary of Defense (Public Affairs)
bbls/ccbls	barrels/hundreds of barrels
C2	command and control
C-day	unnamed day on which a deployment operation begins or is to begin
kt	kiloton

PART II--DEFINITIONS

Air Mobile Command. The single manager operating agency for . . .

causeway.* A craft similar in design to a barge, but longer and narrower.

master film.** The earliest generation of imagery (negative or positive).

NOTE: Terms marked “*” are not standardized within the Department of Defense and are applicable only in the context of this document. Terms marked “**” have been submitted for inclusion in Joint Publication 1-02.

Glossaries are usually unclassified. If the explanation of a term is classified, all entries must contain a classification marking.

In large or complex documents, a glossary is helpful to the reader. Glossaries are placed in the back of the document, with page numbers GL-1, GL-2, etc. All acronyms appearing in the document must be listed in the glossary. Also, there will be no more than one definition per acronym listed in the glossary. (Refer to JS Guide 5711, “Editorial Guide and Accepted Usage for Joint Staff Correspondence.”)

Some documents require, or are enhanced by, a glossary defining key terms. Glossaries with definitions must be coordinated with the Chairman, US Terminology Group, Joint Doctrine, Education and Training Division, J-7, early in their development.

GL-1

Glossary

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TABLE OF CONTENTS

TABLE OF CONTENTS	
CHAPTER (ENCLOSURE, SECTION, PART, etc.)	PAGE
I JOINT PLANNING--AN OVERVIEW	I-1
Purpose.....	I-1
Joint Planning Process	I-1
Joint Strategic Planning System.....	I-1
Planning, Programming and Budgeting System	I-3
Appendix A--Near-Term Planning	I-A-1
Appendix B--Midterm Planning	I-B-1
II DELIBERATE PLANNING PROCESS	II-1
Purpose.....	II-1
Applicability	II-1
Deliberate Planning Process for CONPLANS.....	II-5
FIGURE	
I-1 Operation Planning	I-5
I-2 Systems	I-17
TABLE	
II-1 Development.....	II-6
II-2 Requirements	II-8

PREPARATION NOTES FOR TABLE OF CONTENTS

1. A table of contents is appropriate in larger Joint Staff documents. It should consist of the major headings in the body of the document, listed exactly as they appear in the text, and corresponding page numbers.
2. When tables and figures are a primary feature of a document, they are listed separately and completely, following chapter or section and appendix listings.
3. The pages of a table of contents are numbered with lower-case Roman numerals to distinguish them from text page numbers.

TABLE AND FIGURE

(This model is UNCLASSIFIED)

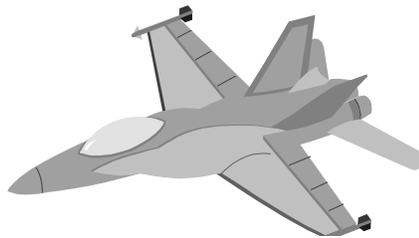
SECRET

<u>Port</u>	<u>Army</u>	<u>Navy</u>	<u>Air Force</u>	<u>Marine Corps</u>
E1 ¹	9	2	0	5
E2	16	5	9	8
D1 ²	0	0	4	9
D2	5	5	5	10

¹ E = Port of entry

² D = Port of debarkation

Table A-1. Scheduled Sorties by Service for
Port of Entry or Port of Debarkation (U)
(Above model is of a SECRET table with UNCLASSIFIED title.)



SECRET

Figure 1. Jet Interceptor (U)
(Above model is of a SECRET figure with UNCLASSIFIED title.)

Illustrative material such as maps, photographs, tables, figures, etc., in classified documents will be clearly marked to show the classification or unclassified status of their content.

Consistent with readability and production efficiency, illustrative material should be placed in the document as close as possible to the place where the material is first mentioned. Footnotes for illustrative material are shown by using superscripted numbers (see examples in Table Model above). For landscape page layout, the top of the material is to the left of the page and classification markings, page number, and section, volume, etc., markings are at the top and bottom of the page, not at the top and bottom of the table.

(This model is UNCLASSIFIED)

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CHARTER

ENCLOSURE

CHARTER FOR THE SPECIAL COMMITTEE ON ARMS VERIFICATION

1. Mission. The Special Committee on Arms Verification will . . .
2. Organization. The committee is headed by a chairperson and representative from ... (An organization chart is in the Appendix.)
3. Authority. The committee functions under the auspices of the . . . in accordance with ... and this charter.
4. Functions and Responsibilities. In carrying out the above mission . . .
 - a. The chairperson:
 - (1) Provides ...
 - (2) Directs ...
 - b. Each representative:
 - (1) ...
 - (2) ...
5. Administrative. The committee members will be selected from ...
6. Other Paragraphs as Needed.

Enclosure

PREPARATION NOTES FOR CHARTER

1. This model shows paragraphs that could be used according to the charter topic. But mission, organization, functions, and responsibilities must be established. Funding authority and an organization chart should be included when necessary. The charter is labeled as an “ENCLOSURE” because it comes under a forwarding memorandum addressed to affected agencies.
2. Terms of reference (TOR), vice a charter, are used when the organization will not exist more than 2 years. TOR can also be used to direct studies, surveys, inspections, etc., and are tailored to meet the specific requirements of the mission. TOR should be issued as CJCS or Joint Staff notices.

ENCLOSURE C

REVISIONS TO EXISTING DOCUMENTS USING THE LINE-OUT, LINE-IN, AND MATRIX FORMAT

1. Purpose. Joint Staff actions may require review of a draft or existing memorandum, letter, plan, study, etc. If the document requires changes, the action must impart to the requester exactly what the recommended changes entail. This enclosure provides a process for indicating changes, which uses a solid line drawn through text to be deleted and underlining for text to be inserted (line-out, line-in). The responsible JS AO consolidates responses for the action into one document. Revisions are forwarded to the requestor under a memorandum (usually DJSM).
2. Method. The line-out, line-in method may not be practicable in all situations (e.g., originator requests a specific format), but it is designed to accomplish a critical goal: informing the originator of the action of changes necessary to a publication under review. A key requirement is that the originator must be able to easily and quickly find the desired text to be changed. A “REASON” is to be provided as justification for each change -- it must be persuasive and practical so as not to be ignored by the requester.
3. Matrix. Unless the requesting agency provides different form or format, use the “Joint Staff Comments Matrix” example on page C-5.
4. Methods of Recommending Changes to a Document. Identify, as applicable, the portion of the document, page, paragraph, or subparagraph, and line or lines that are to be deleted or in which revisions are recommended. Indicate comments or recommended changes in the following ways:
 - a. “**General Comments**” when the comments apply to the entire document. No “REASON” is required.
 - b. “**Comment**” when no specific change is suggested, and the comment applies to a specific section, paragraph, subparagraph, table, figure, etc. No “REASON” is required.
 - c. “**Change as follows**” when revisions can be accommodated using line-out, line-in format. When making this kind of change, deleted matter is lined through first; added matter is inserted and underlined following the deletion.
 - d. “**Delete**” when a word, entire paragraph, subparagraph, or sentence is being deleted.

e. “**Replace**” when the entire paragraph, subparagraph, or sentence on a page must be rewritten because the revision is too extensive to be amenable to line-out, line-in changes. (Do not use underline.)

f. “**Add the following**” when inserting or adding information to a page, paragraph, or sentence in a document.

5. Examples of Comments on and Changes to a Document (*). The following are examples of line-out, line-in formats for providing general comments, comments made to specific places in the document and recommended changes (change as follows, delete, delete and substitute, and add the following):

a. (*) General Comments. These are general statements about the entire document. **These comments are always listed first.**

b. (*) Page 2, line 1. Comment: These types of comments address a specific portion (paragraph, line, etc.) and **do not need a separate REASON paragraph.**

c. (*) Line-Out, Line-In Formats for Recommended Changes

(1) (*) Page 9, subparagraph 1a(2), lines 3 and 4. Change as follows: “... as stated in ~~MJCS 22-81~~, MCM-45-98, in order to”

REASON: (*) Note: Line numbers are addressed when the document is printed on line-numbered paper. Three ellipses are used at the beginning of “line 3” to reflect omitted material on that line. Also, note that three ellipses and a period are placed inside the quotation marks. This punctuation is used because text was omitted at the end of the line and the sentence being revised ended on “line 4.”

(2) (*) Page 5, paragraph 8, 4th line. Change as follows: “... the ~~responsibilities~~ obligations of”

REASON: (*) Note the use of the ordinal number “4th.” If the document is not printed on line-numbered paper, refer to lines being changed as “4th line,” “2d to 5th lines.” Also “first sentence” or “last sentence” may be used.

(3) (*) Page C-1, subparagraph 2b, last sentence. Change as follows: “... and ~~these~~ to component commanders’ forces, which are in support ... ~~of forces assigned.~~”

REASON: (*) Note that the material has been omitted at the beginning of and within the last sentence, not at the end of the sentence.

(4) (*) Page E-5, subparagraph 3h(4). Change as follows: “Upon Arriving at the scene,”

REASON: (*) Note that the omitted material extends to the end of the subparagraph.

(5) (*) Page E-6, subparagraph 1c(1), 2d line. Change as follows: “department or ~~Government~~ Defense agency is in”.

REASON: (*) Note that the period goes outside quotation marks because “in” is the last word in the line but not the last word in the sentence.

(6) (*) Page M-1, subparagraph 1b, lines 6 and 7. Change as follows: “. . . availability ~~and adequacy~~ of the data and related material . . . ~~plan~~.”

REASON: (*) Note the following:

a. (*) There is omitted material at the beginning of line 6.

b. (*) Ellipses represent material that is omitted.

c. (*) The word “plan” is the last word on line 7 and the last word in the sentence; therefore, the period goes inside the quotation marks.

(7) (*) Page M-2, subparagraph 1c(3). Delete, and renumber subsequent paragraphs.

REASON: (*) Note, the text does not need to be shown and lined through when deleting an **entire** paragraph.

(8) (*) Page M-3, “POLITICAL ASSUMPTIONS,” paragraph 1. Replace with the following:

“1. (*) Area governments generally support space programs and most will consent to astronaut or capsule recovery.”

REASON: (*) Note format of the new paragraph and quotation marks.

(9) (*) Page O-1, paragraph 2. Add the following new subparagraphs 2a and b and reletter subsequent subparagraphs accordingly:

“a. (*) Assumptions. List the assumptions and state expected conditions.

“b. (*) Logistic Requirements. Identify the logistic matters or functions for which support arrangements are appropriate.”

REASON: (*) Note punctuation. Quotation marks are placed at the beginning of each paragraph, but closing quotation marks are placed only at the end of the last paragraph.

6. Summary. To reiterate, the main rule when using line-out, line-in format is to make sure the reader can quickly and easily find the place in the document where the change is to be made. Use the method of change (change as follows, delete and substitute, add, etc.) that is easiest for the reader to understand.

JOINT STAFF COMMENTS MATRIX

ITEM	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	REASON	DECISION (A/R/M)
1						General Comment. When the comments apply to the entire document. NO "REASON" is required. A REASON is provided as justification for each change – it must be persuasive and practical.		
2	J-8/FD Col XXXX 697-6000	C	18	4.3.2.	15	Change as follows: "Currency will be maintained by controlling conducting a minimum of 6 controls in a six-month period of which:"	You conduct controls, not control controls.	A
3	USCENTCOM	C	19	5	17	Change as follows: "... capabilities/limitations determines appropriate types of CAS <u>control</u> during the conduct ..."	CAS is CAS. The difference is in how the control is conducted.	A

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ENCLOSURE D

CLASSIFICATION MARKINGS

1. General Information. Executive Order 12958 as amended, DOD 5200.1-R, and JSM 5220.01A are the source references for marking classified documents and is the basis for document security markings used on Joint Staff actions. All classified information will be identified clearly by markings, which serve these purposes:

a. Alert holders to the presence of classified information.

b. Identify, as specifically as possible, the exact information needing protection and the level of protection needed.

c. Identify the source and reason for classifying the information and provide guidance on downgrading and declassification.

d. Warn intended recipients or holders of special access, control, or safeguarding requirements.

2. Classification Levels. Information may be classified at one of the following three levels:

a. "Top Secret" shall be applied to information, the unauthorized disclosure of which reasonably could be expected to cause exceptionally grave damage to the national security that the original classification authority is able to identify or describe.

b. "Secret" shall be applied to information, the unauthorized disclosure of which reasonably could be expected to cause serious damage to the national security that the original classification authority is able to identify or describe.

c. "Confidential" shall be applied to information, the unauthorized disclosure of which reasonably could be expected to cause damage to the national security that the original classification authority is able to identify or describe.

3. Required Markings on Classified Documents. Classified documents will have overall classification, page, and portion markings as explained below.

a. General Overall Marking. The highest classification of the document will be indicated top and bottom on the outside of the front cover, on the title page, and on the outside of the back cover for documents having cover pages and title pages. For those documents where there is no back cover and the last

page of the section does not reflect the overall classifications of the document, a blank page will be added with the overall classification markings on it.

b. Page. The Joint Staff produces a high volume of classified documents. In the interest of production efficiency, the highest classification of each component of these documents (tabs, enclosures, annexes, etc.) will be indicated on each page of the component.

(1) For example, all pages of a three-page memorandum with SECRET information will be marked SECRET top and bottom even though all pages may not have SECRET information.

(2) Overall page marking in components is permitted because paragraph classifications show which information is classified and at what level.

c. Portion or Paragraph Markings. All information in a classified document must be clearly marked to show whether the information is classified and at what level.

(1) A paragraph's level of classification is shown by inserting the appropriate classification level in parentheses at the beginning of the paragraph. Paragraphs will be marked with the following parenthetical symbols:

- (U) for UNCLASSIFIED
- (C) for CONFIDENTIAL
- (S) for SECRET
- (TS) for TOP SECRET

(2) Placement of the classification symbols in paragraphs is as shown in the example below:

"1. (C) Two spaces after the paragraph designator followed by two spaces before the text."

(3) For paragraphs with subparagraphs, the lead-in is classified according to its content--standing alone. Therefore, for example, a paragraph heading that simply says "Discussion" would be portion marked "(U)" because the word "Discussion" is not classified, even if subsequent subparagraphs are classified. Individual subparagraphs are classified as to their specific content.

(4) Additional markings may be required for Restricted Data and Formerly Restricted Data, warning notices, and releasability statements. Information on these uses can be found in reference a.

4. JS Document Templates. The JS utilizes electronic document templates for document types (JS Form 136s, memorandums, papers, etc.) that will prompt users to input classification information that is automatically inserted in the document in the correct location to include: overall, portion, paragraph, classified by, and declassify on markings.

a. The JS Form 136 will bear the highest classification and the most restrictive caveats of any component or reference document attached, as well as any warning notices that apply to any part of the action.

b. If the JS Form 136 contains classified material, the form will indicate the declassification information. If the 136 is unclassified, but the package contains classified TABs or Endnotes, insert the following note in the declassification block: "UNCLASSIFIED WHEN SEPARATED FROM ATTACHMENTS."

5. Recording Multiple Sources. Those sources will be listed with the JS Form 136 for permanent retention with the Joint Staff official file copy.

Sample Format: Derived from Multiple Sources

Source 1: OSD(A&M) memorandum, OSD 01278-04,
28 January 2004, "Listing of Addresses
and Addressing DoD Memorandum"

Source 2: DJS memorandum, DJSM-0922-03,
3 October 2003, "Written Communications"

6. Components of Joint Staff Actions. Each component of a classified Joint Staff action package (JS Form 136, tab, enclosure, appendix, etc.) is treated as a separate document for the purpose of security classification/ declassification. Each component bears its own overall security markings, declassification information, and warning notices, as appropriate.

7. Document Markings

a. The classification of memorandums and letters will be conspicuously shown at the top and bottom center of the page(s).

b. All pages of an enclosure, appendix, etc., will be marked with the highest classification of any page in that component. If the component is not a memorandum or letter, the classification appears on the pages at the top (1/2 inch from top of page) and bottom (1/2 inch from bottom of page) center of the page(s). If some components are classified and some are not, "UNCLASSIFIED" is typed at the top and bottom of each page of a component that contains no classified information. Paragraph marking is not required for these

unclassified components. However, if the entire action is unclassified, the “UNCLASSIFIED” marking is not used.

c. Caveats or additional protective marking information should accompany the basic classifications of CONFIDENTIAL, SECRET, and TOP SECRET. Paragraphs 8 through 13 below contain information on these additional markings.

d. Mark top and bottom of each page using Arial, bold, 24 point font.

8. Combination of Classified and Unclassified Components

a. An unclassified memorandum or letter that transmits one or more classified enclosures is marked with the highest level of classification assigned to any of its enclosures. The final paragraph of the memorandum or letter states: “Without enclosure(s), this memorandum (letter) is UNCLASSIFIED.” When the memorandum or letter is classified, but at a lower level than its enclosure(s), the statement would be: “Without enclosure(s), this memorandum (letter) is (CLASSIFICATION).”

b. Unclassified transmittal documents do not carry declassification statements applicable to their enclosure(s). Unclassified transmittal documents do not have each paragraph labeled “(U).”

9. “Classified By/Derived From” Markings. Each classified component (enclosure, appendix, annex, etc.) must have its own declassification statement.

a. OADR. When a source document contains the declassification instruction “Originating Agency’s Determination Required (OADR)”, or the exemption “X1” through X8”, the directive classifier shall note:

b. the fact that the source document was marked with either of these instructions; and

c. the date of origin of the source document.

(1) Mis-marked Documents. Directorates that receive improperly marked classified information from other agencies that were derivatively classified from classification guides or source documents created on or after September 22, 2003, with unauthorized markings X1 through X8, shall be marked with a “Declassify On” date of September 22, 2028.

(2) When exemption categories X1 through X8 appear on information dated before September 22, 2003, the information shall be declassified 25 years from the date of the original decision.

a. Derivative Classification. Use of Derivative Classification methods are authorized for Persons who only reproduce, extract, or summarize classified information, or who only apply classification markings derived from source material or as directed by a classification guide, need not possess original classification authority.

b. For components that are derivatively classified (i.e., you derived the classified information from other classified source documents), the declassification instructions will identify the source document or classification guide by agency, document type, date, and title, and will carry forward the date from the "Declassify on" line from the source document.

c. Multiple Sources. If the classification is derived from multiple sources, the "Derived from" line will read "Multiple sources," and a listing of the source documents will appear on the JS Form 136. The "Declassify on" line will carry forward the most restrictive declassification date from the source documents.

d. Original Classification. For components that are originally classified (i.e., contain information generated by or classified by the Joint Staff), the declassification instructions will identify the classifying authority by name, rank, and title; the reason for classification (reason codes are found in reference l); and the date of declassification (in accordance with references m, n, and o).

10. Caveats and Warning Notices. Some classified information warrants additional protective markings besides the classification designation. The use of additional authorized page and paragraph markings should be guided by documents from which information is drawn in preparing a derivative document. The paragraphs below illustrate the use of special caveats and warning notices. Reference p contains the complete listing of markings and instructions.

11. For Official Use Only (FOUO). Unclassified documents containing FOUO information (e.g., Freedom of Information requests) will be marked FOR OFFICIAL USE ONLY at the bottom on the outside of the front cover (if any), on each page containing FOUO information, and on the outside of the back cover (if any).

12. NATO Information in US Documents. Joint Staff classified documents that contain extracts of NATO classified information should have the following notice on the cover or first page:

THIS DOCUMENT CONTAINS NATO (CLASSIFICATION) INFORMATION NOT MARKED FOR DECLASSIFICATION AND SHALL BE SAFEGUARDED IN ACCORDANCE WITH USSAN 1-69.

No additional page marking is required for documents to denote NATO classified information, but paragraphs that have such information will be marked as in the following example for a NATO-SECRET paragraph: “(NS).” Documents with U.S. overall markings may contain NATO portion markings, but documents with NATO overall markings may NOT contain U.S. portion markings.

13. Release of Classified Information to Coalition Partners. When releasing classified information to our coalition partners, you must mark the documents with the proper release markings. Before using the REL TO marking in your classification line, be sure the entire document is releasable to the countries listed.

a. Coalition partners are defined as:

(1) An agreement between one or more nations for common action.

(2) Multinational action outside the bounds of established alliances, usually for single occasions or longer cooperation in a narrow sector of common interest.

(3) A force composed of military elements of nations that have formed a temporary alliance for some specific purpose.

b. Specific markings include:

(1) Top and Bottom of the document or slide must be mark as follows: SECRET//REL TO USA and (Country Codes found in reference e). The REL TO marking may only be used with TOP SECRET, SECRET, and CONFIDENTIAL. USA must always be listed first. Following USA, list in alphabetical order the trigraphs for each country the information will be released to (e.g., SECRET//REL TO USA, CAN, GBR// (meaning this document is releasable to only the United States, Canada, and Great Britain). The word “and” is no longer used before the final trigraph.

(2) Information marked REL TO may not be disclosed or released to foreign governments not stipulated in the marking without originator approval.

(3) Each paragraph or portion must be appropriately marked. Use //REL by itself as a portion marking if the marked paragraph is releasable to the exact same list of countries as indicated by the trigraphs in the header/footer marking for the overall document. Otherwise, use //REL TO and list the appropriate trigraphs for the individual paragraph. For example, if the document is to be released to several countries, but there are certain paragraphs that are not to be released, that portion/paragraph must be

marked with the country codes to which the information may be released. In the case of Registered International Organizations and Alliances (i.e., NATO, Global Counterterrorism Forces (GCTF)) one must ensure that all information is releasable to all countries in the Alliance before marking a document or paragraph with the designated CLASSIFICATION//REL TO GCTF, otherwise each paragraph must be marked with the CLASSIFICATION//REL TO "Country Trigraph."

14. Documents Marked NOFORN. The Joint Staff (other than J-2) does not have Original Clarification Authority to originally classify information at the NOFORN level. Individuals who derivatively classify information from (previously) classified NOFORN source material must ensure adherence to the guidance in references m and n.

15. PowerPoint Presentation Slide Preparation. When creating slides for presentation, they must be prepared using reference i and the PowerPoint slide masters located on the "G" drive of the JSIN-C computer under Graphics Master/Templates/Slide Masters/JCS PowerPoint Template.ppt. These slides are configured so that all classification markings are added when preparing a briefing. Action Officers are reminded to use caution when "cut and paste" is used to move information/slides between differently classified briefings--as the overall classification marking may be changed in the process.

16. Tables, Figures, and Other Illustrative Material. Tables, figures, and other illustrative material--maps, drawings, photographs, charts, etc.--in classified documents will be clearly marked to show the classification or unclassified status of their content.

a. Markings on illustrative material will be written out (TOP SECRET, SECRET, UNCLASSIFIED, etc.) and placed within or contiguous to the illustration.

b. Titles of illustrative material will be marked by classification symbol ((TS), (S), (U), etc.) based on their content alone. Titles are centered.

c. The models for tables and figures in Enclosure B illustrate the use of classification markings on those items.

17. Manual Marking. Material that cannot be marked via automation mechanisms may be stamped or handwritten. An example is when using photographs.

18. Quality Control. A good quality stamp or large, bolded computer-generated lettering available in MICROSOFT WORD should be used for conspicuous classification markings. A stamp with solid letters is preferred

over a stamp with “outline” letters. Black ink is preferable to red--red fades when reproduced.

19. Cover Sheets. Cover sheets are required for all classified documents. Paper or electronic.

20. Models. The models in Enclosure B should also be referred to for examples of classification markings.

21. Safeguarding. General Restrictions on Access. A person may have access to classified information provided that:

- (1) a favorable determination of eligibility for access has been made by an agency head or the agency heads designee;
- (2) the person has signed an approved nondisclosure agreement; and
- (3) the person has a need-to-know the information.

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ENCLOSURE E

REFERENCES

- a. DOD 5200.1-R, 14 January 1997, "Information Security Program"
- b. CJCSI 5711.02 Series, "Delegation of Approval Authority"
- c. DOD 5110.4-M, 2 March 2004, "Manual for Written Material"
- d. Joint Staff Guide 5702, "Correspondence Preferences of the Chairman and Vice Chairman, Joint Chiefs of Staff"
- e. Country Code Trigraphs, (ISO 3166) (Last change: 28 June 2006)
- f. The Gregg Reference Manual, current edition
- g. The United States Government Printing Office Style Manual, current edition
- h. JSM 5701.01 Series, "Formats and Procedures for Development of CJCS, Joint Staff, and J-Directorate Publications"
- i. CJCSM 5712.01 Series, "Standards for Visual Aids Used in the Joint Staff"
- j. JSG 5711 Series, "Editorial Guidance and Accepted Usage for Joint Staff Correspondence"
- k. CJCSI 5701.01 Series, "Policy for the Development of CJCS, Joint Staff, and J-Directorate Directives"
- l. E.O. 12958, as amended, Classified National Security Information
- m. Marking Classified National Security Information Handbook
- n. CAPCO, current edition, "(U) Authorized Classification and Control Markings Register"
- o. JSI 5711.01B Series, "Action Processing"

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