

FOREWORD

I have directed that this Manual be prepared to meet the need for describing our office functions and for establishing uniform practices to implement these functions. I believe this effort to be useful, not only for my administration but to serve as a guide for future administrations.

The first section, Organization and Functions of the Governor's Office, briefly describes the functions and outlines the staff assignments required to carry them out.

A system for issuing instructions to the staff has been developed in Section III, Administrative Directives. Other sections describe procedures for implementing the policy and functions of the Office.

The Manual represents approved practice and procedure to be followed in the Governor's Office.

I take this opportunity to thank all of you for your participation in putting this Manual together.

Harold E. Hughes

HAROLD E. HUGHES
Governor of Iowa

314425

1969 Governor's Office

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OFFICE PRACTICE MANUAL

Office of the Governor

State of Iowa

- I. Organization and Functions of the Governor's Office
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 2. Non-Statutory and Statutory Committees
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ORGANIZATION AND FUNCTIONS
OF THE GOVERNOR'S OFFICE

Office Organization

1.

Gubernatorial control in Iowa is flexible and depends on the interpretation by the Governor of the powers vested in him by the Constitution. In recent years the power and scope of the Governor's Office has increased tremendously. Attention has been focused on major reforms in the organization of the Executive Branch, fiscal operations and state planning.

The Office of the Governor includes staff services to aid the Governor in developing and carrying out his programs; coordinating the 130 departments of state government and performing such functions as developing the Governor's budget and legislative program, granting pardons, extraditions, making appointments, press relationships and the various other related and administrative functions required of the Chief Executive.

The present level of service can probably be sustained by existing authorized staff. At full strength this staff

consists of an Executive Administrative Assistant, five Administrative Assistants, a Confidential Secretary, and a Military Aide with supporting stenographic and clerical staff.

In addition to the staff services described above, the Office of Planning and Programming is an integral part of the Executive Office for the purpose of providing a continuous and coordinated planning and programming agency to direct, advise, consult, coordinate, and harmonize the planning and programming activities within state government and provide coordinated and effective planning at all levels of government within the state.

The director of the planning office is appointed by and serves at the pleasure of the Governor. The director is assisted by a professional staff of approximately twelve. This is an executive based, policy-oriented group with different academic disciplines to insure the broadest possible perspective.

The director reports through the Administrative

1. (cont.)

Assistant, responsible for coordination and liaison of his function, to the Executive Administrative Assistant.

Executive Order Number Eight (Exhibit 1) establishing the Office of Planning and Programming describes in greater detail the functions and responsibilities of this office.

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EXECUTIVE ORDER NUMBER EIGHT

WHEREAS, it is public policy in the State of Iowa that a continuous and coordinated planning and programming function be maintained within the state government; that a planning and programming agency be located in the executive branch for that purpose; and that this agency shall direct, advise, consult, coordinate and harmonize the planning and programming activities within the state government and shall promote more coordinated and effective planning at all levels of government within the state,

NOW, THEREFORE, I, Harold E. Hughes, Governor of Iowa, do hereby order and direct that the Office for Planning and Programming and all other state agencies and departments carry out this policy within the framework of the purposes and guidelines hereinafter set forth:

Article I NEED FOR PLANNING AND COORDINATION

The many new and complex programs affecting the development of the physical, economic, and human resources of the state that have been enacted by the U. S. Congress and the Iowa General Assembly over the past several years have made abundantly clear the need for more effective instruments for planning and coordination. In groping for solutions, the federal government and the several state governments have learned something of the character of the planning and coordination that is needed:

- Effective coordination must take place where the action is; that is at the level of state and local governments;
- Coordination is an executive responsibility;
- Coordination can be best achieved at the stage where the action is being planned; and
- Coordination is a continuing process.

Article II ORGANIZATION FOR PLANNING AND COORDINATION

The instrument for achieving improved planning and coordination in Iowa state government is an executive-based comprehensive planning unit which has been designated as the Office for Planning and Programming and placed within the Office of the Governor.

The director of the planning unit, appointed by and serving at the pleasure of the Governor, is assisted by a professional staff. The resources of the planning unit are amplified by the use of private consultants and by drawing upon the talents of selected staff within the various state agencies and universities.

Article III SHARED RESPONSIBILITIES FOR PLANNING AND PROGRAMMING

The creation of an Office for Planning and Programming is not intended to provide a substitute for, or to diminish the responsibilities of, the various state agencies with respect to development of program plans. Rather, the creation of such an office and the development of a comprehensive state planning program is intended to improve the capacity of the state government to coordinate the development of the physical, economic, and human resource programs and to promote a more efficient and economic utilization of resources, including those provided by the federal government.

When a state plan is arrived at, it must be done through cooperation and coordination between the Office for Planning and Programming and all other agencies. The Office will serve as the bridge between the various agencies and the comprehensive state plan. At this stage, coordination becomes imperative instead of merely useful.

Following is a brief and generalized statement of the role and responsibilities of the Office for Planning and Programming and that of the various state agencies:

Responsibilities of the Office for Planning and Programming.

In brief, the basic responsibilities of the Office for Planning and Programming are to:

1. Provide leadership in the development and institutionalization of planning and programming in Iowa state government and provide assistance to the Office of the Comptroller in connection with the development of a budgetary expression of plans and programs.
2. Assemble, organize, evaluate, and classify existing data and to perform necessary basic research on population and economic factors in order to provide a common data base for all state planning.
3. Assist the top state decision makers in the articulation of goals and objectives of state development.
4. Identify state problems and opportunities.
5. Propose and test alternative approaches to solving problems and realizing opportunities.

6. Assist in resolving conflicts which may develop between plans and programs of the various agencies and to advise the Governor and other interested parties about plans which conflict with overall state goals and objectives.
7. Review all federal grant-in-aid applications for the purpose of coordination at the highest level, and provide technical assistance to grant-in-aid applicant agencies.
8. Recommend and assist in the submission, by affected state agencies, of federal grant-in-aid applications to develop state programs.

Responsibilities of Individual State Agencies. The responsibilities of the several state agencies, with respect to planning and programming, are to:

1. Maintain close liaison with the Office for Planning and Programming through agency directors and their designated planning officers.
2. Develop program plans which describe in detail the methods and resources to be applied within each program to meet state policy objectives.
3. Base program plans on the common economic and population data and other pertinent information and assumptions developed by the Office for Planning and Programming.
4. Maintain relevant data to support agency programs for purposes of planning and budgeting.
5. With respect to federal grant-in-aid applications, all state agencies shall:
 - (a) Give notice to the Office for Planning and Programming to their intent to apply to the federal government for funds.
 - (b) Provide the Office for Planning and Programming with a copy of all official grant-in-aid applications, along with a copy of any program plan developed to meet federal requirements, prior to submission to the federal government. Sufficient time shall be allowed for the Office for Planning and Programming to submit comments to the Governor.
 - (c) Notify the Office for Planning and Programming of the approval or disapproval by the federal government of any such application and/or program plans immediately after receipt thereof.

Responsibilities of the Office of Comptroller. The role of the Office of the Comptroller remains essentially unchanged with respect to the analysis and preparation of the Governor's budget, forecasting of revenues, and supervising the execution of the approved budget.

The Office of the Comptroller and the Office for Planning and Programming maintain a close relationship in carrying out their respective responsibilities. To illustrate, in most instances the Office of the Comptroller will analyze agency budget requests within the context of the comprehensive state plans developed by the Office for Planning and Programming.

Article IV FEDERAL-STATE-LOCAL COORDINATION

The state comprehensive planning program will also provide a framework for regional, metropolitan, local, and other planning within the state, and for interstate regions and areas. The principal means of providing this framework is through the adjustment to a regional or metropolitan scale of data and forecasts developed at the state level.

In addition, many federal programs encourage or require the establishment of multi-county, metropolitan, interstate, special purpose, and other types of planning and development areas and districts. The Office for Planning and Programming is the agency which will take the initiative in delineating coordinated, multi-purpose planning and development districts.

Executive Order Number Six, relating to the Office for State Planning and Programming and issued by me on November 7, 1966, is hereby repealed and this Executive Order shall be in full force and effect in lieu thereof.

SEAL

IN TESTIMONY WHERE, I have hereunto subscribed my name and caused the Great Seal of the State of Iowa to be affixed. Done at Des Moines this 24th day of August in year of our Lord one thousand nine hundred sixty-seven.

/S/ Harold E. Hughes
GOVERNOR

ORGANIZATION AND FUNCTIONS
OF THE GOVERNOR'S OFFICE

Staff Assignments

1.1

Assignments are made among Administrative Assistants in an effort to equalize work load as much as possible. Recognition is also given to the varied talents, background, and experience of the individual staff members. A certain amount of flexibility must be maintained in making assignments to allow for fluctuation of work load.

Responsibility for continuing liaison with the 130 state agencies is divided among three of the Administrative Assistants. Press relationships, public information, and speech writing are assigned to another Administrative Assistant. Legislation, legal matters, Executive Clemency, and extraditions are assigned to the fifth Administrative Assistant. This is not an all-inclusive description of assignments. Individual statements of authority and responsibility describe assignments in greater detail.

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Following is the breakdown of state agency assignments of the three individual Administrative Assistants:

Administrative Assistant A -- Aging, Air Pollution, Blind Commission, Civil Rights, Comptroller, Education, Employment of the Handicapped, Health, Iowa Comprehensive Alcoholism Project, Legislative, Manpower Development, OEO (Poverty Program), Planning and Programming, Department of Revenue, Social Services, Vocational Rehabilitation, Water Pollution;

Administrative Assistant B -- Aeronautics, Agriculture, Buildings and Grounds, Car Dispatcher, Conservation Commission, Development Commission, Executive Council, Foreign Visitors, Geological Survey, Local Government Matters, Mines and Mining, Mississippi Parkway, Natural Resources Council, Printing Board, Real Estate Board, Soil Conservation, State Fair, Tourism and Related Matters, United Nations;

Administrative Assistant C -- Arts Council, Banking, Civil Defense, Commerce Commission, Crime Commission, Employment

Security, Highway Commission, History and Archives, Industrial Commission, Insurance Department, Labor Department, Libraries, Liquor Commission, Merit Employment, National Guard, Pharmacy and Narcotics, Public Safety, Reciprocity Board.

The following includes individual statements of responsibility and authority for all members of the staff, professional and clerical.

Executive Administrative Assistant

I General Definition of Responsibility

Responsible for bringing to the Governor's attention those matters requiring his attention and presenting information to assist him in arriving at decisions; for preparing and executing the budget for the Governor's Office; for providing two-way communication between the Governor and the Administrative Assistants, and for over-all supervision of the Administrative Assistants and the office generally.

II Reporting Relationships

Reports to the Governor.

III Duties performed and typical subject matter covered

The Executive Administrative Assistant:

1. Coordinates all activities of office, administrative and political, including campaigns
2. Consults with and advises Governor on broad policy matters and keeps him informed
3. Gives personal attention to all emergencies, serious problems and broad policy questions, working on them directly or with appropriate staff members and outside advisers
4. Assigns projects to staff
5. Assists staff to identify problems requiring the Governor's attention
6. Consults with staff on how to handle problems and difficult correspondence

Executive Administrative Assistant
Page Two

7. Assists Governor with interviews for appointments
8. Personally handles judicial appointments
9. Consults with staff members regarding appointments to boards and commissions and key jobs
10. Receives political mail directly and referred by the Governor, reviews and directs to staff member responsible for political activities
11. Receives recommendations and applications for appointments, letters from Governors, letters from officials in Washington, D.C., and determines matters to be brought to the attention of the Governor or referred to staff
12. Reviews difficult requests for proclamations and public statements by Governor and instructs Secretary as to follow through
13. Coordinates staff time required with the Governor
14. Approves and signs all documents relating to the Governor's Office budget
15. Screens Governor's appointments and coordinates information with the Confidential Secretary
16. Provides final review of all letters going out of office over Governor's name, except those dictated by Governor personally, decides which should have his personal signature and signs or stamps his name on all others

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Secretary to the Executive
Administrative Assistant

I General Definition of Responsibility

Responsible for confidential secretarial duties required by Executive Administrative Assistant in carrying out his responsibilities; responsible for tone and style of correspondence prepared by others for the Governor's signature; responsible for determining matters to be brought to the attention of the Executive Administrative Assistant.

II Reporting Relationships

Receives assignments and direction from the Executive Administrative Assistant. Coordinates with the several Administrative Assistants concerning the duties of the secretaries.

III Duties performed and typical subject matter covered

The Secretary:

1. Receives and screens mail including political recommendations and applications for appointments, biographical forms, correspondence from Governors, and from officials in Washington D.C., and proclamations
2. Determines the mail requiring the attention of the Executive Administrative Assistant and that which can be handled by the Secretary
3. Composes correspondence
4. Screens telephone calls and callers, either handling matters personally or referring to appropriate staff member

Secretary to the Executive
Administrative Assistant
Page Two

5. Reviews all correspondence for the Governor's signature, for tone, format and completeness; reviews for typing and grammatical errors
6. Keeps appointment files and records
7. Takes requests for the proclamations and advises requester concerning appropriateness of request; reviews draft material and prepares proclamations for Governor's signature
8. Does other assignments as required

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Confidential Secretary to the Governor

I General Definition of Responsibility

Responsible for coordinating the Governor's appointments, invitations, personal correspondence, and calls; coordinates all Administrative Assistants' requests for appointments with the Governor.

II Reporting Relationships

Directly responsible to the Governor in all matters.

III Duties performed and typical subject matter covered

The Confidential Secretary:

1. Screens Governor's personal mail and refers items to him requiring his personal attention
2. Refers correspondence to appropriate administrative assistant for action
3. Obtains staff recommendations regarding Governor's invitations
4. Consults with Governor regarding scheduling invitations and prepares files indicating acceptance or rejection
5. Prepares replies to invitations and personal correspondence
6. Screens telephone calls to the Governor and answers inquiries as appropriate
7. Handles other matters of a confidential nature for the Governor
8. Maintains confidential files

Administrative Assistant
to the Governor (A)

I General Definition of Responsibility

Responsible for liaison and two-way communication between the Governor and assigned agencies.

II Reporting Relationships

Reports to the Executive Administrative Assistant and receives assignments from him. Receives assignments and projects from the Governor but coordinates with and obtains direction from the Executive Administrative Assistant. Consults with other staff members on related subject matter as required.

III Duties performed and typical subject matter covered

The Administrative Assistant:

1. Presents administrative matters to the Governor for decision and presents information to assist him in arriving at decisions
2. Insures that the Governor's decisions are made known and understood by the assigned agencies
3. Assists assigned agencies to develop policy and procedures consistent with the Governor's programs
4. Assists in identifying required legislation
5. Stimulates agencies to do long-range planning, and to determine timeliness for developing programs to carry out objectives
6. Assists Office of Planning and Programming in identifying planning projects
7. Participates and arranges meetings with Federal, State and local government officials on matters relating to administrative programs
8. Screens recommendations received regarding appointments to Boards and Commissions and submits recommendations to the Governor

Administrative Assistant (A)

Page Two

9. Answers and initiates correspondence and suggests that which is appropriate for the Governor's signature
10. Keeps the Executive Administrative Assistant advised at all times and assists him with scheduling matters to be brought to the Governor's attention
11. Does other projects as assigned

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Secretary to
Administrative Assistant (A)

I General Definition of Responsibility

Under general supervision, responsible for providing secretarial and administrative assistance to the Administrative Assistant to relieve him of routine detail. Responsible for submitting complete and accurate work.

II Reporting Relationships

Reports to and receives assignments from the Administrative Assistant or in his absence the person designated by him or the Executive Administrative Assistant.

III Duties performed and typical subject matter covered

The Secretary:

1. Answers the telephone and places calls
2. Makes appointments and prepares itineraries
3. Takes dictation and transcribes
4. Reviews mail and personally handles less complicated correspondence
5. Composes letters for Administrative Assistant's or Governor's signature
6. Checks files for reference material and files correspondence and subject matter
7. Types Governor's speeches
8. Obtains approval from Executive Council for purchases, makes up purchase orders, receives warrants from Comptroller (including expense account warrants) and pays bills

Secretary to
Administrative Assistant
Page Two

9. Posts receipts and expenditures to accounts
10. Substitutes for the Governor's Confidential Secretary in her absence
11. Does other duties as required

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Administrative Assistant
to the Governor (B)

I General Definition of Responsibility

Responsible for liaison and two-way communication between the Governor and assigned agencies; preparation of agendas and coordination with the Executive Council. Responsible for executive clemency and extradition matters.

II Reporting Relationships

Reports through the Executive Administrative Assistant to the Governor on matters relating to assigned agencies. Receives assignments and projects from the Governor but coordinates with and obtains direction from the Executive Administrative Assistant for such matters. Reports to the Executive Administrative Assistant on matters relating to Office management, which in the judgment of the Administrative Assistant require policy direction or higher level decision. Consults with and provides information to other staff members on appropriate subjects.

III Duties performed and typical subject matter covered

The Administrative Assistant:

1. Presents administrative matters relating to assigned agencies to the Governor for decision and presents information to assist him in arriving at decisions
2. Insures that the Governor's decisions are made known and understood

Administrative Assistant (B)

Page Two

3. Assists assigned agencies to develop policies and procedures consistent with the Governor's programs
4. Stimulates agencies to do long-range planning and to determine timeliness for developing programs to carry out objectives
5. Assists in identifying required legislation
6. Briefs Governor on matters coming before the Executive Council
7. Prepares resumes of the Executive Council action and distributes to office staff
8. Follows up on actions of the Executive Council to insure that appropriate action is taken
9. Makes arrangements for and prepares all documentation required for extraditions and conducts hearings
10. Receives recommendations for executive clemency and makes recommendations to the Governor
11. Carries out or delegates the following duties related to the office management functions:
 - Maintains office accounts
 - Purchases office equipment and supplies
 - Maintains stock room
 - Arranges for building maintenance, and alterations
 - Arranges for space requirements
 - Maintains files and research materials
 - Clerical personnel including: recruiting, interviewing, hiring, training and assigning
 - Develops systems for effective and efficient office administration
12. Meets with Federal, State, local government and other officials
13. Dictates correspondence
14. Does special projects as required

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Secretary to
Administrative Assistant (B)

I General Definition of Responsibility

Under general supervision, responsible for providing secretarial and administrative assistance to the Administrative Assistant to relieve him of routine detail; responsible for maintaining stocks of office supplies; and arranging for building repairs. Responsible for submitting complete and accurate work.

II Reporting Relationships

Reports to and receives assignments from the Administrative Assistant or in his absence the person designated by him or the Executive Administrative Assistant.

III Duties performed and typical subject matter covered

The Secretary:

1. Answers the telephone and places calls
2. Takes dictation and transcribes
3. Reviews mail and personally handles less complicated correspondence
4. Composes letters for Administrative Assistant's or Governor's signature
5. Checks files for reference material and files correspondence and subject matter
6. Orders office supplies and contacts Buildings and Grounds for minor office repairs
7. Types and processes extraditions and executive clemency matters

Administrative Assistant
to the Governor (C)

I General Definition of Responsibility

Responsible for liaison and two-way communication between the Governor and assigned agencies. Responsible for follow through on statutory appointments.

II Reporting Relationships

Receives assignments from and reports to the Executive Administrative Assistant. Receives assignments and projects from the Governor but coordinates with and obtains direction from the Executive Administrative Assistant. Consults with and provides information to other staff members on appropriate subjects.

III Duties performed and typical subject matter covered

The Administrative Assistant:

1. Presents administrative matters relating to his area of responsibility to the Governor for decision and presents information to assist him in arriving at decisions
2. Insures that the Governor's decisions are made known and understood
3. Assists assigned agencies to develop policy and procedures consistent with the Governor's programs
4. Stimulates agencies to do long-range planning and to determine the timeliness for developing programs to carry out objectives

Administrative Assistant (C)

Page Two

5. Assists in identifying required legislation
6. Arranges and participates in meetings with Federal, State, local government, and other officials
7. Obtains recommendations from staff and others for Governor's appointments to vacancies, obtains Party recommendation, recommends to Governor, and follows through on approved appointments
8. Liaison with political party
9. Does special projects as assigned
10. Dictates correspondence

July 1968

Secretary to
Administrative Assistant (C)

I General Definition of Responsibility

Under general supervision, responsible for providing secretarial and administrative assistance to the Administrative Assistant to relieve him of routine detail. Responsible for submitting complete and accurate work.

II Reporting Relationships

Reports to and receives assignments from the Administrative Assistant or in his absence the person designated by him or the Executive Administrative Assistant.

III Duties performed and typical subject matter covered

The Secretary:

1. Answers the telephone and places calls
2. Makes appointments and prepares itineraries
3. Takes dictation and transcribes
4. Reviews mail and personally handles less complicated correspondence
5. Composes letters for Administrative Assistant's or Governor's signature
6. Checks files for reference material and files correspondence and subject matter

Administrative Assistant
to the Governor (D)

I General Definition of Responsibility

Responsible for providing legal advice and consultation to the Governor and his staff, and special projects.

II Reporting Relationships

Receives assignments from and reports to the Executive Administrative Assistant. Receives special assignments and projects from the Governor but coordinates with and obtains direction from the Executive Administrative Assistant.

III Duties performed and typical subject matter covered

The Administrative Assistant:

1. Consults with Legislators and advises on legal questions relating to legislation
2. Reviews legislation for Governor's signature and makes comments and/or recommendations as appropriate
3. Researches legal implications of new legislation
4. Makes recommendations concerning requests for Attorney General's opinions
5. Reviews Attorney General's opinions and makes comments as appropriate
6. Reviews and approves contracts for the office administration
7. Prepares and responds to correspondence
8. Does special projects as assigned

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Secretary to
Administrative Assistant (D)

I General Definition of Responsibility

Under general supervision responsible for providing secretarial and administrative assistance to relieve the Administrative Assistant of routine detail, responsible for secretarial duties relating to the non-statutory Governor's Committees, responsible for submitting complete and accurate work.

II Reporting Relationships

Receives assignments from and reports to the Administrative Assistant (Legal). Receives direction from the Executive Administrative Assistant concerning the Governor's Committees.

III Duties and typical subject matter covered

The Secretary:

1. Answers the telephone and places calls
2. Makes appointments and prepares itineraries
3. Takes dictation and transcribes
4. Reviews mail and personally handles less complicated correspondence
5. Composes letters for Administrative Assistant's or Governor's signature
6. Does the following in relation to Governor's non-statutory committees:
 - Compiles membership lists
 - Prepares meeting notices
 - Takes minutes of meetings, types duplicating mats and distributes minutes to membership
 - Answers correspondence and prepares "thank you" letters, etc.
 - Maintains files for committees

Secretary to
Administrative Assistant
Page Two

7. Searches files and files material
8. Researchs legislative bills and legislative matters
9. Assists other secretaries as required

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Administrative Assistant
to the Governor (E)

I General Definition of Responsibility

Responsible for the public relations program, speech preparation, and press coverage for the Governor's office; for preparation of memoranda and reports on major problems and developments.

II Reporting Relationships

Reports to the Executive Administrative Assistant on all matters relating to press coverage, speeches, news conferences and special projects. Consults with other Administrative Assistants regarding newsworthy activities of state agencies. Receives special assignments from the Governor but advises and receives direction from the Executive Administrative Assistant.

III Duties performed and typical subject matter covered

The Administrative Assistant:

1. Does research and compiles speech materials
2. Prepares Governor's speeches
3. Maintains liaison with press representatives
4. Prepares public service announcements, press releases and special messages
5. Assists Governor at press conferences
6. Arranges for transcripts of news conferences
7. Provides surveillance of news media for subjects of concern to the Governor
8. Analyzes news coverage and reports trends to the Governor and staff
9. Maintains subject matter news clipping file and research file
10. Maintains file of Governor's speeches, special messages and press releases

Administrative Assistant (E)

Page Two

11. Develops new channels and sources for providing information concerning executive programs
12. Assists other staff members in preparation of material when precise use of language is critical
13. Coordinates with Confidential Secretary regarding Governor's invitations
14. Consults with other Administrative Assistants regarding newsworthy actions of state agencies
15. Answers and prepares answers for Governor's correspondence relating to public relations and press matters
16. Does special projects as assigned

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Secretary to
Administrative Assistant (E)

I General Definition of Responsibility

Under general supervision responsible for providing secretarial and administrative assistance to relieve the Administrative Assistant of routine detail; responsible for submitting complete and accurate work.

II Reporting Relationships

Receives assignments and reports to the Administrative Assistant or in his absence, the person designated by him or the Executive Administrative Assistant.

III Duties performed and typical subject matter covered

The Secretary:

1. Answers the telephone and places calls
2. Makes appointments
3. Takes dictation and transcribes
4. Reviews newspapers for newsworthy items and clips
5. Maintains subject file for news clippings
6. Maintains research file for public relations
7. Transcribes newscasts
8. Performs other duties as required

Receptionist and Notary Public Clerk

I General Definition of Responsibilities

Responsible for carrying out the responsibility of the Governor's office relating to Notary Public Commissions as described in Chapter 77 of the Code of Iowa, as amended. Responsible for directing callers, incoming telephone calls, and routing incoming mail to appropriate offices for handling.

II Reporting Relationships

Reports to the Executive Administrative Assistant and receives instructions from him.

III Duties performed and typical subject matter covered

The Receptionist and Notary Public Clerk:

1. Opens and routes incoming mail
2. Answers all incoming telephone calls and transfers calls to appropriate office
3. Directs callers to appropriate office
4. Receives and processes all applications and renewals for all bonds, receives fees and maintains accounts; prepares information for listing by data processing, furnishes information regarding notary public's signatures
5. Keeps Iowa Soldiers Home deposit accounts
6. Assembles and mails Executive Orders
7. Places State Seal on official documents
8. Performs other duties as required

Military Aide to Governor

I General Definition of Responsibility

Responsible for providing chauffeur service, travel arrangements, and personal services for the Governor and his family. Schedules use of state aircraft for state agency use. Responsible for other duties as assigned.

II Reporting Relationships

Responsible to the Governor for all matters relating to travel and personal assignments. Receives assignments and instructions from the Executive Administrative Assistant and the Governor's Confidential Secretary when not in travel status. No authority exists for delegation of assignments to others.

III Duties performed and typical subject matter covered

The Military Aide:

1. Maintains the Governor's car
2. Chauffeurs the Governor and his family
3. Performs personal services for the Governor and his family
4. Determines best route, airport facilities, etc., for Governor's travel
5. Takes necessary security precautions to protect the Governor
6. Schedules use of state aircraft for state officials
7. Reviews National Guard bills for payment by the Comptroller
8. Places Governor's signature stamp as required on various state documents
9. Acts as copilot for Governor's flights on state aircraft
10. Performs other duties as required

I

ORGANIZATION AND FUNCTIONS
OF THE GOVERNOR'S OFFICE

Functional Organization Chart,
Governor's Office

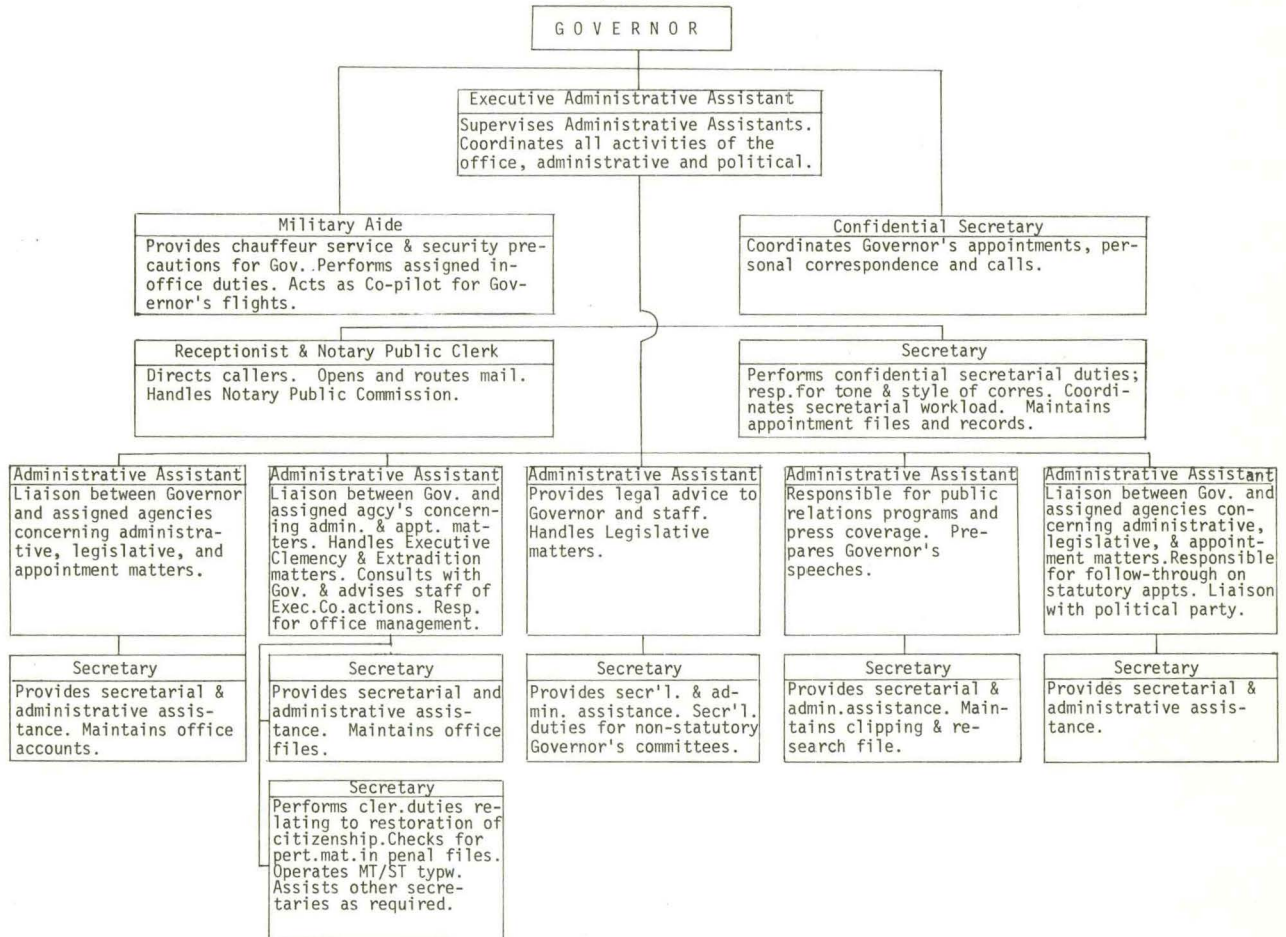
1.2

Organization and Functions
of the Governor's Office

FUNCTIONAL ORGANIZATION

GOVERNOR'S OFFICE

July 15, 1968



ORGANIZATION AND FUNCTIONS
OF THE GOVERNOR'S OFFICE

Personnel Classifications
and Salary Structure

1.3

The annual budget for personnel in the Governor's Office is approximately \$170,000. 1)

Vacancies may occur from time to time and replacements hired at minimum salary level. This provides salary savings available for financing other projects or hiring additional personnel and still remain within the budget appropriation.

The salary range for administrative assistants is \$12,000 to \$14,000 annually; for secretaries, \$4,800 to \$6,300 annually. As a matter of policy, employees generally are hired at the minimum. Salary increases are granted in steps in proportion to the proficiency

1) This amount is less than shown in the printed budget for 1968 because staffing for the Governor's mansion is not included in the \$170,000 figure. Staffing and maintenance for the mansion is handled by the Department of Buildings and Grounds and is now reflected in their budget.

and experience developed on the job. Salaries for special classes such as Executive Administrative Assistant, Confidential Secretary, Notary Public Clerk, and Secretary to the Executive Administrative Assistant are generally on a fixed basis.

Following are the personnel classifications and salaries presently in effect in the Governor's Office.

ANNUAL BUDGET FOR PERSONNEL 1)

Governor's Office

		<u>Salary</u>	<u>Total</u>
Governor 2)	1@	\$30,000.00	\$ 30,000.00
Military Aide 3)	1@	-0-	-0-
Executive Admin. Asst.	1@	18,000.00	18,000.00
Administrative Asst.	3@	14,000.00	42,000.00
	1@	13,000.00	13,000.00
	1@	12,000.00	12,000.00
Confidential Sect'y	1@	7,500.00	7,500.00
Secretary	1@	6,900.00	6,900.00
Secretary	1@	6,300.00	6,300.00
	1@	5,520.00	5,520.00
	1@	5,280.00	5,280.00
	1@	5,040.00	5,040.00
(temporary)	1@	4,800.00	4,800.00
Notary Clerk & Recpt.	1@	6,000.00	6,000.00
Typist - Clerk	1@	4,800.00	<u>4,800.00</u>
		Total Salaries	\$167,140.00
I.P.E.R.S. and F.I.C.A.			7,868.00
Insurance			<u>1,152.00</u>
		Total Salary Cost	<u>\$176,160.00</u>

-
- 1) A fund of \$10,000 is allotted each Governor-elect to assist with the transition of a new administration.
 - 2) In addition to the annual salary of the Governor, there is a fund of \$5,000 prorated monthly for his miscellaneous expenses.
 - 3) The Military Aide assigned to the Governor by the Iowa National Guard is paid by the Guard.
-

ORGANIZATION AND FUNCTIONS
OF THE GOVERNOR'S OFFICE

Non-Statutory and Statutory Committees

2.

Non-Statutory

From time to time the Governor has found it helpful to appoint advisory groups of citizens to assist him in reaching decisions in special subject areas. Generally these are leading citizens in the community and may be subject matter specialists in the area of concern.

The Administrative Assistant responsible for the subject matter involved, may recommend to the Governor concerning appointments to these advisory groups.

Advisory groups may be appointed to accomplish a one-time objective or on a continuing basis.

Meetings generally are at the call of the Chairman.

A secretary is assigned the function of preparing meeting notices and minutes, answering correspondence, and maintaining membership lists and files.

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Titles of the various groups are self-explanatory.

Groups which have remained active are:

Commission on Children and Youth
Conservation of Outdoor Resources
Economic Advisory Council
Science Advisory Committee
Iowa Committee on Natural Beauty
Physical Fitness Council
United Nations Day Committee
Iowa Intergovernmental Relations Commission
Commission on the Status of Women
Governor's Building Code Study Commission
Job Corps Placement Commission
Health Planning Council

Statutory

Statutory Committees consist of two groups, namely (1) appointments by the Governor requiring Senate confirmation and (2) appointments not requiring Senate confirmation.

The secretary to the Executive Administrative Assistant maintains the statutory committee appointment files and compiles the "Appointment Work Sheet". (Exhibit I) Recommendations for appointments are received from numerous sources, including professional organizations.

These are reviewed and screened by the Administrative Assistant responsible for the subject area involved. The Administrative Assistant then submits recommendations to the Governor for his approval.

Certain appointments are at the pleasure of the Governor, others are term. Terms vary in length of time but generally expire on June 30, with exceptions. Information concerning exceptions, terms, and members can be obtained from the appointment file maintained by the secretary to the Executive Administrative Assistant.

Appointments to Statutory Committees are entered in the Executive Journal as official acts of the Governor.

APPOINTMENTS WORK SHEET

Appointment _____

Term _____ Beginning _____ Code Section _____

Person Selected _____

Address _____

Reappointment ____ New Appt. ____ Assigned to ____ Date ____

Work Completed	Date	Initial
<u>Recommendations requested</u>		
<u>Recommendations received</u>		
<u>Approved by Governor</u>		
<u>Individual contacted</u>		
<u>Appointment cleared</u>		
<u>Letter and oaths prepared</u>		
<u>Letter signed</u>		
<u>Letter and oaths mailed</u>		
<u>Entered in Journal</u>		
<u>Acceptance received</u>		
<u>Biographical info received</u>		
<u>Press release prepared</u>		
<u>Press release issued</u>		
<u>Certificate prepared</u>		
<u>Certificate mailed</u>		
<u>File closed</u>		

ORGANIZATION AND FUNCTIONS
OF THE GOVERNOR'S OFFICE

Executive Council

3.

A brief description of the make-up and functions of the Executive Council is included here because of the involvement by the Council in the daily activities of the Executive Branch as well as the possible effect of its actions in relation to programs of concern to the Governor.

The membership of the Executive Council consists of the Governor, Secretary of State, State Auditor, State Treasurer, and Secretary of Agriculture. A secretary is appointed by the Council. The secretary keeps a complete record of the proceedings and prepares a report of the proceedings for the Official Register each odd numbered year for the two preceding calendar years. Traditionally, the Governor acts as Chairman of the Executive Council.

Some of the functions of the Council are; operation of the Capitol mail room and messenger service, repairs for the Capitol Buildings, assignment of space, approval

3. (cont.)

of property purchases, purchases of housekeeping supplies and stationery, approval of out-of-state travel by state employees, and contracts for fuel, lights, and repairs for the Capitol buildings. The Council authorizes the use of a contingent fund for paying expenses of riots and insurrections when aid has been ordered by the Governor and for damages to property and buildings; administers a contingent fund for contingencies arising in the biennium, and they order the Comptroller to transfer unexpended funds from special appropriations, on completion of projects, to the general revenue fund. In addition, the Executive Council has extensive approval powers in connection with political subdivisions of the state and some of the affairs of Iowa private corporations.

The Governor, in his role as Chairman and Chief Executive of the state, is responsible for bringing important matters to the attention of the Council. A staff member from the Governor's Office is assigned to consult with Council members concerning matters to be brought before the Council, to brief the Governor

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3. (cont.)

regarding these matters, and to follow through to insure that appropriate action is taken.

The Executive Council meets each week. Special meetings may be called by the Chairman.

ORGANIZATION AND FUNCTIONS
OF THE GOVERNOR'S OFFICE

Executive Orders

4.

Executive Orders are one of the tools utilized by the Governor to provide administrative direction to state agencies, announce organizational changes, announce policy, and for purposes of implementation.

The language of Executive Orders is formal and they are prepared on Executive Department legal bond paper. They are always issued and signed by the Governor and bear the Great Seal of the State of Iowa.

Executive Orders are numbered consecutively starting with number one through the last number used. Care should be taken to repeal any existing Executive Order that is being replaced by the new Order. The Executive Order number and subject is included in the instruction to repeal the previous order. Executive Orders are recorded in the Executive Journal, and the original together with correspondence, drafts, mailing lists, etc. is filed in the folder labeled "Executive Orders" in the office subject matter files.

Distribution of Executive Orders is recommended by the author, depending on the subject matter, and approved by the Executive Administrative Assistant. One copy is always sent to the Law Library, University of Iowa, Iowa City.

A sample of an Executive Order is shown as Exhibit 1, Organization and Functions of the Governor's Office.

ORGANIZATION AND FUNCTIONS
OF THE GOVERNOR'S OFFICE

Governor's Budget

5.

The first major duty of a Governor on taking office is to formulate his budget for presentation to the General Assembly.

The State Comptroller, appointed by the Governor with Senate approval, must prepare a tentative budget for the Governor. By law, the Comptroller's budget is based on "objects of expenditure," such as salaries, travel, and equipment. In order to relate the Comptroller's budget to the "objectives of expenditure" -- the actual programs and expected accomplishments for which funds are budgeted -- the Governor's Office for Planning and Programming will prepare a "Biennial Development Plan" for the Governor.¹⁾

1) The first Biennial Development Plan is now being prepared on a pilot basis for the Department of Social Services Budget.

By February 1 of each odd-numbered year, the Governor must submit to the General Assembly a three-part budget: Governor's Budget Message, recommended appropriations, and appropriations bills. In addition, supporting documents may be submitted, such as the Biennial Development Plan and "position papers" on particular budgetary issues.

The budget is prepared, in each even-numbered year, through the following sequence of events:

July 1 -- Budget forms and manuals are distributed to all departments.

September 1 -- Departments submit their proposed budgets to the Comptroller.

October 1 to Election Day -- The Comptroller prepares a tentative budget to include:

- (a) Departmental budget requests.
- (b) Estimate of expected revenue.
- (c) Estimate of balances.
- (d) His alternative suggestions for financing.

Election Day + One Day -- A decision should be reached by the Governor-elect concerning the appointment of a Comptroller.

Election Day + Two Days -- The Governor-elect reviews the budget prepared by the Comptroller together with the Biennial Development Plan prepared by the Office for Planning and Programming.

November 15 - December 10 ¹⁾ -- Public meetings are set up by the Comptroller for presentation and discussion of the tentative budget. Normally, ten to twelve days of meetings are required. Those invited and attending, in addition to the Comptroller, include the Governor-elect, members-elect of the General Assembly, the Budget and Financial Control Committee, and the press.

December 10 - 15 -- The Comptroller firms up the tentative budget.

December 15 - 31 -- The Comptroller and the Office for Planning and Programming provide the Governor with the justification and rationale employed in drafting the tentative budget and Biennial Development Plan. The Governor makes his decisions concerning the budget.

1) Iowa Code, Section 8.25 requires the State Comptroller to have prepared and transmitted to the Governor a tentative budget no later than December 1 of the even-numbered year.

Two formal budget meetings are then scheduled with state agencies to discuss the budget and plan, and to explain how estimates of revenue have been determined. For purposes of these meetings, agencies are grouped by (1) small agencies whose budgets do not affect the tax structure and (2) large agencies whose budgets, including capital outlays, have significant fiscal impact. This latter grouping includes the State Board of Regents, the Department of Social Services, the State Conservation Commission, and the Department of Public Instruction.

Attending these meetings with the agencies are the Governor, members of his personal staff, representatives of his planning office, and the Comptroller.

December 31 -- With the assistance of the Comptroller and the Office for Planning and Programming, the budget message is drafted, revenue bills are prepared, and the total budget is finalized. Supporting materials, such as the Biennial Development Plan and position papers, are also finalized.

January 31 -- The budget is presented to the General Assembly.

ORGANIZATION AND FUNCTIONS
OF THE GOVERNOR'S OFFICE

Staff Meetings

6.

The Executive Administrative Assistant holds staff meetings periodically with the Administrative Assistants. Generally these are luncheon meetings held away from the office.

Staff meetings are utilized for problem solving, disseminating information, and to get group reaction to a subject. One of the major benefits of the staff meetings is to provide a basis for informal communication among the Administrative Assistants.

II

SPECIALIZED ROUTINES

1. Notary Public Procedure
2. Executive Clemency Procedures
 - 2.1 Restoration of Citizenship
 - 2.2 Remission of Fine
3. Extradition Procedure
 - 3.1 Requisitions from Demanding States
 - 3.2 Requisitions Initiated by Iowa
 - 3.3 Stay of Proceeding
 - 3.4 Recall Procedure
 - 3.5 Governor's Extradition Hearings
4. Fact Sheet
5. Proclamations
6. Governor's Invitations
7. Governor's Speeches
8. Governor's Press Releases

II

SPECIALIZED ROUTINES

Notary Public Procedure

1.

The statutes give the Governor the authority to appoint one or more notaries public in each county. Appointments are for three years or less and expire July 4 every three years counting from 1927. There is a five-dollar fee to be remitted to the Governor for each three-year term. Notaries public may be reappointed. On or before May 1 of the expiration year, the Governor's Office is required to notify notaries public of the expiration of appointment and to furnish a reappointment form and bond form.

Requirements to be met before a commission is issued are:

The person must secure a seal engraved "notarial seal" and "Iowa" with his surname and at least the initials of his Christian name.

A surety bond for \$500 approved by the district court of the county of residence must be executed and filed with the Governor. The bond to bear an impression of the notary seal.

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A member of the Governor's staff is designated Notary Public Clerk. The procedure for processing and issuing commissions follows:

- A. A request for an application for appointment is received.
- B. The Notary Public Clerk mails an application form and a bond form to the requester.
(Exhibit I and II)
- C. The application, bond, and fee are returned.
- D. The Notary Public Clerk determines that the documents are in order; checks and cash are placed in the locked file.
- E. Applications and bonds are numbered consecutively following the number last used as shown on the last Receipts Transmittal Letter. A prefix of two digits followed by a zero is added to this number to indicate the county.
(Exhibit III)
- F. Each Friday the Notary Public Clerk endorses the checks (if the check is made to the Secretary of State an endorsement is obtained from that office) and writes the document number on the check; prepares the Receipts Transmittal Letter in triplicate; attaches checks and cash to original and one copy and deposits with the State Treasurer.
(Exhibit IV) The State Treasurer receipts the copy and it is filed in date order by the Notary Clerk.

- G. The applications and bonds are attached to the third copy of the Receipts Transmittal Letter and sent to the Comptroller who sets up the data processing record for Notaries Public.
- H. The Comptroller prepares the Commission document and the Certification of Commission and returns these documents with the bond to the Notary Clerk.
(Exhibits V and VI)
- I. The Commission and "Powers and Authority on Notaries Public" booklet is mailed to the applicant; the Certification of Commission is mailed to the County Clerk where the applicant resides, and the bond is filed in numerical order in the document file.
- J. Each week the Comptroller furnishes an updated list of the Notaries Public currently commissioned. The list is arranged by county.
- K. Prior to May 1 of the renewal year the Comptroller furnishes address labels to the Governor's Office for all Notaries Public. The Notary Public Clerk mails application and bond forms to the Notaries Public for purposes of reappointment.
- L. Requests for certification of the validity of a Notary Public's commission are received. A fee of \$1.00 is required for each certification. Requests may include the notarized documents. The Notary Clerk checks the appropriate register (either the Comptroller's listing of currently commissioned notaries or the Notary ledgers for prior commissions depending on the date the documents were notarized). The Notary Clerk then prepares the notary certification in duplicate for the Governor's signature,

attested to by the Secretary of State.
(Exhibit VII) If the \$1.00 fee has not
been included with the request for certifi-
cation, the documents are forwarded and a
letter is directed to the requester for
the fee.

- M. The check number, amount, and name of
requester is noted on the copy of the
request and the money is included for
deposit on the next Receipts Transmittal
Letter prepared. The copy of the certificate
is filed in the Certificate Requested folder
in the Notary Public file.

STATE OF IOWA
APPLICATION FOR APPOINTMENT
AS NOTARY PUBLIC

.....19.....

SIR:

I, * respectfully ask to be appointed a Notary Public in and for the County of Township of ; My business address is:
(Name of Company)

.....
(Street and No.) (City or Town)

I am of full age, † am a citizen of the United States, and have resided in this State for six months last past, and am a resident of said county of † In support of this application I submit the subjoined letter of recommendation.

Very respectfully,

x

RECOMMENDATION OF APPLICANT

.....19.....

SIR:

The undersigned respectfully recommends the appointment of

.....
as Notary Public. The foregoing applicant is a citizen of the United States and of the State of Iowa, a person of full age, † and one having the requisite qualifications in point of integrity and capacity for a proper and faithful discharge the duties of the office.

.....
Title

.....
Title

NOTE: The foregoing should be signed by a member of the General Assembly, an elective State Officer, a Judge of any Court of Record, or by two or more elective County Officers (not deputies).

* Here insert name as you wish it to appear on your Notary Public Commission.

† Applicant must be 21 years of age.

† Applicant must be a resident of the county in which he desires to be commissioned.

x Signature must be the same as on the seal.

N.B. Applicant is not authorized to take acknowledgements as a notary public until the date of approval of notarial commission certificate.

NOTARIAL BOND

State of Iowa

Know All Men By These Presents:

That we, _____ as principal,
and _____ and _____ as

Sureties, are held and firmly bound unto the State of Iowa in the Penal sum of FIVE HUNDRED DOLLARS, for the payment of which we bind ourselves, our heirs, executors, and administrators firmly by these presents.

THE CONDITION OF THE FOREGOING OBLIGATION is, that, whereas, the above named _____

has been duly appointed to the office of NOTARY PUBLIC in and for the county of _____ for the term ending

Impression of
Applicant's Seal
Here

THE FOURTH OF JULY, A. D. 19____.

Now if the said _____ shall render a true account of his office, and his doings therein, to the proper authority, when required thereby or by law, and shall exercise all reasonable diligence and care in the preservation and lawful disposal of all books and papers or other property appertaining to his said office, and deliver them to any person authorized to receive the same; and if he shall faithfully and impartially, without fear, favor, fraud or oppression, discharge all other duties now or hereafter required of his office by law, then this bond to be void, otherwise in full force.

Signed this _____ day of _____, 19____

(OFFICIAL SIGNATURE) _____
(Same as on Seal) Principal.

Surety.

Surety.

STATE OF IOWA }
County of _____ } ss.

I, _____, do solemnly swear that I will support the Constitution of the United States and the Constitution of the State of Iowa, and that I will faithfully and imparitally, to the best of my ability, discharge all the duties of the office of Notary Public in the county of _____ as now or hereafter required by law.

The foregoing oath was subscribed and sworn to before me this _____ day of _____, 19____.

(SEAL)

(SEE OVER)

STATE OF IOWA, County of _____ ss.

We, _____ and _____ ss
sureties on the foregoing bond, being duly sworn, each for himself deposes and says, on oath, that he is a resident freeholder of the State of Iowa, and worth double the sum named in said bond beyond the amount of his debts, and his property liable to execution in this state equal to the sum to be secured by said bond.

Subscribed and sworn to before me by _____
this _____ day of _____, A. D. 19____
IN TESTIMONY WHEREOF, witness my hand and official seal.

Subscribed and sworn to before me by _____
this _____ day of _____, A. D. 19____
IN TESTIMONY WHEREOF, witness my hand and official seal.

STATE OF IOWA, _____ County, ss.

Examined and approved this _____ day of _____, 19____

(SEAL D. C.) _____
Clerk of the District Court.

NOTARY PUBLIC
Fee \$5.00 COMMISSION NO. _____

DO NOT WRITE IN THIS SPACE
OFFICIAL BOND
OF _____
_____ County

EFFECTIVE BEGINNING: _____
EXPIRES JULY 4, 19____

RULES

1. The bond must have two sureties, who must be freeholders within the state; or, in lieu of one or both such sureties, a fidelity insurance company authorized to do business in this state may be accepted.
2. The surety or sureties, if not of an authorized fidelity insurance company, must be approved by the clerk of the district court of the county for which the commission is to be issued.
3. Applicant's signature and a distinct impression of his seal must appear on face of bond.
4. Upon applicant's seal must be engraved the words "Notarial Seal" and "Iowa", with his surname at length and at least the initials of his Christian name.
5. Signature on application and bond should be exactly the same as name appears on applicant's notarial seal.
6. The oath of office must be properly executed.
7. See that the application and state fee of \$5.00 are enclosed with the bond.
Commission CANNOT be issued if any of these requirements are omitted.

COUNTY SERIAL NUMBERS

Exhibit III
Notary Public
Procedure

<u>No.</u>	<u>County</u>	<u>County Seat</u>	<u>No.</u>	<u>County</u>	<u>County Seat</u>
00	Non-Resident	State House	50	Jasper	Newton
1	Adair	Greenfield	51	Jefferson	Fairfield
2	Adams	Corning	52	Johnson	Iowa City
3	Allamakee	Waukon	53	Jones	Anamosa
4	Appanoose	Centerville	54	Keokuk	Sigourney
5	Audubon	Audubon	55	Kossuth	Algona
6	Benton	Vinton	56	Lee	Fort Madison
7	Black Hawk	Waterloo	57	Linn	Cedar Rapids
8	Boone	Boone	58	Louisa	Wapello
9	Bremer	Waverly	59	Lucas	Chariton
10	Buchanan	Independence	60	Lyon	Rock Rapids
11	Buena Vista	Storm Lake	61	Madison	Winterset
12	Butler	Allison	62	Mahaska	Oskaloosa
13	Calhoun	Rockwell City	63	Marion	Knoxville
14	Carroll	Carroll	64	Marshall	Marshalltown
15	Cass	Atlantic	65	Mills	Glenwood
16	Cedar	Tipton	66	Mitchell	Osage
17	Cerro Gordo	Mason City	67	Monona	Onawa
18	Cherokee	Cherokee	68	Monroe	Albia
19	Chickasaw	New Hampton	69	Montgomery	Red Oak
20	Clarke	Osceola	70	Muscatine	Muscatine
21	Clay	Spencer	71	O'Brien	Primghar
22	Clayton	Elkader	72	Osceola	Sibley
23	Clinton	Clinton	73	Page	Clarinda
24	Crawford	Denison	74	Palo Alto	Emmetsburg
25	Dallas	Adel	75	Plymouth	LeMars
26	Davis	Bloomfield	76	Pocahontas	Pocahontas
27	Decatur	Leon	77	Polk	Des Moines
28	Delaware	Manchester	78	Pottawattamie	Council Bluffs
29	Des Moines	Burlington	79	Poweshiek	Montezuma
30	Dickinson	Spirit Lake	80	Ringgold	Mt. Ayr
31	Dubuque	Dubuque	81	Sac	Sac City
32	Emmet	Estherville	82	Scott	Davenport
33	Fayette	West Union	83	Shelby	Harlan
34	Floyd	Charles City	84	Sioux	Orange City
35	Franklin	Hampton	85	Story	Nevada
36	Fremont	Sidney	86	Tama	Toledo
37	Greene	Jefferson	87	Taylor	Bedford
38	Grundy	Grundy Center	88	Union	Creston
39	Guthrie	Guthrie Center	89	Van Buren	Keosauqua
40	Hamilton	Webster City	90	Wapello	Ottumwa
41	Hancock	Garner	91	Warren	Indianola
42	Hardin	Eldora	92	Washington	Washington
43	Harrison	Logan	93	Wayne	Corydon
44	Henry	Mount Pleasant	94	Webster	Ft. Dodge
45	Howard	Cresco	95	Winnebago	Forest City
46	Humboldt	Dakota City	96	Winneshiek	Decorah
47	Ida	Ida Grove	97	Woodbury	Sioux City
48	Iowa	Marengo	98	Worth	Northwood
49	Jackson	Maquoketa	99	Wright	Clarion

STATE OF IOWA
EXECUTIVE DEPARTMENT
CERTIFICATE OF COMMISSION AS
NOTARY PUBLIC

I HEREBY CERTIFY THAT
WAS COMMISSIONED A **NOTARY PUBLIC** IN AND FOR THE
COUNTY OF _____ AND AS SUCH IS FULLY EMPOWERED BY THE
LAWS OF THIS STATE TO ADMINISTER OATHS, TAKE ACKNOWLEDGEMENTS
OF DEEDS AND OTHER WRITTEN INSTRUMENTS, AND EXERCISE ALL OTHER
SUCH POWERS AND DUTIES AS, BY THE LAWS OF NATIONS AND ACCORDING
TO COMMERCIAL USAGE, MAY BE EXERCISED AND PERFORMED BY NOTARIES
PUBLIC; THAT FULL FAITH AND CREDIT ARE DUE AND SHOULD BE GIVEN
TO HIS OFFICIAL ACTS AS SUCH NOTARY. I FURTHER CERTIFY THAT
COMMISSION WAS ISSUED TO TAKE EFFECT

COMMISSION WILL EXPIRE JULY 4, 1969

IN TESTIMONY WHEREOF, I HAVE HERETO SET MY HAND.
DONE AT DES MOINES



EXECUTIVE ASSISTANT TO THE GOVERNOR

CERTIFICATE OF COMMISSION
OF

COUNTY

EFFECTIVE
BEGINNING

NOTARY PUBLIC
SECTION 77.5, CHAPTER 77, CODE 1962

I FILED IN THIS OFFICE

, 19____

CLERK OF THE DISTRICT COURT

Exhibit V
Notary Public Procedure

STATE OF IOWA
RECEIPTS
TRANSMITTAL LETTER

Date _____

<u>FROM</u>	REVENUE FOR		Revenue Objective (Source) Code	<u>AMOUNT</u>
	Account Name	Account Number		
Governor's Office	Notary fees (term covered) Inclusive numbers assigned to applications and bonds	1-68-X-205- 000-5000	0564	Total
	Notary certifications	1-68-X-205- 000-5000	0512	Total
(Note amount of cash transmitted)				

Exhibit IV
Notary Public Procedure

Deposited by _____

Department _____

Exhibit VI - Notary Public Procedure

No. _____

EXECUTIVE DEPARTMENT



To all to whom these Presents shall come, Greeting.

Whereas, _____ of the County of _____ has been duly appointed to the office of **NOTARY PUBLIC** in and for said County for the period beginning _____ and ending on the Fourth day of July A. D. _____ and has duly qualified as required by law. Therefore, Know Ye, That in pursuance of law, I, HAROLD E. HUGHES, Governor of the State of Iowa, in the name and by authority of the people of the State, do hereby commission the said

to said office with full power and authority to execute and fullfil the duties thereof according to law, and to enjoy all the rights, authorities, privileges and emoluments thereto legally appertaining, during the period for which he has been appointed, unless this commission be sooner revoked or annulled by lawful authority.

In Testimony Whereof, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Iowa. Done at Des Moines, this _____ day of _____ in the Year of Our Lord One thousand nine hundred and _____

BY THE GOVERNOR



William D. Symonst
SECRETARY OF STATE

Harold E. Hughes
GOVERNOR



Certificate

I, _____, Governor
of the State of Iowa and keeper of the Great Seal, thereof, do hereby certify that

was on the _____ day of _____, A. D. 19____,

a Notary Public in and for the County of _____, Iowa,

duly commissioned, qualified and empowered by the laws of this state to admin-
ister oaths, take acknowledgments of deeds and other written instruments, and
exercise all other such powers and duties as by the laws of nations and according
to commercial usage may be exercised and performed by Notaries Public, and
that full faith and credit are due and should be given to _____ official acts
as such Notary. The date of expiration is _____, 19____.

IN TESTIMONY HEREOF, I have here-
unto set my hand and caused to be affixed the
Great Seal of the State of Iowa.

Done at Des Moines this _____
day of _____, in the Year
of our Lord One Thousand Nine Hundred and
_____, and of the Independence
of the United States the One Hundred and
_____.

GOVERNOR.

ATTEST:

SECRETARY OF STATE.

II

SPECIALIZED ROUTINES

Executive Clemency Procedure

2.

Executive Clemency includes:

- Pardon
- Commutation of Sentence
- Suspension of Sentence
- Final Discharge of Sentence
- Restoration of Citizenship
- Remission of Fine

The Application for Executive Clemency form is used for any of these types of clemency by indicating on the form the type desired. (Exhibit I) Any person may apply for executive clemency.

Folders for each applicant are prepared and filed alphabetically by the form of clemency applied for. All executive clemency matters are entered as official acts of the Governor in the appropriate journal for the form of clemency granted. They are recorded in date order and indexed alphabetically by surname. Each biennium a report from the Governor to the Legislature is prepared from these records. This is a statutory requirement.

It is the Governor's policy to require applicants for clemency (except commutation of life sentence in

which the Board of Parole recommends clemency) to personally prepare a statement outlining their reasons for requesting clemency and attach it to the application, also (except remission of fine) applicants are required to obtain letters of recommendation from:

- Sentencing Judge
- Prosecuting Attorney
- County Sheriff
- Present and/or Former Employer
- Minister
- Other reputable people in the community who can testify to the moral character and good behavior of the applicant. (Letters from former felons or relatives are not acceptable.)

The applicant is encouraged to obtain a reasonable number of letters of recommendation; is encouraged to talk personally to the letter writer; and to pick up the letters to expedite his application.

The applicant's file is held pending until the application form and letters of recommendation are received. Incomplete files are reviewed in approximately three months. If the required documents have not been received within the three-month period, a follow-up letter is sent to the applicant. If no reply has been received within thirty days, the application is placed in the dead file.

In the case of a pardon or commutation of sentence the matter is presented to the Board of Parole for their recommendation.

When the application is complete, the file is reviewed by the Administrative Assistant. The case is summarized and recommendations prepared for the Governor. Blanks are provided for him to indicate his decision: "Approve", "Deny", or "Discuss".

The Governor indicates his decision and the procedure followed is:

- A. When a life sentence is commuted, a telephone call is placed immediately to the warden of the prison informing him of the Governor's decision.
- B. When the Governor's decision is "Approve", the appropriate clemency document is prepared for the Governor's signature and the original document sent by certified mail to the applicant. (Exhibits II, III, IV) Copies of the clemency document are sent to:
 - Warden of the Prison
 - Clerk of the Court where the crime was committed
 - Department of Social Services
 - Board of Parole
 - Governor's Office File
- C. If the Governor's decision is "Deny", a letter to the applicant is prepared for the Governor's signature outlining the reasons for denial.

2. (cont.)

- D. After the Governor commutes a life sentence, the prisoner's records are transferred to the State Board of Parole.
- E. When the State Board of Parole periodically requests life term files, they are charged out to the Board. A record is kept of the date they are checked out and when the records are returned to the locked files.

July 1968

Application for Executive Clemency

TO HIS EXCELLENCY,
THE GOVERNOR OF IOWA

Sir:

I hereby make application for { Restoration of Citizenship
pardon
remission of fine
final discharge from suspended sentence
suspension of sentence
Commutation of Sentence

Name..... Residence Address..... Age.....

Nationality..... County where convicted.....

Crime.....

Date of sentence.....

Term of sentence..... Sentence expires.....

Name of Judge..... Address.....

Name of Pros. Attorney..... Address.....

Name of Attorney who defended.....

Where were you born?..... Where have you lived?.....

Where were you living when convicted?.....

Were you ever before arrested?..... If so, state when, where, and what for.....

What has been your trade or occupation?.....

By whom have you been employed?.....

Will you have employment upon your release?.....

By whom?.....

Have you ever been addicted to the use of liquor?.....

Are your parents living?..... If so, state name, age, and place of residence.....

Are you married?..... If so, give name and place of residence of your husband or wife.....

Have you any children or other relatives dependent upon you for support?.....

If so, state name, age, and place of residence.....

Were you living with and supporting your family at the time of your conviction?.....

If not, state reasons.....

Have you ever made previous application for parole or pardon?.....

*Give a statement of the circumstances concerning the commission of the crime for which you are undergoing sentence, also give any reason you may have why you should be granted Executive clemency.....

(Applicant should personally prepare letter outlining his reasons for requesting clemency and attach to application)

Sign your name in full.....

The above information should be as complete as possible.
*This question should be answered very fully.



PARDON

To All to Whom these Presents Shall Come--Greetings:

KNOW YE, that by authority in me vested by law,
I, _____ Governor of the State of Iowa, in the name and by
the authority of the people thereof, do hereby Pardon _____
who was, at the _____ term, A. D. _____, of the District Court of Iowa, in and for
_____ county, convicted of the crime of _____
_____ and sentenced to the _____
for the term of _____ years, and whose sentence was suspended by an

And I do hereby restore the said _____
to all the rights, privileges and immunities which were forfeited by reason of said conviction.

* This Pardon not being granted by reason of the innocence of _____
_____ shall not be construed as a remission of guilt or
forgiveness of the offense, and shall not operate as a bar to greater penalties for second or subsequent
convictions, as provided for in Section 747.7 of the 1946 Code of Iowa.

IN TESTIMONY WHEREOF, I have hereunto set my hand and
caused to be affixed the Great Seal of the State. Done at Des Moines,
this _____ day of _____,
in the year of our Lord nineteen hundred and _____.

Governor.

* Delete for full pardon



**FINAL DISCHARGE
FROM SUSPENDED SENTENCE**

To All to Whom these Presents Shall Come---Greetings:

KNOW YE, that by authority in me vested by law
I, _____ Governor of the State of Iowa, in the
name and by the authority of the people thereof, do hereby discharge from further liability
under his sentence _____ who was at the _____ term
A. D. _____ of the District Court of Iowa, in and for _____
County, convicted of the crime of _____
_____ and sentenced to the _____
for the term of _____, and whose
sentence was suspended by an _____

And I do hereby restore the said _____
to all the rights, privileges and immunities which were forfeited by reason of said con-
viction.

IN TESTIMONY WHEREOF, I have hereunto set my
hand and caused to be affixed the Great Seal of the State.
Done at Des Moines, this _____
day of _____, in the
year of our Lord nineteen hundred and _____

Governor.



To All To Whom These Presents May Come ~ Greeting:

KNOW YE, That by virtue of authority in me vested by law, and for good and sufficient reasons to me appearing, I, _____, Governor of the State of Iowa, in the name and by the authority of the people thereof, do hereby SUSPEND the further execution of the judgment of the District Court of _____ County, whereby _____ was, at the _____ Term, A. D. _____ sentenced to imprisonment in the _____ for a term of _____ years for the offense of _____

This suspension is to remain in force during the pleasure and discretion of the Chief Executive of the State, and is accepted by the above named _____ with the full understanding and agreement that in case the same shall be revoked for any cause, or at the discretion of the Chief Executive, he will be thereupon recommitted to serve the remaining period of his original sentence.

During the continuance of this suspension of sentence, the said _____ shall abstain from the use of intoxicating liquors, and from frequenting places where intoxicants are sold or kept for sale. He shall also, except for good and satisfactory reasons, spend his evenings after working hours, at home, and industriously occupy his time in some honorable employment. He shall also in all respects so conduct himself as to justify the conclusion that the public welfare will not be endangered by the continuation hereof.

It is the intention in granting this suspension, to present the option of being a good, respectable, industrious and economical citizen or serving the balance of the term of sentence pronounced by the court in the proceedings hereinbefore set forth.

The Governor of the State may at any time revoke the foregoing and direct the further execution of the sentence, as aforesaid, or make other or further order in the case, or modification hereof.

In Testimony Whereof, I have hereunto set my hand and caused to be affixed the Great Seal of the State.

Done at Des Moines, this _____ day of _____

_____ 19 _____

Governor.

It is the policy of the Governor to restore full citizenship rights to:

- A. All inmates of adult state penal institutions upon discharge (The prison may request citizenship be withheld for the time being.)
- B. Felons discharged by the Board of Parole
- C. Felons upon recommendation of the judge of the district where the crime was committed
- D. All individuals who were discharged from prison, and jail, or parole prior to the establishment of the present policy

The procedure for processing applications for restoration in the four situations described above follows:

- A. Periodically (approximately two or three months prior to discharge) prisons submit originals and three copies of restorations of citizenship (Exhibit I) to Governor's Office. The assigned secretary completes the documents for the Governor's signature. Only the original document is signed by the Governor and bears the official state seal. Notations are made on the copies that the Governor has signed and the date.

The distribution of the copies is:

Original and one copy returned to
the inmate and prison
Copy to the Clerk of Court where
the crime was committed
Copy used for record purposes in
Governor's Office

- B. The Parole Board periodically submits recommendations for restoration of citizenship. The secretary prepares an original and one copy of the Restoration of Citizenship from the information provided. The copy of the recommendation submitted by the Parole Board is then used for record purposes. After the Restoration of Citizenship is signed by the Governor, the original and one copy are sent to the Parole Board.
- C. Recommendations are also submitted by District Judges. The secretary prepares an original and three copies of the Restoration of Citizenship for the Governor's signature. After the signature of the Governor is obtained, the original and two copies are sent to the District Court and one copy is retained for record purposes.
- D. Requests for Restoration of Citizenship are received from former inmates who were discharged from prison and jail or from parole during administrations which did not restore an inmate's citizenship upon discharge. Letters of recommendation are required as outlined in the preceding procedure for completing applications for clemency. The Administrative Assistant determines that recommendations are complete and in order. The secretary then prepares an original and three copies of the Restoration of Citizenship for the Governor's signa-

ture. After signature by the Governor,
the distribution is as follows:

Original to Subject
Copy to District Court where
the crime was committed
Copy retained for record purposes



RESTORATION OF CITIZENSHIP

To All to Whom these Presents Shall Come---Greetings:

KNOW YE, that by authority in me vested by law
I, _____ Governor of the State of Iowa, in the
name and by the authority of the people thereof, do hereby discharge from further liability under his
sentence _____ who was at the _____ term
A. D. _____ of the District Court of Iowa, in and for _____ County,
convicted of the crime of _____
and sentenced to the _____
for the term of _____

I do hereby restore the said _____
to all the rights, privileges and immunities which were forfeited by reason of said conviction.

This Restoration of Citizenship shall not be construed as a Pardon or as a remission of guilt or forgiveness of the offense, and shall not operate as a bar to greater penalties for second offenses or subsequent convictions or conviction as a habitual criminal.

This ORDER is granted upon the recommendations of _____

IN TESTIMONY WHEREOF, I have hereunto set my hand and
caused to be affixed the Great Seal of the State. Done at Des Moines,
this _____ day of _____
in the year of our Lord nineteen hundred and _____

Governor.

The statutes permit the Governor to remit fines and forfeitures under conditions he deems proper.

Following is the procedure for remission of fines:

- A. In addition to completing the application for Executive Clemency, the applicant is required to obtain letters of recommendation from the following:
 - County Attorney
 - County Auditor
 - County Treasurer
 - Clerk of the District Court
 - Members of the Board of Supervisors
- B. The Administrative Assistant determines that all documents have been received and are in order.
- C. The case is summarized and recommendations prepared for the Governor. Blanks are provided for him to indicate his decision: "Approve", "Deny", or "Discuss".
- D. When the Governor indicates approval, the form "Remission of Fine" is prepared in triplicate for his signature. (Exhibit I) Distribution of the document is:
 - Original to applicant
 - Copy to County Clerk
 - Copy filed in applicant's folder
- E. In the event the Governor denies the request for Remission of Fine, the applicant is so notified.



REMISSION OF FINE

To All to Whom these Presents Shall Come---Greetings:

KNOW YE, That by virtue of authority in me vested by law, and for the good and sufficient reasons to me appearing, I, _____, Governor of the State of Iowa, in the name and by the authority of the people thereof, do hereby, upon conditions hereinafter set forth, REMIT _____ amount of a fine of _____ Dollars imposed upon _____ at the _____ term A.D. ____ of the District Court of the County of _____ for the offense of _____

This order is to take effect upon the payment of all of the costs of prosecution, and is recommended by _____ County Attorney;
_____ County Auditor;
_____ Clerk of the District Court;
_____ County Treasurer;
and _____
and _____ Members of the Board of Supervisors.

This Remission of Fine shall not be construed as a Pardon or as a remission of guilt or forgiveness of the offense, and shall not operate as a bar to greater penalties or for prosecution for second offenses or subsequent convictions or conviction as a habitual criminal.

Upon compliance with such conditions, the said _____ shall be released, discharged, and forever set free from further liability for said fine.

IN TESTIMONY WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State. Done at Des Moines, this _____ day of _____, in the year of our Lord nineteen hundred and _____

Governor

II

SPECIALIZED ROUTINES

Extradition Procedure 3.

Extradition involves requests to Iowa from other states for the return of fugitives and requests by Iowa to other states. An Administrative Assistant is designated by the Governor as Extradition Officer.

Requisitions from Demanding States 3.1

The procedure followed for processing requests from other states for the return of fugitives from Iowa is:

- A. Requisitions are received and reviewed by the Extradition Officer.
- B. The secretary requests by phone, the criminal record from the Bureau of Criminal Investigation. (Reports are normally received the same day by inter-office mail service.)
- C. The secretary prepares the file folder showing the name of the fugitive and the demanding state.
- D. The application is submitted to the Attorney General for approval of legal form.
- E. If the application is not in proper legal form, it is returned to the prosecuting attorney (or appropriate office) of the

demanding state with a request that deficiencies be corrected. If additional information is required by the Extradition Officer, this is also included in the request. A copy of the request is directed to the Governor's Office of the demanding state for informational purposes. After deficiencies have been corrected, that application is re-referred to the Attorney General for approval of legal form.

- F. If the legal form is approved by the Attorney General but additional information is required concerning the case, this is requested from the appropriate office of the demanding state and an informational copy of the request is sent to the Governor's Office.
- G. Documents are reviewed and determined to be in order by the Extradition Officer.
- H. The Extradition Officer prepares a case summary for the Governor covering the following:
 - Requesting city and state
 - Brief outline of the charges pending and the events of the crime
 - Status of fugitive (where held or out on bond)
 - Blanks provided for the Governor to indicate his decision: "Approved", "Deny" or "Discuss".
- I. If the Governor's decision is "Deny", a letter of explanation is prepared for the Governor's signature to the demanding state with copies to all parties concerned.
- J. If the Governor's decision is "Approve", the Governor's warrant is prepared for his signature. (Exhibit I)

- K. The warrant is signed by the Governor and counter-signed by the Secretary of State.
- L. A telegram is sent immediately to the appropriate office of the requesting state. (Governor, Secretary of State, Attorney General, etc.) (Exhibit II)
- M. The Governor's warrant is sent by certified mail to the sheriff or other peace officer where the fugitive is being held.
- N. The extradition is entered in the Extradition Journal as an official act of the Governor.
- O. A copy of the Governor's warrant is filed in the fugitives folder, filed alphabetically by demanding state in the Extradition File.

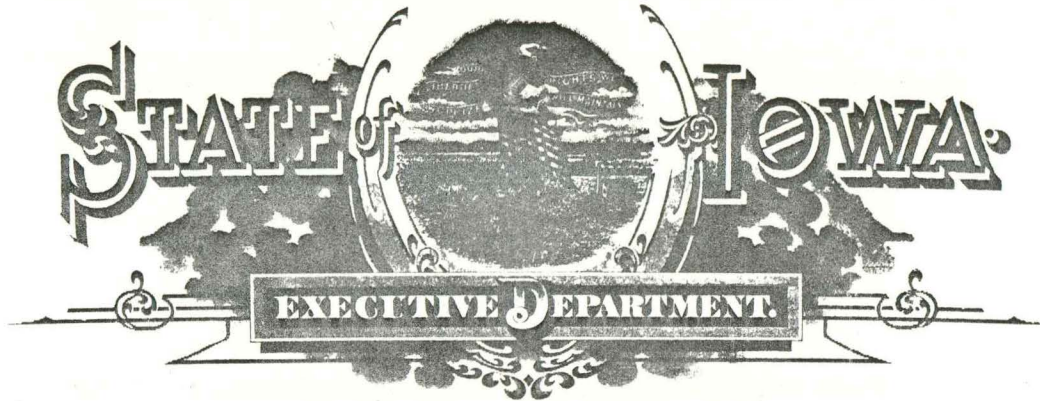
Applications for Requisitions with supporting documents, are received by the Governor's Office from Iowa County Attorneys (Exhibit III). The procedure followed is:

- A. A file folder is prepared showing the fugitive's name and Iowa County.
- B. The Application for Requisition is forwarded to the Attorney General's Office for review of legal form.
- C. The Application for Requisition is returned by the Attorney General and is reviewed by the Extradition Officer to insure that the Rules of Practice outlined on the back of the application have been complied with.
- D. The following documents are then prepared for the Governor's signature: (Exhibit IV, V, and VI)
 - Request for Extradition (In "non support" cases, the prior use of U.R.E.S.A. must be shown in the accompanying papers.)
 - Authorization for Receiving Prisoner
 - Governor's cover letter (copy to Iowa County Attorney)
- E. The extradition documents are sent by certified mail to the Governor of the fugitive state.
- F. Copies of the requisition and other documents are placed in a folder filed alphabetically by the name of the fugitive in the "Iowa Requisition File."

A Stay of Proceeding is an informal process whereby the Governor delays extradition proceedings. A Stay may occur after Iowa issues a requisition to another state for the return of a fugitive; or after the Governor has approved a requisition from a demanding state and issued a warrant.

The request for Stay may be by telephone but followed up in writing. When the Governor makes his final decision, notification of the disposition of the proceeding is given to all parties concerned.

File copies of all correspondence are placed in the prisoner's folder.



To any Sheriff, Coroner, or other Peace Officer
in the State of Iowa, Greeting:

Whereas, it has been represented to me by the governor of the
state of Colorado that Ralph Roe
in a criminal complaint supported by affidavit and authenticated by said Gov-
ernor stands charged with the crime of Theft
and is a fugitive from
the justice of said state and has taken refuge in the state of Iowa, and the said
governor of said state having, in pursuance of the constitution and laws of the
United States, requested me in writing that I shall cause his arrest
and delivery to Sheriff Bill Brill
who is duly authorized to receive him unto his custody and convey
him back to the said state.

Therefore, you are hereby commanded, in the name of the state of
Iowa, immediately to take into your custody under this warrant the said
Ralph Roe,
and to command the aid of all peace officers in the execution hereof, and to de-
liver him to the above named agent to be by him conveyed to
said state, there to be dealt with according to law.

In Witness Whereof, I have hereunto
signed my name and affixed the great seal of
the state of Iowa, at the capitol, in the City of
Des Moines, this 1st day of July,
in the year of our Lord one thousand nine hun-
dred and sixty-eight.

(SEAL)

/s/ HAROLD E. HUGHES

Governor.

By the Governor:

/s/ MELVIN D. SYNHORST

Secretary of State.

Application For Requisition

To His Excellency, The Governor of the State of Iowa:

I have the honor to request that you issue a requisition on the Governor of the State of _____ for the extradition of _____ who stands charged with the crime of _____ committed in the county of _____ of this state, on the _____ day of _____ A. D. 19____, and who is now a fugitive from justice of this state and, as I am informed, is now within the jurisdiction of the said state of _____

I Hereby Certify:

1. That the full name of the person for whom requisition is asked is _____ who will be hereinafter referred to as said accused.

2a. That said accused was personally and physically present in this state at the time of the commission of said crime, and to avoid arrest and prosecution, fled from the jurisdiction of this state:

OR

2b. That said accused on the day aforesaid, while in the county of _____ and state of _____ committed an act intentionally resulting in said crime in said county of this state.

3. That in my opinion the ends of public justice require said accused to be brought to this state for trial at the public expense, and I believe I have sufficient evidence to secure the conviction of said accused of said crime.

4. That this request is made in good faith and not for the purpose of collecting a debt or for any private purpose whatever, and if the requisition now applied for be granted criminal proceedings shall not be used for any of said objects.

5. That request for the arrest and return of said accused has not sooner been made because the whereabouts of said accused were not sooner ascertained.

6. That _____ former application for a requisition for said accused, growing out of the same transaction, has been made _____

7a. That the accused is _____ now under arrest _____

OR

7b. That I am not aware and verily believe the said accused is not now under either civil or criminal arrest, unless he is now under criminal arrest for the crime herein charged.

I annex hereto a certified copy of the indictment against said accused, or, as an indictment has not as yet been returned, there is annexed a certified copy of the warrant against him with affidavit to the facts thereof by a person having actual knowledge thereof.

I respectfully recommend _____ as a proper person to be appointed agent to bring said accused to this state, and certify said proposed agent has no private interest in the arrest and bringing to this state said accused.

Respectfully submitted,

Dated at _____ this _____ day of _____, 19 _____

County Attorney of _____ County.

STATE OF IOWA, }
_____ COUNTY } SS:

I, _____ being first duly sworn, on oath depose and state that I am the County Attorney of _____ County, Iowa. That I prepared the foregoing application for requisition and that the statements therein contained are true as I verily believe.

Subscribed and sworn to before me by _____ this _____ day of _____, 19 _____.

(Title of Officer)

RULES OF PRACTICE

**All Papers Must Be in Duplicate.
Application Must Be Made by County Attorney.**

In all cases where the accused stands charged by Indictment, County Attorney's True Information, or Preliminary Information, the following papers must be submitted in support of the application for requisition.

1. A copy of the Indictment or Information (a photostatic copy is permissible).
2. A copy of the warrant for arrest (a photostatic copy is permissible).
3. An affidavit in all cases of fraud, false pretenses, embezzlement or forgery, executed by the principal complaining witness or informant, that the application is made in good faith for the sole purpose of punishing the accused, that he does not desire or expect to use the prosecution for the purposes of collecting a debt, or for any private purpose, and will not, directly or indirectly, use the same for any of said purposes.

IN ADDITION, if the application is based upon a County Attorney's True Information or a Preliminary Information, there must be submitted an affidavit or affidavits of the principal prosecuting witness or witnesses, based on personal knowledge (not information and belief) as to the facts involved. This must be signed and sworn to before a Magistrate (see Section 748.1 Code of 1946. A Notary Public is **not** a magistrate).

The following papers should be submitted in support of the application. They are optional but are advisable.

1. A picture of the accused for identification purposes. Reference to the picture should be made, either in the affidavit of the principal complaining witness as to facts involved or in a separate affidavit.
2. A photostatic copy of any written instrument upon which the prosecution is based, such as a false or forged check.
3. A copy of the Iowa Statute under which the defendant is charged.

If the prosecution is based upon an Indictment or a County Attorney's True Information, certificates Numbers 3, 4 and 5, appearing on page two of the application, must be filled out.

If the prosecution is based upon a Preliminary Information, certificates Numbers 1, 2, 4 and 5 must be filled out.

STATE OF IOWA, _____ County, ss:

I, _____, a Justice of the Peace in and for _____
Township, _____ County, Iowa, do hereby certify that the foregoing is a true, com-
pared and perfect transcript of _____

_____ as the same appears of record in my office.
IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said Court in
my office at _____ in said county, this _____ day of _____, A. D. 19 _____

Justice of the Peace in and for
Township, _____ County, Iowa.

STATE OF IOWA, _____ County, ss:

I, _____, Clerk of the District Court of the State of Iowa, in
and for _____ County, do hereby certify that _____
by and before whom the foregoing acknowledgments were taken, was at the time of the making
of same, a duly qualified and acting Justice of the Peace in and for _____ Township,
_____ County, Iowa; in addition, I hereby certify that I am well acquainted with the
handwriting of the said _____

and that his signature as it appears in the foregoing acknowledgment is genuine.
IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said Court in
my office at _____ in said county, this _____ day of _____, A. D. 19 _____

Clerk, District Court

STATE OF IOWA, _____ County, ss:

I, _____, Clerk of the District Court of the State of Iowa, in
and for _____ County, do hereby certify that the foregoing is a true, compared
and perfect transcript of _____

_____ as the same appears of record in my office.
IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said Court in
my office at _____ in said county, this _____ day of _____, A. D. 19 _____

Clerk, District Court

STATE OF IOWA, _____ County, ss:

I, _____, one of the Judges of the District Court of the State
of Iowa, in and for the _____ Judicial District of said State, composed of the counties of _____

do hereby certify that _____, who has given the above cer-
tificate, was, at the time of so doing, the Clerk of the District Court of the State of Iowa, in and for
_____ County, in said District, duly qualified as such, that he is the proper cus-
todian of the records of said Court, and the proper officer to give such certificate and that the
same is in due form of law.

WITNESS my hand, at _____, Iowa, this _____ day of _____, A. D. 19 _____
Judge District Court, _____ Judicial District

STATE OF IOWA, _____ County, ss:

I, _____, Clerk of the District Court of the State of Iowa, in
and for said County, do hereby certify that the Honorable _____
who has given the preceding certificate, was, at the time of so doing, one of the Judges of the
District Court of the _____ Judicial District of the State of Iowa, duly commissioned and
sworn, to all whose acts as such, full faith and credit are and ought to be given.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seal of said Court,
at _____ Iowa, in said county, this _____ day of _____, A. D. 19 _____

Clerk, District Court

Exhibit II - Extraditions
SAMPLE TELEGRAM TO
GOVERNOR OF OTHER STATES

Call	Charge
Letters	FCV To Governor's Office
Albert R. Imle	(Date)
Extradition Secretary Office of the Governor State House Capitol City, Any State	
Extradition of John Doe issued and Governor's Warrant forwarded to Davenport Police Department, attention (NAME). -- County Sheriff	
LESLIE A. HOLLAND Administrative Assistant to HAROLD E. HUGHES Governor of Iowa	

Send the above message, subject to the terms on back hereof,
which are hereby agreed to

PLEASE TYPE OR WRITE PLAINLY WITHIN BORDER -- DO NOT FOLD
1260-(R 4-55)

STATE OF IOWA
Executive Department



THE GOVERNOR OF THE STATE OF IOWA

To His Excellency, The Governor of California

Whereas, It appears by the annexed papers which I certify to be authentic and duly authenticated in accordance with the laws of this State, that

John Doe

stands charged with the crime of Breaking and Entering which I certify to be a crime under the laws of this State, and that the accused was present in this State at the time of the commission of said crime and thereafter fled from this State, or said accused committed an act resulting in said crime in this State, and may now be found in the State of California

NOW, THEREFORE, pursuant to the provisions of the constitution and the laws of the United States, I do hereby request that the said

John Doe

be apprehended and delivered to Sheriff Joe Doakes who is hereby authorized to receive and convey John Doe to the State of Iowa, there to be dealt with according to law.

IN WITNESS WHEREOF, I have hereunto signed my name and affixed the great seal of the State of Iowa at the Capitol, in the City of Des Moines, this 1st day of July in the year of our Lord one thousand nine hundred and sixty-eight

(SEAL)

/s/ HAROLD E. HUGHES
GOVERNOR

By the Governor:

/s/ MELVIN D. SYNHORST
SECRETARY OF STATE.

REQUISITION
OF

THE GOVERNOR OF IOWA

FOR

CHARGED WITH

RECEIVED _____ 19__

WARRANT ISSUED _____ 19__



THE GOVERNOR OF THE STATE OF IOWA

To all to whom these Presents shall come, Greeting:

Know Ye, that I, by these presents, do authorize and empower

Sheriff Joe Doakes

to take and receive from the proper authorities of the State of California,

John Doe

fugitive from justice, and convey him to the proper authorities of

Polk County of this State, there to be dealt with according to law.

(SEAL)

In Witness Whereof, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Iowa, at the capitol, in the City of Des Moines, this 1st day of July, in the year of our Lord one thousand nine hundred and sixty-eight.

/s/ HAROLD E. HUGHES

Governor.

By the Governor:

/s/ MELVIN D. SYNHORST

Secretary of State.

COVER LETTER FOR REQUESTS
FOR EXTRADITION TO OTHER
STATES

DATE

Honorable (Governor's Name)
Governor of (Name of State)
State Capitol
Capitol, Any State

Dear Governor (name) :

We are forwarding herewith our Governor's
requisition papers for rendition of the above accused
person wanted in (Name of County), Iowa, on a charge
of _____.

If our rendition is honored, will you kindly forward
your extradition warrant and supporting papers direct to
the (Usually the Sheriff of that State). When this has
been done, please notify us by wire.

Thank you.

Very sincerely,

Administrative Assistant

AA:ms

cc - County Attorney - Iowa
File Copy

Recall procedure applies only to requests by Iowa to other states for extradition of fugitives. The Governor has authority to recall the request at any time during the extradition process. He may do so in the case of an injustice, receipt of additional information or at the request of the county attorney, etc.

The Governor notifies all parties concerned of the Recall.

Governor's Extradition Hearings

3.5

Hearings concern requisitions from other states and may affect the decision on an extradition. Hearings are held in two situations: (1) The defendant or his attorney request a hearing or (2) The defendant desires a hearing and the Governor requires additional information to assist him in making a decision concerning the requisition.

The Governor exercises sole discretion on granting or denying a hearing, but may delegate this authority to his staff. The Administrative Assistant as Hearing Officer conducts hearings; and sets time, date, and location of hearings.

If a requisition for extradition has not been received, the request for hearing is acknowledged, and the fugitive or his attorney are advised that until such time as a requisition is received, no action can be taken.

The Hearing Officer determines whether to grant or deny a hearing after receipt of the requisition, review by the Attorney General, and receipt of the fugitive's criminal record from the Bureau of Criminal Investigation.

If the decision is to grant a hearing, a notice of Extradition Hearing is sent to the defendant or his attorney. (Exhibit VII)

Hearings are closed to the press and are informal. Transcripts are made at the discretion of the Hearing Officer. The defendant and his attorney may examine documents prior to the hearing if they wish. Both parties are not allowed in the hearing room at the same time. Usually, the demanding state is heard first. The hearing procedure covers the following:

- A. That the demand has been made in proper form

- B. That the accused is the identical person named in the requisition
- C. That the accused is a fugitive from justice or he has committed an act which intentionally resulted in a crime in the demanding state
- D. That the accused has been substantially charged with a crime

The accused is allowed to develop additional points which may be of benefit to the Governor in reaching a decision, and is given an opportunity to express himself on any point he feels his attorney has not covered.

The Hearing Officer advises the fugitive that he or his attorney will be notified if the requisition by the demanding state for extradition is denied. (Because of the possibility the fugitive may flee the jurisdiction of Iowa he is not notified if the request for extradition is granted the demanding state and the warrant issued.)

Testimony is summarized with a recommendation to the Governor by the Hearing Officer. Blanks are provided for the Governor to indicate his decision: "Grant", "Deny", "Other". The Governor may decide some other course of action such as holding the requisition for a period of time to determine how the fugitive performs.

If the fugitive performs satisfactorily during this period of time, the Governor asks the demanding state to reconsider its requisition. If the fugitive does not perform the Governor issues his warrant.



Executive Department

NOTICE OF EXTRADITION HEARING

IN REGARD: Extradition Of _____

WHEREAS, a request from His Excellency, the Governor of _____
has been received demanding the return of _____
on a charge of _____; and

WHEREAS, the Governor of the State of Iowa may grant an extradition hearing to the
accused; and

NOW THEREFORE, I, Harold E. Hughes, Governor of the State of Iowa, do hereby grant
a hearing to said accused and the hearing will be held in the Office of the Governor, State
Capitol, Des Moines, Iowa, on _____, at _____ O'clock _____ m.,
and I do hereby appoint _____
to conduct the hearing and to make recommendations to me.

Dated at Des Moines, Iowa, this _____ day of _____, 196 _____.

Governor of Iowa

Copies to:

II

SPECIALIZED ROUTINES

Fact Sheet

4.

Fact Sheet (Exhibit I) procedure has been developed for the Governor's convenience when making public appearances and to keep the staff informed of his whereabouts. The Military Aide is responsible for preparing the Fact Sheet. The procedure for developing the information for the Fact Sheet follows:

- A. Fact Sheets should be developed about a week ahead of the appearance.
- B. The Military Aide checks daily the Appointment Book maintained by the Confidential Secretary for approved requests for Governor's appearances.
- C. Persons are contacted for information concerning the appearance. (See Fact Sheet for information required.)
- D. Questions concerning press conferences or special requests not included in the original request are discussed with the Confidential Secretary who clears with the Governor.
- E. The Confidential Secretary determines the Governor's preference for travel by airplane or car.

F. The Military Aide determines departure and arrival time and assembles the information obtained. The Fact Sheet is prepared with an original and seven copies. The distribution is:

Governor - Original

Confidential Secretary - Copy

Administrative Assistants - One Copy Each

Military Aide - Copy

G. The Confidential Secretary prepares a 3 x 5 card with the following information for the Governor's wife; the telephone number where the Governor can be reached, name of the event, and the program (time schedule).

1:45 depart for Ames

June 24, 1968

Exhibit I
Fact Sheet

Monday

2:45 pm

Phone: Iowa State University Memorial Union - 1-294-1031

I. Event - United Presbyterian Church Annual Meeting of
the Synod of Iowa

a. Where - Ames, Iowa

b. How many expected - 500

c. Persons in charge - Dr. Robert H. French

II. Arrival

a. Time - 2:30 pm

b. Place - Iowa State University Memorial Union

c. Who will meet the Governor - Dr. French

III. Engagement

a. Speech, greetings, etc.

b. Length of speech - suggested 40-45 minutes

c. Topic - Governor's discretion

d. Plans not on the program - none

e. Agreeable time of departure - 3:45 pm

PROGRAM

1:45 depart for Ames

2:30 arrive ISU Memorial Union

2:45 Governor's address

3:30 session will adjourn for coffee break

3:45 depart for Des Moines

4:30 arrival mansion

II

SPECIALIZED ROUTINES

Proclamations

5.

The Code of Iowa requires the Governor to issue proclamations for specified events. The Code specifies the distribution of statutory proclamations. In addition to these statutory requirements there are numerous requests from professional and civic groups and from individuals for proclamations.

The decision for granting requests is based on whether or not it is commercially oriented, relates to activities within the state, or represents a total group rather than a segment of a group.

Generally, the requester is asked to submit a draft of the proposed proclamation. The Governor may include a personal expression in the proclamation. This depends on the significance of the subject matter.

The proclamation and one copy ¹⁾ is prepared by the

1) When appropriate, copies are prepared for the press and placed with press releases. In other situations, the requester is advised to handle press coverage as desired.

secretary to the Executive Administrative Assistant. The Governor signs the original and his signature is attested to by the Secretary of State. The original is sent to the requester and one copy is filed in the Proclamation File folder maintained by the Executive Administrative Assistant's secretary. Proclamations are recorded as official acts in the Executive Journal.

II

SPECIALIZED ROUTINES

Governor's Invitations

6.

The Governor receives many requests for personal appearances. His Confidential Secretary is responsible for processing all requests including telephone calls. She maintains the calendar for his commitments and the request file. The Governor sees all requests and makes the final decision for acceptance or rejection.

Appearances are scheduled about forty-five days in advance; but no longer than sixty days. When a request for an appearance more than sixty days in advance is received, the Confidential Secretary asks the requester to re-contact the office.

To provide maximum exposure of the Governor to the people of Iowa, the procedure followed for processing invitations is:

- A. Invitations for appearances are received by the Confidential Secretary who determines, by checking the calendar, whether the Governor is available or not. If he is not, she prepares a letter of regret for the Governor's signature. If the Governor is

available the Confidential Secretary attaches an "Invitations" tag (Exhibit I) to the request and routes it with the invitation folder and calendar to the Administrative Assistant responsible for political matters.

- B. The Administrative Assistant indicates his recommendation on the "Invitations" tag and sends all material to the Executive Administrative Assistant for his review and recommendation.
- C. The Governor indicates his decision. He may discuss the invitation either with the Confidential Secretary, the Executive Administrative Assistant, or the Administrative Assistant; or all three, before making his decision.
- D. The Confidential Secretary notes the invitation on the calendar and prepares a letter of acceptance for the Governor's signature.
- E. The information provided by the calendar and the invitation file is used for preparing the Fact Sheet - Section 4.

INVITATIONS

Staff Recommendations

- Yes, accept immediately
- No, deny immediately
- Too far in the future
- Welcome Only
- Send substitute
- Send message

COMMENTS: _____

II

SPECIALIZED ROUTINES

Governor's Speeches

7.

The Administrative Assistant (Press) is responsible for drafting the Governor's speeches and for obtaining approval of the Governor. He is also responsible for distribution of releases to the press. (Exhibit I shows an example of the first page of a speech).

The procedure followed is:

- A. A minimum of an original and two copies are prepared in large type from the draft copy. The original is for the Governor's use, one copy is attached to the draft and routed to the Executive Assistant, and the second copy is filed in the speech file.
- B. If the speech is to be released to the press, additional copies are prepared. "For Release" and the time, is shown in the upper right-hand corner. The copies for the press are distributed according to circumstances of time and type of speech.
- C. The place where the speech is to be given and the date is shown in the upper left-hand corner.
- D. Succeeding pages of a speech are always numbered in the upper right-hand corner of the page.

- E. Speeches are always brought to a close with the symbols -- # # #.
- F. Utmost care must be taken in proofreading all speeches.
- G. Words are never divided at the end of a line.
- H. Paragraphs are never broken at the bottom of the page.
- I. White space of two to three inches is desirable at the bottom of each page.

FOR RELEASE AT 11:30 A.M.:

REMARKS BY GOVERNOR HAROLD E. HUGHES
SIOUX CITY STOCKYARDS CORPORATION MEETING
SIOUX CITY -- JUNE 18, 1968

THERE IS THE STORY ABOUT THE WIFE WITH CHILD WHO WAS SUBJECT TO THE MOST BIZARRE WHIMS DURING HER PERIOD OF PREGNANCY.

ONE NIGHT SHE WOKE HER HUSBAND UP AT 2 A.M. AND SAID: "HONEY, I CAN'T STAND IT ANY LONGER. I'VE GOT TO HAVE A CHOCOLATE SUNDAE NOW."

THE HUSBAND SHOOK HIMSELF AWAKE, GOT UP AND DRESSED, WENT OUT AND WALKED THE STREETS UNTIL HE FOUND A PLACE WHERE HE COULD GET A CHOCOLATE SUNDAE AT THAT HOUR.

HE BROUGHT IT BACK TO HIS WIFE WHO OPENED UP THE PACKAGE AND BURST INTO TEARS.

"THEY DIDN'T PUT ANY NUTS ON THE SUNDAE," SHE WAILED.

THE STORY REMINDS ME OF SOME OF THE GLOOM-SPREADERS THESE DAYS WHO WOULD HAVE US BELIEVE THAT IOWA IS THE WORST PLACE IN THE U.S. TO LIVE AND OPERATE A BUSINESS, WITH THE POSSIBLE EXCEPTION OF THE GOBI DESERT.

II

SPECIALIZED ROUTINES

Press Releases

8.

The Governor usually holds press conferences each day at 9:00 a.m. when he is in his office. He may call a special press conference for important announcements. However, these are infrequent.

Preparation of press releases are the responsibility of the Administrative Assistant assigned this function. Distribution of press releases is made to obtain the broadest possible coverage within the time limits peculiar to each release. General distribution includes wire services, Des Moines area television stations, Iowa Radio Networks, Iowa Daily Press Association office and the two state-wide newspapers. Copies are distributed to those attending the Governor's press conference. If there has not been a press conference, copies of releases are made available to the press at the Reception Desk.

Following is the procedure for preparing press releases: (Exhibit I)

- A. Double space all releases.
- B. Indicate source and date in upper right-hand corner.
- C. Indicate time of release in upper left-hand corner, three spaces lower than the bottom line of the source block.
- D. Close the release with the three symbols - # # #.
- E. All press releases must be carefully proof-read.
- F. Xerox the number of copies indicated by the Administrative Assistant.

FROM THE OFFICE OF
GOVERNOR HAROLD E. HUGHES
June 3, 1968

FOR IMMEDIATE RELEASE:

Governor Harold E. Hughes said today that the Office for Planning and Programming has been working steadily for the last 18 months, without fanfare, toward establishing a modern, businesslike system of planning and budgeting for state programs of the future.

The Governor said much has already been accomplished toward establishing the comprehensive and integrated system of planning, programming and budgeting (PPB).

In fact, he said, the Office for Planning and Programming has launched a pilot project of PPB for the new Department of Social Services, to demonstrate the system to state agencies, the Governor and the legislature. This project would serve as a model for implementing PPB throughout state government.

The Governor said the preliminary work has involved getting state agencies to define their programs and objectives, developing uniform data for comparing and analyzing programs, and training key personnel in the various agencies.

"This is a long and tedious process," the Governor said. "I am told that the State of Wisconsin has been working on establishing a PPB program since 1962 -- nearly six years -- and still does not have it fully implemented. It is amazing that our Office for Planning and Programming and our state agencies have been able to move so far in just 18 months."

The Governor noted that in July, 1967 -- more than six months after development of PPB was started in Iowa -- the highly respected

Research and Policy Committee of the Committee for Economic Development, in their report Modernizing State Government, said: "Ideally the budget staff should function . . . using such 'planning-programming-budgeting system' approaches as cost-effectiveness analysis and cost-benefit studies."

"PPB is a system for giving us the most for the dollar while assuring that state programs are meeting present needs and preparing to meet the needs of the future," the Governor said.

"As I understand what Senator Riley is proposing," the Governor said, "it is a small part -- and certainly a valuable part -- of the PPB system that is already well on the way to development.

"Management analysis, which is a critical review of how efficiently a program is being carried out, is an implicit part of the PPB system we are working on," the Governor said, "although it has not yet reached the point where it can be implemented throughout state government any more than the rest of the PPB system has.

"If there are recommendations for techniques we are not already using which Senator Riley and his associates would like to make to the Office for Planning and Programming, they will certainly be given every opportunity to do so.

"However, if Senator Riley had taken the time to inquire, we could have filled him in on what we have been doing over the last 18 months, and it would have been unnecessary for the gentlemen of the State Executive Council -- who are already heavily burdened with the responsibilities of their offices -- to take the time to hear Senator Riley's belated proposal.

"On the other hand, we haven't been able to arouse much press or public interest in PPB until now; and maybe we should be grateful for the opportunity to bring this to the attention of the people and the General Assembly, so that they will realize the vital necessity of fully implementing the system as rapidly as possible."

#

#

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III

ADMINISTRATIVE DIRECTIVES

III

ADMINISTRATIVE DIRECTIVES

Administrative Directives provide a system whereby the Governor or the Executive Administrative Assistant issues instructions, delegates authority, and communicates information to the staff. Following is Administrative Directive Number 68-1 which establishes the system and explains the purpose and procedure.

ADMINISTRATIVE DIRECTIVE

Office of the Governor

(List additional distribution)	
TO STAFF: And Office of Planning and Programming	ISSUED: July 31, NO. 68-1 1968
SUBJECT: Administrative Directives	EXPIRES: December 31, 1968

(Show A.D. number, date issued, and subject)

CANCELS: None	Amends: None
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An Administrative Directive System is hereby established.

Definition

Any instruction or information that affects the functions and duties of more than one staff member is an Administrative Directive.

Purpose

The purpose of an Administrative Directive is to provide a system for issuing instructions, making assignments, establishing or changing procedure, announcing policy, delegating authority, and providing information to the staff. It supplements the Office Practice Manual and may be used as the device for changing, or adding to, the Manual.

Who Issues

Any staff member may initiate an Administrative Directive. All Administrative Directives are approved, signed, and issued by the Executive Administrative Assistant. In some cases, Administrative Directives may be signed by the Governor if the subject matter warrants.

Distribution

Distribution should generally be to all staff members, whether directly affected or not, as a method of keeping them informed. In special situations, the distribution may be more restrictive, depending on the subject matter.

Issue Date

The issue date is the effective date.

Administrative Directive (cont.)

Numbering

Administrative Directives are numbered in consecutive order, with the first two digits representing the year of issue.

Expiration Date

Each Administrative Directive must have an expiration date to indicate when the information it contains becomes obsolete. However, to assure periodic review of directives that contain sustaining policy, the expiration date may not be more than two years from the date of issue.

Subjects

Subjects should be brief -- limited to one or two words if possible -- and follow a uniform pattern to simplify referral to previous directives. Examples of subject classifications are: Holidays, Signature Authority, Mail Routing, Staff Assignments, Files, Budget, Office Space, etc.

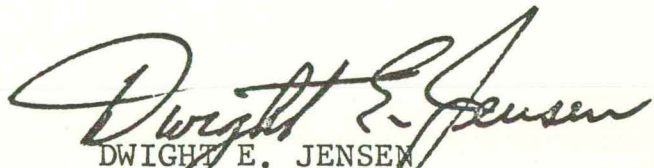
Cancel or Amends

A directive that cancels or amends should always include the number and subject of the directive being cancelled or amended.

Files

The Office Manager is responsible for maintaining the master file for Administrative Directives. The file consists of two sections: Active directives and superseded or expired directives. He is responsible for monitoring directives to identify changes that may be required in the instructions and information contained in the Office Practice Manual and for following through to see that such changes are made.

Each person holding a Manual should file the Administrative Directives he receives in back of the labeled guide in the Manual.


DWIGHT E. JENSEN
Executive Assistant

ADMINISTRATIVE DIRECTIVE

Office of the Governor


(List additional distribution)	
TO STAFF: and Office of Planning and Programming	ISSUED: August 23, NO. 68-2 1968
SUBJECT: Office Practice Manual	EXPIRES: December 31, 1968
(Show A.D. number, date issued, and subject)	
CANCELS: None	AMENDS: None

The purpose of this Directive is to issue the Office Practice Manual. This Manual has been prepared at the direction of the Governor and represents approved practice and procedure to be followed by the Governor's Office.

I have assigned responsibility for maintaining the Manual to Allen C. Jensen as the Office Manager. He is also responsible for following through on the implementation of the procedures prescribed in the Manual.

However, each of you is responsible for implementing sections which effect your area of responsibility and for recommending changes when necessary.

If, after you have reviewed the Office Practice Manual, you foresee problem areas, please discuss these with me or Allen C. Jensen.


DWIGHT E. JENSEN
Executive Assistant

DEJ/jl

IV

GENERAL OFFICE INFORMATION

1. Office Hours and Attendance
2. Vacation and Sick Leave
3. Pay Days
4. Holidays
5. Duplicating Facilities
6. Travel
 - 6.1 Out of State
 - 6.2 State Car Pool
 - 6.3 State Airplane
 - 6.4 Expense Accounts
7. Building Services
8. Telephone Usage
9. Bookkeeping Procedure
10. Files
11. Mail
 - 11.1 Incoming Mail
 - 11.2 Outgoing Mail
12. Release of Information
13. Supplies
 - 13.1 State Agencies Requests

IV

GENERAL OFFICE INFORMATION

Office Hours and Attendance

1.

The standard office hours for the Governor's Office are 8:00 a.m. to 4:30 p.m., Monday through Friday. Forty-five minutes is allowed for lunch. Lunch periods are staggered for the front office. Neither the front office nor the downstairs office should be left unattended during working hours.

The door to the corridor in the back office remains locked at all times.

The nature of the work in the Governor's Office frequently requires extra hours without monetary compensation. The Office Manager is responsible for coordinating the requirements for additional time so that there is no unnecessary hardship.

Members of the staff are subject to call nights and weekends. The Office Manager is responsible for informing the Executive Administrative Assistant and other Assistants the name and whereabouts of the standby for a given weekend.

1. (cont.)

Subject to call requires leaving a telephone number or other information with the Office Manager so that a staff member can be reached in an emergency when he is out of town. This information is made available by the Office Manager to the Executive Administrative Assistant and other staff members concerned.

If for any reason you cannot report for work or you are delayed make every effort to call your supervisor. The supervisor is responsible for informing the Office Manager of the absence.

Vacations and Sick Leave

2.

While the staff of the Governor's Office is not included in the merit system, the state policy for granting vacation and sick leave is followed. Specifically, one week vacation is granted after one year of employment and two weeks per year after the second through the tenth year of employment.

Leave of absence of thirty days per year for illness or injury is granted. Unused portions of sick leave may be cumulative for three consecutive years. Sick leave is earned on the basis of $2\frac{1}{2}$ days per month.

Employees are encouraged to take all earned vacation at one time. Under certain conditions, a split vacation is permissible. However, taking vacation in segments of one or two days at a time is discouraged.

Between January 1 and January 31, tentative vacation schedules for the office are established. Vacations are approved by the supervisor and coordinated by the Office Manager or the Executive Administrative Assistant to avoid over-laps. In case of conflict, priority is based on seniority in length of service.

Any changes in a vacation schedule must be approved by the supervisor, who is responsible for reporting the change to the Office Manager.

Attendance records are maintained by the Office Manager. Information concerning vacation and sick leave balances may be obtained from him. Vacation and sick leave credits earned in a prior state agency which have not been used may be transferred to the new hiring agency if there has been no break in service.

Pay Days

3.

Pay periods include the first day of the month through the fifteenth and the sixteenth of the month through the last day of the month. Salary warrants are issued by the Comptroller's Office five working days after each pay period for the preceding pay period.

Payroll procedures are included in Section 9, Bookkeeping Procedure.

Holidays

4.

The Executive Council in January determines the policy regarding holidays for state employees. This policy is published and posted on the Bulletin Board.

There are four duplicating facilities available to the office that serve slightly different purposes. These are (1) Xerox, (2) Magnetic Tape "Selectric" Typewriter, (3) Executive Council Dennison copy machine, and (4) Centralized Printing.

(1) A Xerox Office Copier is available in the office for staff use. It reproduces single copies of 8½" x 11" and 8½" x 14" material only. It will not reproduce pages from bound material. Its principle use is to supply copies of existing materials and is used in lieu of carbon copies when multiple copies of typed material are required.

(2) The Comptroller maintains a Magnetic Tape "Selectric" Typewriter as part of his electronic data processing system. This is available to the Governor's Office. It is used when an original appearing letter is required for volume mailing. The original typing produces a tape from which additional copies are automatically run. This procedure requires each copy to be signed.

Special instructions are necessary for operating the typewriter. No less than two operators should be trained. I.B.M. supplies this training on request.

The Magnetic Tape "Selectric" Typewriter provides many advantages for repetitious and volume typing. Maximum use of the typewriter should be made.

(3) The Executive Council makes available a Dennison copier for reproducing 8½" x 11" and 8½" x 14" page material from bound material. Operation of the machine requires a meter which unlocks the machine for operation and meters the number of copies produced. The meter is available from the Office Manager. The charge is five cents per copy.

(4) Centralized Printing provides a service in the Grimes Building for volume reproduction which has an original appearance. This is used primarily for large mailings of the Governor's speeches and form letters. One signature is required on the original which is then reproduced on the copies. A printing requisition approved by the Office Manager is required. The office is billed on a monthly basis.

IV

GENERAL OFFICE INFORMATION

Travel

6.

Reasonable and normal expense incurred for travel required in performance of official duties is reimbursed to the individual. All travel requires the approval of the Executive Administrative Assistant. The Governor approves the Executive Administrative Assistant's travel requests.

There are four modes of travel commonly used:

1. Commercial airlines
2. State airplane
3. State car pool
4. Personal car

Out of State

6.1

Out of state travel requires Executive Council approval in addition to the internal approvals. This is obtained by preparing a Request for Travel Authority (Exhibit I) and submitting it to the Executive Council not later than one week prior to the meeting date of the Council. Approval must be obtained prior to the travel.

REQUEST FOR TRAVEL AUTHORITY
(Outside of Iowa)

Date _____

To the Executive Council:

NAME _____ TITLE _____ DIVISION _____ DEPARTMENT _____

DEPARTURE FROM:

TO:

LEAVING DATE:

RETURNING DATE:

MODE OF TRAVEL:

REASON FOR TRAVEL: (INCLUDE DATES OF MEETING)

EXPENSE TO BE CHARGED TO: (ACCOUNT # AND EST. TOTAL COST)

Approval respectfully requested

HEAD OF DEPARTMENT

EXECUTIVE COUNCIL'S SPACE

This form to be executed in triplicate for each individual, and submitted to the Secretary of the Executive Council. When approved the original and one copy will be returned to the Department. Later the Original is to be attached to the travel claim and filed with the State Comptroller for payment.

Other than State Car, License No. 1 (Governor's car) no other state cars are assigned to the Governor's Office on a regular basis. Members of the Governor's staff have the option of using a state pool car on official business in lieu of their personal cars. However, as a matter of policy pool cars should be used only in emergencies.

Cars may be reserved by calling the Car Dispatcher as far as possible in advance of the need for a car.

The office is billed at the rate of eight cents a mile for the use of pool cars. Oil and gas are purchased on the road with a credit card issued with the car. Vouchers must be turned in to the Car Dispatcher at the end of the trip.

The 62nd General Assembly, when appropriating funds for a new airplane, stipulated that it be assigned to the military for the support of the administrative flights of the Governor.

Although the Governor has first priority, every effort is made to fully utilize the airplane by making it available to other state officials and combining or extending flights to accommodate several requests.

The Military Aide to the Governor is responsible for scheduling use of the airplane.

The Adjutant General's office maintains the plane and provides the pilot.

State agencies are billed at the rate of \$40.00 per hour for flight time by the Adjutant General's office.

In emergencies, the Military Aide may be able to arrange with the Department of Conservation or the State Highway Commission to use their planes, if available.

A claim must be filed with the Comptroller in order to be reimbursed for personal expenses resulting from travel on official business. (Exhibit I) A claim should be filed at least for each month in which travel occurs. The Comptroller will not allow a claim presented after the lapse of three months from its accrual.

Except in the case of private car mileage, there is no statutory limitation on the amount claimed for travel expense for elected officials and their deputies, including the administrative assistants to the Governor.

Personal car mileage cannot be claimed when traveling out of state. However, first class plane fare may be claimed in lieu of mileage.

Receipts must be obtained for lodging and transportation and attached to the claim. Mileage at ten cents per mile may be claimed when using a personal car.

Exhibit II describes the Comptroller's rules for auditing claims and gives in detail the requirements for claiming travel expenses.

Do not claim transportation expense when you are traveling as a passenger with another state employee, by state airplane, or pool car.

Tax exemption forms are to be presented when tickets are purchased for public transportation.

Travel expense claims are submitted to the Executive Administrative Assistant for approval. After approval, claims are routed to the Bookkeeping unit which transmits them to the Comptroller for payment.

Building Services

7.

The Department of Buildings and Grounds is responsible for building maintenance including janitorial service, building repairs, remodeling, etc. Problems in these areas should be reported to the Office Manager who makes the necessary arrangements with Department of Buildings and Grounds.

Untidiness in the conference room, rest rooms and offices should be reported to the Office Manager. However, each individual should do his share to maintain neat and attractive quarters.



PROCLAMATION

BIRD DAY

WHEREAS, the twenty-first day of March of each year is designated by law as Bird Day in the State of Iowa, and according to the law, "it shall be the duty of all public schools to observe said day by devoting a part thereof to a special study of birds, their habits, usefulness, and the best means of protection"; and

WHEREAS, birds fulfill a two-fold purpose in bringing beauty to their environment and in helping to maintain the balance of nature; and

WHEREAS, March 20 is the first day of Spring, the time of regeneration for many of nature's children, including the beginning of the homeward flight for many migratory birds:

NOW, THEREFORE, I, Harold E. Hughes, Governor of the State of Iowa, do hereby proclaim March 21, 1968, as

BIRD DAY

in Iowa, and do urge our citizens to cooperate in the observance of this day in order to make us more aware of the beauty and usefulness of the birds around us.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and caused the Great Seal of the State of Iowa to be affixed. Done at Des Moines this 19th day of March in the year of our Lord one thousand nine hundred sixty-eight.


GOVERNOR

Attest:

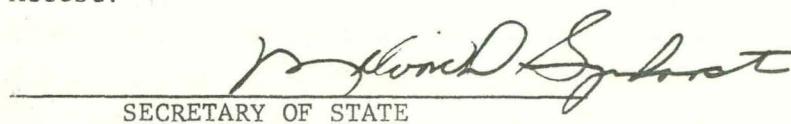

SECRETARY OF STATE

Exhibit I
Expense Travel
Claim

Voucher No. 4

CLAIMANT'S CERTIFICATION

I, _____, the within claimant do certify that the items for which payment is claimed were furnished for State business under authority of the law; and that the charges are reasonable, proper, and correct, and no part of this claim has been paid.

Dated _____ 19 _____

CLAIMANT

FOLD HERE

FOLD HERE

4CD Claim #		
DATE ALLOWED	DATE PAID	
AUDITED BY	WARRANT NO.	
AMOUNT CLAIMED (type in)	AMOUNT ALLOWED	
\$	\$	
NAME OF CLAIMANT (type in)		
DEPARTMENT		
CONTROL ACCOUNT NUMBER		
ALLOCATION CODE NUMBER	EXPENDITURE OBJECTIVE NUMBER	AMOUNT
	2110	\$
	2121	
	2122	
	TOTAL	\$

FOLD HERE

FOLD HERE

Three Months Limit. No claim shall be allowed by the State Comptroller's Office when such claim is presented after the lapse of three months from its accrual. (Sec. 8.13, Code 1966).

Claims must be made with typewriter or pen and ink.

Private Auto Rate is 10¢ per mile.

Receipts are required for Bus, Railroad or plane fare. Use Tax Exemption Form No. 731.

Attach your sleeping car berth or Pullman fare receipts to this claim (voucher) and charge as hotel expense.

You must attach the receipts for miscellaneous items and hotel.

Telegraph and telephone service must show that it is for state business, between what points, and with whom communication was held.

All state employees are required to keep expenditures at the lowest reasonable amount in connection with expense incurred by reason of public service.

File "TRAVEL EXPENSE CLAIMS" at least monthly.

STATE COMPTROLLER

Rules for Auditing Claims

All vouchers and claims required by law to be audited by the State Comptroller should conform to the following rules:

Rule 1. All claims shall be typewritten, or written in ink, and be itemized and certified to by the claimant. Approval of the claims shall be certified thereon by the head of the department or his deputy or chairman of the board or commission or its executive officer. Claims shall show in the space provided therefor reference to the appropriation or allocation from which the claim is payable.

Rule 2. Claims for personal property sold, or services rendered to the state, should have the original invoices attached whenever possible to do so.

Rule 3. Claims for personal property sold or services rendered to the state shall be deemed presented for payment when filed or received by the department whose approval thereof is required under Rule 1, notwithstanding any delay by the department in forwarding same with its approval to the Comptroller for payment.

Rule 4. When compensation is fixed on an annual or monthly basis and services rendered cover less than a full month, compensation is to be made on the basis of a thirty day month.

Rule 5.¹⁾ Officers and employees shall be allowed lodging and meal expenses when required to travel outside of the city or town of their residence or official domicile, but in no event shall the amount thereof exceed \$13.00 per day in this state. The \$13.00 per day limit includes:

A. Lodging (Name of establishment where expense is incurred must be given and receipt submitted.)

B.¹⁾ Meals (Receipts may be required at the option of State Comptroller.) If travel does not require overnight lodging, meal allowance will be restricted as follows:

- (1) Those traveling on state business who depart prior to 7:00 a.m. and return after 6:00 p.m. to their official domicile, may be reimbursed a maximum of \$7.00 per day for three meals.
- (2) Those traveling on state business who depart after 7:00 a.m. and return after 6:00 p.m. may be reimbursed a maximum of \$5.75 per day for lunch and dinner.
- (3) Those traveling on state business who depart before 7:00 a.m. and return before 6:00 p.m. may be reimbursed a maximum of \$3.25 for breakfast and lunch.
- (4) Those traveling on state business who depart after 7:00 a.m. and return before 6:00 p.m. may be reimbursed a maximum of \$2.00 for lunch.

1) Does not apply to Governor's Office.

C. Sales tax on lodging and meals.

Lodging and meal expenses are not limited outside the state, but the expenditures should be reasonable. (Receipts for lodging to be submitted.)*

This rule does not apply to elected officials, and the State Comptroller may, at the request of a department head, grant other exceptions necessitated by unusual circumstances.

Rule 6. Officials and employees continuously employed at the seat of government or at an official domicile, will not be allowed subsistence expense. Officers and employees whose residence is elsewhere than the official domicile will not be allowed any expense at such residence or for traveling between residence and official domicile.

Rule 7. The place of official domicile or residence should be shown on the claim in addition to the place where expense is incurred, the nature of employment, and by whom ordered.

Rule 8. Where an employee works at one place for one week or more, he shall be allowed expense for lodging at the weekly or monthly rate, receipt to be submitted.

Rule 9. Federal tax exemption certificates should be used in connection with the purchase of transportation, or on any article that has federal tax. Any payment of such tax will be deducted from claim.

- Rule 10. The statutory allowance of ten cents per mile for use of private automobile in state business shall include all expense of the automobile.
- Rule 11. The hire of special conveyance will be allowed only when no public or regular means of transportation are available, or when such public or regular means of transportation cannot be used advantageously, in which case receipt therefor should accompany claim, or its absence satisfactorily explained.
- Rule 12. Telegraph or long distance telephone expense shall show that same was for official business, and between what points and parties. When calling or wiring a state officer or department, reverse charges.
- Rule 13. All charges for necessary stenographic or typing service, rental of typewriter in connection with preparation of official reports or correspondence, clerical assistance, hire of conference room for state business and other expense should be charged under the heading "Miscellaneous" and will be allowed if approved by head of department, and if clearly, fully and satisfactorily explained and receipts for same are attached to claim. All parking and storage charges on state-owned vehicles will be paid when claim is accompanied by receipt. Registration fees away from the official domicile will be allowed when receipt is attached to claim. Registration fees at official domicile may be allowed with prior approval of State Comptroller, and, if allowed, receipt must be attached to claim.

It is the duty of department heads and executive officers of boards and commissions to keep expenditures at the lowest reasonable amount in connection with expense incurred by reason of public service.

MARVIN R. SELDEN, JR.
State Comptroller

Approved October 1, 1965
HAROLD E. HUGHES, Governor

*In keeping with the June 14, 1965, Executive Council directive, out of state travel reimbursements will be restricted as follows:

1. Claims for reimbursement of out of state transportation will be limited to a maximum equivalent to first-class plane fare net of taxes.
2. Claims for lodging and meals while traveling out of this state to conventions (meetings) will be limited to one day prior to and/or subsequent to convention (meeting) dates.

Always be as courteous on the telephone as you would be if you were meeting the caller in person. Do not keep a person waiting without an explanation of the delay. Telephones should not be allowed to ring more than twice, if possible, before they are answered. Delays in answering calls create a poor impression of the office.

Answering telephone calls:

Outside calls - Answer by saying,
"Governor Hughes' Office."

Local calls - Answer with your name --
"This is Dorothy."

Directing calls - Always ask "May I ask who is calling please" so that the staff member will know who is on the line. Also, "Just a moment please" to let the caller know there will be a slight delay.

Frequently, a secretary may be placing the call for Joe Doaks. Be sure to inform the staff member that Joe Doaks is calling but his secretary is on the line. This is to avoid embarrassment when the staff member picks up the telephone and says "Hello Joe" only to find it is a secretary rather than Joe.

If the staff member is away from his desk or cannot be disturbed, always try to get the caller's name and telephone number and any additional information that might be helpful in returning the call. Indicate to the caller, if possible, approximately when he may expect the call returned. Complete the "While You Were Out" telephone slip. These are completed in duplicate for calls for the Governor and for the Executive Administrative Assistant. A copy is retained by the secretary for her convenience.

WATS (Wide Area Telephone Service):

There are seventeen WATS lines for use by state agencies whose calls go through the centrex system in addition to the WATS line for the Governor's Office. These supplemental lines should be used only when our line is tied up and there is good reason for not waiting until it is free.

To use these supplemental lines, dial "0" for the capitol operator and give her the department number which is 043 for this purpose. Then proceed to dial the number as you would on our own WATS line.

After 4:30 p.m., when the capitol operator is not on duty, dial 71 for an outside WATS line.

Bookkeeping Procedure

9.

There are three expenditure categories in the system of accounts maintained in the Governor's Office.¹⁾

Following is the procedure for allocating budgeted funds to these accounts:

- (1) Each quarter a "Request for Allotment of Appropriations" is prepared by the Bookkeeping unit for the signature of the Executive Administrative Assistant and sent to the Comptroller. (Exhibit I)

1) There is an unlimited fund for use of the Governor from which expenses are paid to extradition officers for returning a prisoner from other states. The process in the Bookkeeping unit is the same as for other claims.

- (2) After the State Comptroller checks the document for accuracy it is returned to the Governor's Office for approval.
- (3) The document is approved (Governor's rubber stamp signature is acceptable) and sent back to the Comptroller.
- (4) The document is processed by the Comptroller and returned to the Governor's Office.
- (5) The allotments are posted to the appropriate accounts.

Periodically, the balances are compared with the Comptroller's records to insure that they are in agreement. The accounts are:

- (1) Salaries
- (2) Governor's expenses connected with the office
- (3) Support maintenance and miscellaneous
 - Travel
 - Office supplies and expense
 - Printing and Binding
 - Telephone and Telegraph
 - Insurance (this account represents the bond required for the notary clerk)

(1) Individuals are placed on the payroll or taken off the payroll by memorandum to the Comptroller. The payroll is prepared by the Comptroller and sent to the Governor's Office for approval and signature. Only the Office Manager and the Executive Administrative Assistant are authorized to sign payrolls. Leave without pay is reported to the Comptroller by memorandum. Absences reported after the close of a pay period are reflected in the employee's next salary warrant. A warrant register is submitted with the payroll warrants. The register provides the total expenditure for salaries for the period and the warrant numbers which are posted to the salaries account.

(2) The amount and warrant number is entered for each pay period in the account for the Governor's expenses connected with the office.

(3) All travel claims are routed through the Bookkeeping unit in order that the amounts can be penciled in the travel account. Travel claims are then sent to the Comptroller's office for payment. Warrants are returned to the Bookkeeping unit by the Comptroller. The warrant number and the amount is posted to the account.

Vendors and state agencies providing services, supplies, and equipment to the Governor's Office are required to submit a properly certified claim with their invoices. (Exhibit II) These documents are submitted in duplicate. If they are not submitted in duplicate, a Xerox copy is made. Following are the steps for processing:

- (1) Information completed on the claim
- (2) Total amount of the claim shown in pencil in the appropriate sub-category of the Support, Maintenance, and Miscellaneous Category
- (3) Original documents routed to the Executive Administrative Assistant for approval and signature on the claim

Request For Allotment of Appropriation

Exhibit I
Bookkeeping Procedures

2 AL

CP472 60 1/68

NO.
COMPTROLLER'S USE ONLY

DATE SUBMITTED _____

REQUEST NUMBER _____

ANNUAL APPROPRIATION..... \$ _____

RECEIPTS TO DATE..... _____

TRANSFERS TO DATE - IN (out)..... _____

PRIOR YEAR BALANCE FWD..... \$ _____

TOTAL AVAILABLE..... \$ _____

Date Approved	_____
Control Balance	\$ _____
Adjustments	_____
Less: Request	_____
Remaining Balance \$	_____
COMPTROLLER'S USE ONLY	

	APPROVED TO DATE	CURRENT REQUEST	ADJUSTED TOTALS
Regular Allotment	\$ _____	\$ _____	\$ _____
Additional Allotment	_____	_____	_____
Less: Quarterly Unallocations..... (_____)	_____	X X X X X X X X	(_____)
Net Allotment	\$ _____	\$ _____	\$ _____

I request the following regular additional allotment for the _____ quarter, fiscal year ending June 30, 19____.

ACCOUNT NAME	ACCOUNT NO.	ALLOCATE FROM:		ALLOCATE TO:	
		DEBIT		CREDIT	
		\$		\$	
Grand Total		\$		\$	

The above allocation to be financed from:

- (A) Quarterly Unallocations ... \$ _____
- (B) Receipts credited to appropriation..... \$ _____
- (C) Transfers in..... \$ _____
- (D) State appropriation..... \$ _____
- Total Allocation..... \$ _____

DEPARTMENT _____

APPROVED BY THE GOVERNOR: _____

Please submit in quadruplicate. One copy will be returned to Department when approved. This request should reach this office at least twenty days before the beginning of the quarter.

MAIL TO: STATE COMPTROLLER

- (4) Copy of the documents filed in the Bookkeeping file
- (5) Approved documents routed to Comptroller for payment
- (6) Warrants received from Comptroller
- (7) Warrant number and dollar amount posted to appropriate category and sub-category
- (8) Warrants mailed to appropriate organization

Files and Records

10.

The Office Manager has overall responsibility for file systems.

An office subject file is maintained by the Office Management unit and contains correspondence, reports, budgets, budget analysis and appropriation, meetings and minutes. Inactive folders are transferred from the active file to the dead file after each six-month period.

The major classifications of material are:

State Departments - arranged alphabetically

Subject matter - includes organizations, programs, and commissions arranged alphabetically by subject heading

State Agency Dockets and Minutes - arranged alphabetically by agency (For example, agendas, minutes, and decisions of the Executive Council are filed in this category.)

General Correspondence A to Z - contains miscellaneous correspondence with individuals

The office subject file does not contain extradition and clemency matters, prisoner's files, personnel records, appointments, Governor's confidential files, and other specified documents.

The secretary to the Office Manager is responsible for all filing in the Subject File. Individuals may remove material from file as needed. An out card is always placed in the file when a folder or an item is removed. The name of the folder (or subject name and date of the correspondence item) name or initials of the borrower, and date borrowed is written on the out card.

While completing an out card may seem to be an unnecessary nuisance and time consuming, it can prevent a great deal more time spent in searching for material and embarrassment caused by not being aware of the existence of material.

Secretaries are responsible for seeing that file copies are prepared for file. At the end of the day, each secretary places the day's accumulation of subject file material in the basket marked for that purpose. Filing is done each day.

Following is a list of other official files and records:

RECORD INFORMATION

<u>Name of File or Record</u>	<u>Description</u>	<u>Location of Responsibility</u>
Accounts	Ledger of accounts and miscellaneous supporting records	Bookkeeping Unit
Appointment Book	Governor's Appearances	Confidential Secretary to Governor
Appointment File	Conditions, Terms and membership of statutory committees	Secretary to Executive Assistant
Confidential personnel and payroll records		Office Manager
Executive Clemency Files	Applications and supporting documents concerning clemency filed by type and requesters name	Administrative Assistant assigned to Executive Clemency
Executive Commutation Record	Bound Volumes	Assigned Secretary
Executive Journal	Bound Volumes of official acts of the Governor (Proclamations, Executive Orders, appointments, etc.)	Assigned Secretary
Extradition Files	Requests for extraditions from other states and requests by Iowa to other states. Includes hearings, recall and stay information	Extradition Officer
Governor's Non-Statutory Committee Files	Appointments and correspondence	Assigned Secretary
Governor's Personal File		Confidential Secretary

Record Information (cont.)

<u>Name of File or Record</u>	<u>Description</u>	<u>Location of Responsibility</u>
Notary Public Bonds & Applications	Document File	Notary Clerk
Pending File	Copies of Material requiring action	Individual staff members
Prisoners Files	Individual file for life term prisoners in penal insti- tutions filed by prison number. Includes index by name	Administrative Assistant assigned to Executive Clemency
Register of Notarial Commissions	Bound volumes of copies of Notary Public Commissions	Notary Clerk
Remission of Fine Record	Bound Volumes	Assigned Secretary
Research	Newspaper, clippings, press releases, organization and departmental reports	Administrative Assistant - Press
Restoration of Citizenship	Bound Volumes	Assigned Secretary

A central mail room is maintained by the Executive Council on the first floor of the capitol building. The mail room is for the use of all offices located in the capitol building or adjacent buildings. Offices are required to dispatch all first and second class as well as parcel post mail to the mail room for sealing, metering and posting. Regulations concerning classes of mail can be obtained from the mail room. Local mail or interdepartmental mail is also dispatched by the mail room. Postage stamps may be requisitioned from the office of the Executive Council. The Executive Council bills each department each month for postage and services. Combination locked boxes for incoming mail are designated by the mail room for each office.

Incoming Mail

11.1

1. The receptionist picks up the mail from the mail room including local mail before 8:00 a.m., and at 10:00 a.m. and 2:00 p.m. each working day.
2. Mail is opened and the envelopes attached when the return address is not shown on the correspondence; otherwise envelopes are held for thirty days before they are discarded.

3. Mail is then date stamped and sorted for routing.
4. Mail is routed according to the following criteria: (questions concerning mail routing should be directed to the Office Manager)

(1) Administrative Assistants:

All correspondence relating to their assigned state agencies and subject areas

Correspondence from congressmen and senators from other states requesting Governor's comments on legislation they are sponsoring and which relate to subject areas assigned.

(2) Executive Administrative Assistant:

Political mail
Recommendations and applications for appointments

(3) Confidential Secretary:

Correspondence from the President, Vice President, Cabinet Members, Iowa congressmen and senators, and Governors from other states
Invitations for the Governor's appearances
Thank you letters
Governor's personal mail

(4) Secretary to the Executive Administrative Assistant:

Biographical forms relating to appointments
Requests for proclamations

(5) Notary Public Clerk:

Applications, bonds and correspondence
relating to notaries public

(6) Bookkeeper (Assigned Secretary):

Bills and statements for office
services and supplies

(7) Assigned Secretary:

Requests to Governor for congratulatory
letters, i.e. birthdays, wedding
anniversaries and the like
Daily Population Movements from prisons
Parole Board discharges
District Court Judges' recommendations
for restoration of citizenship

(8) Military Aide:

Correspondence relating to the scheduling
of the state airplane
National Guard payroll and expense claims

(9) Assigned Secretary:

Correspondence concerning the Governor's
non-statutory committees and advisory
groups

(10) Part Time Clerk:

Requests for published information,
maps, etc. from visitors to Iowa and
from school children

The Receptionist must be notified immediately of any change of staff assignments in order that mail is properly directed.

It is the responsibility of any member of the staff to re-route immediately mail misdirected to him.

Outgoing Mail

There are three stations in the Governor's Office where mail is picked up by the mail room messenger; one on the first floor, one at the reception area, and one in the back room. The pick up schedule is 10:00 a.m. and 2:30 p.m. Mail may be taken directly to the mail room. Seal local mail, but do not seal letter mail.

Certified mail is not processed by the mail room. The form book for certifying mail is available from the secretary to the Office Manager.

The Governor, or his designated representative, is primarily responsible for release of information concerning the functions of his office and actions taken.

Many of the actions taken become matters of record by law. However, even in these cases, the law directs the custodian of the records (the Governor) to establish policies for release of each of the widely diverse types of public records in the Governor's Office.

In addition, activities in the Governor's Office often involve exploration of numerous alternatives for achieving a particular goal or determining a major policy. By their very nature, these actions are highly tentative and may or may not describe a final decision.

For these reasons, release of information is a major responsibility of the Governor, and it is imperative that intra-office matters remain confidential until final approval is given by the Governor and the information or decision released through official channels.

An office supply room is maintained on the first floor. Supplies of the various forms used throughout the office are available in addition to stationery items and file supplies. Supplies are the responsibility of the Office Manager.

A form is provided in the supply room for noting when the supply of an item is about exhausted. It is each employee's responsibility when obtaining supplies to note on this form that re-order is necessary.

Office supplies are ordered by requisition from the Supply Department maintained by the Executive Council. The requisition is prepared on the "Supply Department Items Only" form and approved by the Office Manager. This form is also used to purchase supplies not stocked by the Supply Department but which they will purchase on request.

Letterhead and printed forms are requisitioned from the Printing Board. A "Printing Requisition" approved by the Office Manager is required.

A "Purchase Order" approved by the Executive Administrative Assistant is required for purchasing equipment. The purchase order is submitted to the Executive Council for their approval. The Council returns the approved purchase order and it is sent to the vendor by the Governor's Office.

"Supply Department Items Only" requisitions, "Printing Requisitions," and "Purchase Orders" are prepared and processed by the secretary assigned to this function by the Office Manager.

The Executive Council bills the Governor's Office for supplies requisitioned.

State Agency Requests

13.1

Frequently other state agencies request supplies of Governor's letterhead for preparing letters in their offices for the Governor's signature. Such requests must be approved by the Office Manager in order to provide a control of indiscriminate use of the Governor's letterhead.

CORRESPONDENCE

1. Importance of Our Letters
2. Promptness of Replies
3. Letters Prepared for Staff Signatures
4. Care in Editing
5. General Typing Standards and Procedures
6. Stationery
7. Style
 - 7.1 Addresses and Salutations
 - 7.11 Government Officials
 - 7.2 Complimentary Closing
 - 7.3 Signatures
 - 7.4 Identifying Initials
 - 7.5 Copies
8. Form Letters
9. Envelopes and Address Stickers
10. Telegrams
11. Route Tags

CORRESPONDENCE

Importance of our Correspondence

1.

Prompt, courteous, responsive, and clear letters are a major factor in building good will. In any state agency or other political sub-division we owe the taxpayers the best service possible. It is the taxpayers money which pays our salaries and otherwise maintains our offices. In a very real sense, we are public servants, and the public is entitled to the very best service of which we are capable.

As the top-ranking governmental agency in the state, the Governor's Office is automatically expected to foster correct usages and efficient practices.

The special importance of our letters is further emphasized by the Governor's own philosophy. He has demonstrated his concern by his careful attention to the problems of individuals as well as his hard work on the large overall programs.

Our letters represent the Governor or his office to many thousands of people who may never meet him or any of us in person. John Q. Taxpayer may or may not believe what he reads in the newspapers as a result of our various press releases or the Governor's speeches. But without any doubt at all, he does believe what happens to him personally in connection with any correspondence he sends to the Governor. Not only is he sure to form his own judgment as to whether his problem was handled well or poorly, but he is also likely to pass his views along to anyone who will listen. Since most of our staff have considerable experience and training in drafting and dictating letters, this is not an attempt to review all the major letter-writing principles here. However, the following points deserve special emphasis.

Apply the 4-S¹⁾ formula to your letters:

Shortness, Simplicity, Strength, and Sincerity:

1) Plain letters, Records Management Handbook, General Services Administration, U.S. Government

For Shortness --

Don't make a habit of repeating what is said in a letter you answer.

Avoid needless words and needless information.

Beware of roundabout prepositional phrases, such as "with regard to" and "in reference to." (Exhibit I)

Watch out for nouns and adjectives that derive from verbs. Use these words in their verb form more frequently.

Don't qualify your statements with irrelevant "ifs."

For Simplicity --

Know your subject so well you can discuss it naturally and confidently.

Use short words, short sentences, and short paragraphs.

Be compact. Don't separate closely related parts of sentences.

Tie thoughts together so your reader can follow you from one to another without getting lost.

For Strength --

Use specific, concrete words. Vigorous writing is concise.

Use more active verbs.

Don't explain your answer before giving it. Give answers straightaway; then explain if necessary.

Don't hedge. Avoid expressions like "it appears."

For Sincerity --

Be human. Use words that stand for human beings, like the names of persons and the personal pronouns "you," "he," "she," "we," etc.

Admit mistakes. Don't hide them behind meaningless words.

Don't overwhelm your reader with intensives and emphatics.

Do not be obsequious or arrogant. Strive to express yourself in a friendly way with a simple dignity befitting the State of Iowa.

Promptness of Replies

2.

Each letter should be answered as promptly as possible. Little does it avail if we work up a practically perfect response but get it out too late. To be effective, a letter -- just like a press release or a speech -- needs to be timely.

In an office such as ours, it is totally unrealistic to attempt to impose specific deadlines within which all correspondence must be answered. But we should all be acutely conscious of the necessity for prompt handling of mail. When a complete reply will take time acknowledge the letter immediately and explain the reason for the delay.

Letters Prepared for Staff Signatures

3.

Many of our letters fall within the delegated authority and assigned responsibility of the individual staff members. In these situations letters are prepared for their signatures. A signature style is used indicating the working title appropriate for the subject matter concerned.

This includes correspondence concerning:

- Clemency matters
- Extraditions
- Notary Public Applications
- Proclamations

In all other situations staff members use standard signature style. (Section V, 7.3)

To relieve the Governor's burden as much as possible, Administrative Assistants exercise discretion in certain matters by determining what can go out over their signatures rather than over that of the Governor's.

While it is recognized everyone would like a reply directly from the Governor, it is impossible for him to sign all letters. Also, it is desirable to keep the use of rubber stamp signatures at a minimum.

The Secretary to the Executive Administrative Assistant is responsible for reviewing for tone and form all correspondence prepared for the Governor's signature, with the exception of that prepared by the Confidential Secretary.

However, each secretary is responsible for producing correct and good appearing material, whether it be letters, press releases, speeches, or reports.

Quickly read each letter or page before it leaves your typewriter. It is much easier and faster to correct typographical and punctuation errors while the material is still in your typewriter. Review the material in total, be sure it makes sense.

When typing a number of identical letters, an easy way to proof them is to type each letter from the last one and check the last letter against the original. However, the Magnetic Tape "Selectric" Typewriter should always be considered for multiple copies. No proof-reading is required for this process.

Check also to be sure the letter is assembled correctly, enclosures noted, and copies properly addressed. Be sure names are spelled correctly and that the name and address on the envelope corresponds to that of the letter.

General Typing Standards and Procedures 5.

Placement of the letter on a page should be pleasing to the eye. A letter should resemble a picture framed with a white mat -- a little more white at both top and bottom than on the sides. For short letters on letter-size paper, margins may be 20 and 80, but for longer ones they should be 15 and 75 or even 12 and 88 if that will enable you to get a longer letter on one page.

Never have long skinny letters running down the middle of wide white spaces, nor should a short letter be bunched up with narrow margins. Always keep the right margins as even as possible.

Good secretaries can usually judge from the length of their drafts or shorthand notes how margins should be set for each letter.

Rules to be followed are:

- No strikeovers, this includes carbon copies
- Make complete, clean erasures on copies as well as originals. Corrections should not be discernable at a glance.
- Change to fresh carbon paper frequently enough to be sure all copies are clear and easily read.
- Do not allow more than two consecutive lines to end in hyphens.
- Do not divide the last word in a paragraph.
- Do not guess at any division of a word -- consult a dictionary.
- Do not divide the last word on the first page of a two-page letter or on any page.
- Never separate a person's initials from his surname.
- Divide dates between day and year, not between month and day.
- Avoid the use of paper clips unless absolutely necessary. Staple subsequent sheets to the first page and staple the reply to the original letter.

Stationery

6.

The following pages include samples of the various types of stationery used in our office, with specific instructions as to the uses of each.



6.1

STATE OF IOWA
OFFICE OF THE GOVERNOR
DES MOINES

HAROLD E. HUGHES
GOVERNOR

Small Engraved Letterhead with State
Seal (size 7½ x 10½)

Used for letters that are short and/or
of a personal nature.



6.2

STATE OF IOWA
OFFICE OF THE GOVERNOR
DES MOINES

HAROLD E. HUGHES
GOVERNOR

Engraved Letterhead with the State Seal
(size 8½ x 11)

Used for the bulk of our correspondence both
over the Governor's signature and the Administra-
tive Assistants.

DWIGHT E. JENSEN
EXECUTIVE ASSISTANT



OFFICE OF THE GOVERNOR

Individualized memo with
black and white State Seal
(size 5 x 8)

Used for informal notes at
the discretion of the individual
Administrative Assistant.

Onion skin
(size 8½ x 11)

This tissue is used for file copies.

Copy - Carbon
(size 8½ x 11)

This tissue used for all copies for
distribution outside the office.

C
O
P
Y

Plain Bond
(size 8½ x 11)

Used for second sheets of letters, speeches, and
press releases.

INTER-OFFICE CORRESPONDENCE

To _____

Date _____

Subject _____

(size 8½ x 5½)

Used for short messages within
the office only. May be typed
or handwritten.

By _____

VERBAL ORDERS DON'T GO

INTER-OFFICE CORRESPONDENCE

6.8

To _____

Date _____

Subject _____

Used for correspondence and messages
within the office only.

By _____

VERBAL ORDERS DON'T GO



6.9

STATE OF IOWA
OFFICE OF THE GOVERNOR
DES MOINES

HAROLD E. HUGHES
GOVERNOR

Mimeo Letterhead
(8½ x 11)

This is used primarily for large mailings and
for use of other state agencies and commissions.

Hammermill Bond - 8½" x 11" - 16 - Long-Green Grain

To be always used for rough drafts. Always date rough draft copies.

Style

The following guides apply:

- a. Single space all letters
- b. Double space speeches, press releases, and drafts unless instructed otherwise.
- c. Type date centered immediately below "Des Moines" on letterhead. If the letter is for the Governor's signature do not use dates for which he is out of the state. Ask the Administrative Assistant or the Confidential Secretary the proper date to use.
- d. Type address in block form with no punctuation at end of lines; punctuate within each line as required.
- e. Indent paragraphs nine spaces and begin the first sentence with the tenth space.
- f. Indent quoted material more than two lines in length, five spaces from side margins. Indicate paragraphs with an additional five space indentation. Listings, tabulations, etc., may be indented or not according to space needed and overall appearance.

- g. Do not end the first page of a multi-page letter with one or two lines of a paragraph. Always carry at least two complete lines or more over to the second page. Leave at least an inch margin at the bottom of the first page. Strive for a balanced appearance. If at all possible, avoid a final page almost entirely blank with one or two lines appearing at the top of the last page.
- h. On multi-page letters type name of addressee flush with the left margin at least six lines down from top of page. Place the page number in the center of the page and align the date with the right margin. Leave four spaces between the heading and the body of the letter.
- i. Indicate enclosures or attachments and the number by "Enc. 2" in the left-hand corner of the last page on all copies.

Addresses and Salutations

7.1

When preparing a letter for the Governor's signature try to determine whether he is on a first-name basis with the addressee. Otherwise the following guides apply:

- a. Firms, corporations or groups - "Gentlemen:," "Ladies:," "Gentlemen and Ladies:."

- b. Individuals - "Dear Mr. _____:," "Dear Mrs. _____:," "Dear Miss _____:," if marital status not known, "Miss".
- c. If unable to tell whether the addressee is a man or woman, use "Mr.".
- d. When the names of both men and women occur in the inside address, the individual whose name appears first should be addressed first in the salutation.

Men and women:

Address: Mr. Paul Betts
Mr. Horace Betts
Miss Janet Betts

Salutation: Gentlemen and Miss Betts:

Address: Miss Janet Betts
Mr. Horace Betts
Mr. Paul Betts

Salutation: Dear Miss Betts and Gentlemen:

Address: Miss Janet Betts
Miss Irene Betts
Mr. Paul Betts

Salutation: Dear Friends:

Address: Mr. Paul Betts
Mrs. Paul Betts

Salutation: Dear Mr. and Mrs. Betts:

Address: Mr. Paul Betts
Sally Betts

Salutation: Dear Sir and Miss Betts:

Address: Two or more women

Salutation: Ladies:

Address: Mr. John Smith and others:
(any number either sex)

Salutation: Gentlemen:

- e. If the individual has an earned title such as Dr. or Professor or a military rank that takes precedence, it should be used in preference to a courtesy title.
- f. Members of the armed forces should be addressed by their rank or rating except in the case of chaplains; they should be addressed by the title Chaplain.
- g. The Reverend should be used before the names of most clergymen in the address. However, do not use it with a surname only; instead address as Reverend (given name and surname), Reverend Mr. Surname.

The Honorable should be used in addressing all high government officials:

President
Secretary to the President
Cabinet Officers and their Under Secretaries
and Assistant Secretaries

Vice President
Heads of major federal agencies and
international organizations
Members of boards and commissions
American ambassadors and ministers
Federal and State legislators

Governors
Heads of State agencies
Elected State and County Officials
Governor's appointees

Salutations then may include the title of office such as "Dear Senator" or "Dear Governor" as an informal style or the more formal style of "Dear Sir."

1) "Standard Handbook for Secretaries" by Lois Hutchinson. However, when addressing state officials dropping the term "The Honorable" is acceptable.

Complimentary Closing

7.2

Drop two spaces below the body of the letter and indent so as to end the signature title at the right margin. Acceptable forms are:

Sincerely yours,
Very sincerely,

The formal - Very truly yours, - is used for appointment letters.

Signatures

7.3

Allow four spaces for the signature. For the Governor's signature, type his name in capital letters. For the Administrative Assistants, type name in capital letters and title in lower case, capitalizing each initial letter. Following are the signature styles used by the staff:

(name)
Executive Assistant

(name)
Administrative Assistant

(name)
Confidential Secretary

(name)
Extradition Officer¹⁾

(name)
Proclamation Secretary¹⁾

(name)
Notary Public Clerk¹⁾

Identifying Initials

7.4

Identifying initials should always be included on all copies of letters, memoranda, and telegrams. They indicate responsibility and may provide a clue as to the individual concerned in the event of related correspondence or later developments.

For the Governor's signature the identification consists of Governor's initials, colon, first letter of the first name of the author, and initials of the secretary. Example: HEH:dhb

For staff members signature, initials of the staff member, colon, secretary's initials. Example: DEJ:hb

1) Used only when appropriate to the subject matter of the correspondence.

Copies are always made on onion skin for the office file.¹⁾ The incoming letter is stapled to the back of the file copy. An additional copy may be made if desired for the author's pending file or it may be desirable to make a copy to be retained as a sample for use when composing similar letters. These should be marked "pending" or "sample." Do not note these copies on the original letter.

Copies for distribution are made on copy paper. The distribution for copies when noted on the original letter is shown:

cc: (name)
If not a state agency, address

If copies are not to be noted on the original letter, show on first carbon and all subsequent copies bc:.

1) If the file copy is not to be filed in the office subject file, indicate in the upper right-hand corner the name of the appropriate file. If the file copy is for the office subject file indicate file subject right-hand corner.

When there is more than one copy for informational distribution, place a check mark after the appropriate notation to indicate the addressee.

Form Letters

8.

A number of form letters have been developed to serve as patterns when preparing correspondence in certain subject areas. (Exhibit I) Each secretary is supplied with a "Form Book." These are supplied by the Office Manager.

In using form letters, be sure they are appropriate to the situation. Few things are more exasperating to an individual than to receive a reply from a governmental agency that is not responsive to his original letter.

The staff should be constantly alert to the possibility of additional form letters. Whenever a secretary finds herself using a previous letter several times as a pattern she should refer it to the Office Manager for his consideration for the form book.

The staff should also be alert to form letters that have become obsolete. These should be referred to the Office Manager so that he can follow through to see that obsolete letters are removed from the Form Book.

Envelopes and Address Stickers

9.

Preparation of Envelopes for U.S. Mail:

Letters which cannot be delivered by Local Mail are placed in a #10 envelope (4" x 9½") requiring postage and sent first class.

- a. Use full address exactly as it appears on the inside address on the letter, do not abbreviate. Always use Mr., Mrs., or other appropriate title. Use block style, open punctuation. Be sure the zip code is included.
- b. When required, "Attention _____" or "Personal" should appear in the lower left corner of envelope.
- c. Holding or forwarding instructions, such as "Hold for Arrival" and "Please Forward" should be shown on lower left corner of the envelope.
- d. Special mailing instructions, such as AIR MAIL, SPECIAL DELIVERY, CERTIFIED, FOREIGN, etc. should be written in capital letters two or three spaces above the address.
- e. When using window envelopes, be sure the name and address is clearly visible.

- f. Place the letter inside the envelope but do not seal.
- g. Prepare a mailing label in the same manner as envelopes for any first-class material and place on appropriate size manilla clasp envelope. Do not seal but do fasten clasp.

Preparation of Envelopes for Local Mail:

Correspondence addressed to state agencies in the Des Moines area is sent in an envelope furnished for this purpose.

- a. Write the name of the individual addressed opposite TO: and place a check mark opposite the appropriate agency.
- b. Place the material inside the envelope and seal.

Telegrams

10.

Telegrams are generally used when time is a factor. They are not a substitute for letters and should not be used as such. (Exhibit I)

Telegrams are sent and received on the Telefax Machine in the reception area. Forms can be obtained at the machine. (Exhibit I)

Following is a format used for outgoing telegrams:

- a. Prepare original and file copy on Western Union Telefax form.
- b. Type call letters (FCV) in upper left hand corner.
- c. Indicate type of service - "FAST" for immediate delivery; "DL," usually delivered the same day; or "NL," delivered after 8:00 A.M. the following business day.
- d. Charge To: Type "Governor's Office" or "Collect" whichever is appropriate.
- e. Type date in upper right hand corner of message form.
- f. Type full address, message, and signature.
- g. At the top of the form on messages of more than one page it is necessary to show the call letters (FCV) on all pages and number the pages in the message area.
- h. The same message sent to several addressees is called a "Book" and should be indicated by the notation "(Book - 6 copies)" followed by the addresses. The remainder of the telegram is prepared in the manner described above.

Telefax

WESTERN UNION
SENDING BLANK

Telefax



CALL LETTERS	FCV	FAST	CHARGE TO	Governor's Office
July 16, 1968				
John Doe, Consultant 000 Lost Avenue San Francisco, Calif.				
Re your letter March 2, 1968, insurance contract approved by Attorney General. Letter follows.				
DWIGHT E. JENSEN Executive Assistant				
DEJ:ms				

Send the above message, subject to the terms on back hereof, which are hereby agreed to

PLEASE TYPE OR WRITE PLAINLY WITHIN BORDER—DO NOT FOLD

1269—[R 4-55]

There are two Route Tags used in the Governor's Office. (Exhibit I) Plain sheets of note paper should not be used for routing material.

The most commonly used form is the orange colored Route Tag number 1 shown in the Exhibit. This is used to route correspondence and other material among the staff.

- a. Check the box or boxes opposite the names of the individuals to whom the material is to be routed.
- b. When it is desirable to route material in a particular order, indicate the order by placing a number to the left of the names.
- c. Indicate in the appropriate box in the right-hand column.
- d. The originator of the route slip should always sign and date the tag.
- e. The recipient of the material should always initial opposite his name and cross his name off the tag.

The second Route Tag (blue) shown in the Exhibit is used by the Executive Assistant or his secretary for routing correspondence to the Governor for his approval or signature.

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THE WATCHLIST 1)

Watch for the words and phrases on this list. Some of them are overworked. Others are used incorrectly. Many are longer than need be.

ABEYANCE. *Held in abeyance* is a pompous phrase. *Wait* and *postpone action* are more natural expressions.

ABOUT. *He will arrive at about nine o'clock* is not a correct sentence. Use *at* or *about*, but not both.

ABOVE should not be used in the sense of *more than*. *His wages are more than (not above) \$5,000 a year*.

ACCOMPANIED BY. The preposition *with* is usually better, as *his letter with (instead of accompanied by) the application*.

ACCOMPLISHED may be expressed as *done*.

ACCUMULATE. *Gather* is a good plain word to replace this one.

ACQUAINT. Instead of *acquainting* your readers with facts, *tell* or *inform* them.

ADDITIONAL. Vary the use of this overworked adjective. Use *added*.

ADVISE. *Tell, inform, and say* are fresher words for letters. *You are advised* is a useless phrase in any letter.

AFFECT, EFFECT. *Affect* is always a verb meaning to modify or influence. *Effect* may be noun or verb. As a verb it means to accomplish or bring about; as a noun, outcome or result. Both *affect* and *effect* are overworked, correctly and incorrectly.

AFFORD AN OPPORTUNITY. *Allow* is suggested as a replacement for this overworked phrase.

ALL-AROUND is not correct. Use *all-round*.

ALL OF. Say *all the workers*, not *all of the workers*.

ALL READY, ALREADY. The first is an adjective phrase, correctly used in this sentence: *When the hour came, they were all ready*. The second is an adverb that oftener than not should be omitted: *We have (already) written a letter*.

ALTERNATIVE, CHOICE. *Alternative* refers to two only; *choice*, to two or more. Since there is only one alternative to another, don't say *the only other alternative*; simply say *the alternative*.

AMELIORATE. Why is this big word so popular? It's a good word, but so is the commoner word *improve*.

AMOUNT, NUMBER are often used loosely. An *amount* is a sum total; *number*, as a noun, refers to collective units. You have *an amount of money*, and *a number of errors*.

ANTICIPATE means to foresee or prevent by prior action. Don't use it when you actually mean *expect*.

ANXIOUS is proper only when anxiety actually exists. We are *eager* to write good letters, not *anxious*.

ANY. Don't follow superlatives with *any*, as *Lincoln's letters are the best of any*. When used in a comparative statement, *any* must be followed by *other*, as *that letter is better than any other he has written*.

ANY PLACE is not good usage. Say *anywhere*.

APPEAR. A woman *appears* to be young, but she *seems* to be intelligent. *Appear* usually suggests that which is visible.

APPRECIATE YOUR INFORMING US is a clumsy phrase that can be replaced with a simpler one, as *please write us* or *please tell us*.

APPROXIMATELY is overworked. Why not say *about*?

APPARENTLY. This is a "hedger" to be avoided.

APT. Don't use this word when you mean *likely*. *Apt* suggests predisposition. *A tactless person is apt to write a blunt letter*, but *delayed replies are likely (not apt) to damage public relations*.

AROUND. *Around ten dollars* is incorrect. Say *about ten dollars*.

ASCERTAIN is a big word often used when the little word *learn* is better. Don't use *ascertain* unless you want to put over the idea of effort in getting facts.

ASSISTANCE. Let's have more *help* and *aid*, and less *assistance*.

AT—

- ALL TIMES. Say *always*.
- THIS TIME. Say *now*.
- THE PRESENT TIME. Say *now*.
- AN EARLY DATE. Won't soon do?
- YOUR EARLIEST CONVENIENCE. Do you mean this? A convenient time may not come.
- THE EARLIEST POSSIBLE MOMENT. This may be the moment the letter arrives.

ATTACHED—

- PLEASE FIND
 - HERETO
 - HEREWITH
- } Worn out letter language. *Attached* is adequate.

1) Plain Letters, General Services Administration, Washington, D.C.

ATTENTION IS INVITED or **ATTENTION IS CALLED** should be needless. If a sentence doesn't make its point without these emphatics it needs rewriting.

BALANCE. You may have a *balance* on an account, but that which is left after something is taken away is a *remainder*, as *the remainder of the year, the remainder of the office force.*

BASIS. Instead of saying *a basis for*, simply say *for*.

BE BACK in the sense of return is not preferable. Say, *he will return to* (not *be back in*) *the office Tuesday.*

BETWEEN, AMONG. *Between* properly refers to two only. *Among* is used in referring to more than two.

BIANNUAL, BIENNIAL. *Biannual*, like semi-annual, means twice a year. *Biennial* means every two years.

BIMONTHLY means every two months. Semi-monthly is used to express twice monthly.

CLAIM. Do not use *claim* as an intransitive verb. *Claim ownership*, but don't *claim to be efficient.*

COGNIZANCE. Avoid this big word both in its legal meaning of *jurisdiction* and in its common meaning of *heed* or *notice*. Instead of saying *under the cognizance of this office*, be specific, as *this office does not audit travel vouchers.* Instead of saying *having cognizance of this fact*, say *aware of this fact.*

COMMENCE. *Begin* or *start* are stout little words that should not be forgotten.

COMMITMENT. How about *promise*?

COMMUNICATE, COMMUNICATION. Avoid these long words by being specific. Instead of *communicate*, use *write*, *wire*, or *telephone*. Instead of *communication*, use *letter*, *telegram*, *memorandum*.

COMPLIANCE, COMPLIES. The phrase *in compliance with your request* is too formal for a friendly letter. It is often not necessary, but, if needed, may be replaced with *as you requested*. *Meets the requirements* is a good substitute for *complies with requirements.*

CONCLUDE. It is better to *close a letter* than to *conclude* it.

CONTRIBUTE. What's wrong with *give*?

CONSIDER. Omit the superfluous *as* after this word. *We consider the case closed* (not *as closed*).

CONSIDERED OPINION. Forget this one.

CONSIDERABLE. Use this word only as an adjective.

CONSUMMATE. You really like big words if you use this one in the sense of *complete* or *bring about*.

CONTINUOUSLY, CONTINUALLY. The first word means *without interruption*; the second, *intermittently, at frequent intervals.*

DATE. Instead of *this date*, say *today*. Instead of *under date of*, say *on of*, or *dated*.

DEMONSTRATES. Shows is a good plain word to substitute for this one.

DESIRE. *If you wish* or *if you want* is usually better than *if you desire*.

DETERMINE. Overworked. *Decide* or *find out* may be substituted.

DEVELOP. Don't use this word for *happen*, *occur*, *take place*.

DIFFERENT is superfluous in this sentence: *Six (different) plans were discussed at the meeting.*

DUE TO THE FACT THAT is a roundabout way of saying *because*.

DURING suggests continuously, throughout. *In* (not *during*) *the meeting* *he brought up the question of pay raises.*

EARLIEST PRACTICABLE DATE. What is a *practicable date*?

EFFECT, AFFECT. See **AFFECT**.

EFFECTUATE. A pompous way of saying *to bring about*.

EMPLOYED is overworked in the sense of *used*.

EMPLOYMENT. *Jobs* and *work* have equal dignity.

ENCLOSED—

—HEREWITH

—PLEASE FIND

—WITH THIS LETTER

} *Enclosed is sufficient.*

ENCOUNTER DIFFICULTY is an unnecessary euphemism for *find it hard*, or *have trouble*. Instead of saying *call on our local office if you encounter difficulty in completing your application*, why not say *call on our local office if you need help etc.*? Or, if *difficulty* must be your word, why not replace *encounter* with *meet*?

ENDEAVOR TO ASCERTAIN, high-sounding phrase though it is, simply means *try to find out*.

EQUIVALENT is seldom better than *equal*.

EVENT is not to be used for *incident*, *affair*, and *happening*, unless the occurrence is particularly noteworthy.

EXERCISE CARE is a stuffy way of saying *please be careful*.

EXPIRATION. *End* is just as final.

EXPEDITE is a popular Government word. Can't we say *hasten* or *hurry*? Do you know that the Latin from which *expedite* derives means "to free one caught by the foot"?

EXPERIENCE HAS INDICATED THAT. Try *we (I) learned*.

FACILITATE is another popular Government word. It means *make easy*, but it *makes hard* reading for some people.

FARTHER, FURTHER. Farther indicates distance; further denotes quantity or degree. You go *farther* away; you hear nothing *further*.

FAVOR. Does anybody nowadays use *favor* in the sense of a letter? Don't. It's old fashioned.

FEW, LESS. *Few* is for numbers; *less* is for quantities or amounts. *Write fewer pages and say less.*

FIRST is both an adjective and an adverb. Don't say *firstly*.

FOLLOWING. *He retired after (not following) an outstanding career.*

FINALIZE, FINALIZATION. These are manufactured words. Why manufacture such words when you have *end, conclude, and complete?*

FOR—

—YOUR INFORMATION. Superfluous.

—THE MONTH OF JULY. *For July.*

—THE REASON THAT. *Since, because, as.*

FORWARD is often used when *send* is better

FULLEST POSSIBLE EXTENT. A meaningless padding.

FURNISH is often used when *give* is better. *Please give (not furnish) us the information.*

FURTHER. See **FARTHER.**

IF—

—DOUBT IS ENTERTAINED. Say *if doubtful.*

—IT IS DEEMED SATISFACTORY. Say *if satisfactory.*

IMPLEMENT. Say *carry out.*

IN—

—COMPLIANCE WITH YOUR REQUEST. Say *as requested.*

—ADDITION TO. Say *besides.*

—A SATISFACTORY MANNER. Say *satisfactorily.*

—THE NEAR FUTURE. Say *soon.*

—THE EVENT THAT. Say *if.*

—THE AMOUNT OF. Say *for.*

—THE MEANTIME. Say *meantime or meanwhile.*

—ORDER TO. Say *to.*

—REGARD TO. Say *about.*

—VIEW OF THE FACT THAT. Say *as.*

—A POSITION TO. Say *we cannot rather than we are not in a position to.*

INADVERTENCY. *Errors and mistakes* are not glossed over by this euphemism.

INASMUCH AS. *As, since, and because* are a lot shorter.

INDICATE is overworked, but *show* is a stout little word.

INFORMED. *You are informed* should be a useless phrase in any letter.

INITIAL is overworked, but *first* is not used enough.

INITIATE is a Government favorite for which *begin* is synonymous. Sometimes the word can be omitted, as in the phrase *initiate a citation (cite).*

INCAPACITATED. Why not *unable to work?*

INSURE. *In order to insure* is a common phrase in Government letters. *Make sure* is simpler and more natural.

INTERPOSE NO OBJECTION. Be direct. Say *I do not object or I approve.*

JURISDICTION. See **COGNIZANCE.**

KINDLY should not be used for please. *Please reply, not kindly reply.*

LAST AND LATEST are not interchangeable. *Last* means final; *latest*, most recent. *The last page* of a book, but *the latest book on the market.*

LEAST is used when more than two persons or things have been mentioned. Use *less* when only two persons or things have been mentioned: *He is the less (not least) forceful of the two speakers.*

LENGTHY means unduly or tediously long. *Lengthy* may describe some of our letters, but *long* is usually the word.

LESS. See **FEW** and **LEAST.**

LIEU. *In place of* is more appropriate for letters.

LIKE. Never use *like* to introduce a subject and its verb. *He wrote as (not like) he spoke.*

LIQUIDATE. Say *pay off* if you use the word in that sense.

LOAN is not desirable as a verb. Use *lend.*

LOCALITY. Don't overlook the little word *place.*

LOCATE. You *find* (not *locate*) a file.

MAKES PROVISION FOR. Try using *does.*

MEETS WITH OUR APPROVAL is a roundabout way of saying *we approve.*

MODIFICATION. *Change* will usually take the place of this one.

NEAR is incorrectly used in this sentence: *There is not near enough.* Use *nearly.*

NECESSARY is used when *need* would do. For example, you may shorten *it is not necessary for you to you need not.*

NOMINAL means *in name*, and by implication *small.* Why not say *small?*

NONE as a subject is usually plural unless a singular subject is clearly indicated. *None of the jobs are open. None of the work is done.*

NOTWITHSTANDING THE FACT THAT is the longwinded way of saying *although* or *even though*.
OBJECTIVE can be *aim*.
OBLIGATE can be *bind*.
OBLIGATION can be *debt*.
ON is superfluous in stating days and dates. *He arrived Tuesday*, not *on Tuesday*.
OPTIMUM is Latin for *best*. Let's stick to English.
OUT is superfluous in phrases like *start out* and *lose out*. *He started* (not *started out*) *as a messenger*.
OVER should be avoided when you mean *more than* in referring to a number. *There were more than* (not *over*) *five hundred people at the meeting*.
OVER THE SIGNATURE OF is an unnatural way of saying *signed by*.
PAMPHLET need not be described as *little*. The suffix *let* on words like *booklet*, *leaflet*, and *hamlet*, means *little* or *small*.
PAST. Say *last year*, not *past year*, if you mean the preceding year.
PART. *Our error* is better than *an error on our part*.
PARTICIPATE is a common word, but *take part* is a good plain way of saying the same thing.
PARTY. Does anyone use this for *person* any more? Don't.
PECUNIARILY INTERESTED. Like so many of our pompous phrases, this one originated to cover a broad meaning. Substitutes for phrases like these do not always satisfy our legal advisers. But you might try *financial interest* or *interest in profit*.
PER need not be used for our English article *a*. Avoid the Latin terms, *per annum*, *per diem*, and so on. Say *a year* and *a day*.
PHOTOSTATIC COPIES. *Photostats* is a word now generally accepted.
PLACE. See ANY PLACE.
PORTION. *Part of the time*, not *portion of the time*.
POSSESS. Why not *have*?
PRACTICALLY is overworked. Use *virtually*, *almost*, *nearly*.
PRECLUDE. Do you use this word whenever you can work it in? Vary your usage with *shut out* or *prevent*. Many letterwriters overwork the phrase *preclude the necessity*.
PREDECEASE is often used as a euphemism. Euphemisms are not as tone invoking as you may think. Say *die before*.
PREDICATED ON THE ASSUMPTION. Forget this one.
PREVENTIVE is better than the irregular doublet *preventative*.
PREVIOUS TO, PRIOR TO. Why not *before*?

PRINCIPAL, PRINCIPLE. The noun *principal* means *head* or *chief*, as well as *capital sum*. The adjective *principal* means *highest* or *best in rank or importance*. *Principle* means *truth*, *belief*, *policy*, *conviction*, or *general theory*.
PROCESS OF PREPARATION doesn't make the action any more important than *being prepared* or *we are preparing*.
PROCURE. Some people say this is the common Government word for *get*.
PROVEN should not be used as the past participle of *prove*. Use *proved*. *Proven* may be used as an adjective.
PROMULGATE. A long word for *issue*.
PROVIDING should not be used for *if* or *provided*. *Providing low-cost houses is a problem* but *we will meet the problem provided the builders get supplies*.
PURSUANT TO. *Under* will usually take the place of this one.
QUITE means *really*, *truly*, *wholly*, *positively*. Avoid its use in phrases like *quite a few* and *quite some*.
RARELY EVER, SELDOM EVER. *Ever* is superfluous in phrases like these. Say *we seldom fail*, not *we seldom ever fail*.
RECENT DATE is meaningless. Either give the date of the letter or omit any reference to it.
REGARDING is overworked. Little words wear better, so try using *about* oftener.
REMUNERATION. Why not *pay*?
RENDER. Use *give* in the sense of *giving help*.
RESPECTING. If you mean *about*, why not *say about*?
RESIDE. The chances are you seldom use this word in talking. The talk word *live* is the natural one for a letter.
RETAIN. *Keep* is not a word to shun.
REVIEW OF OUR RECORDS INDICATES. If the information can come only from the record, omit this phrase.
STATE is more formal than *say*.
SECURE. Avoid this word when *get*, *take*, or *obtain* is better.
SELDOM EVER. *Ever* is superfluous.
SOME should not be used in the sense of *somewhat*, *a little*, or *rather*. *His letters are somewhat* (not *some*) *better*.
SORT. Never say *these sort* or *those sort*. Say *this sort* or *those sorts*.
SPOUSE. Unless you are quoting a law, why use this word in preference to *husband* or *wife*?
STILL REMAINS. *Still* adds nothing to the meaning of *remains*.
SUBMITTED. *Sent*.
SUBSEQUENT TO. *After*.

SUFFICIENT. *Enough*.
TERMINATED. *Ended* may be just as final.
THIS —
—IS TO INFORM YOU. Omit.
—IS TO ACKNOWLEDGE AND THANK
YOU. *Thank you* is enough.
TRANSMIT. *Send* is better.
UNKNOWN should be avoided in the sense of
unidentified.
UNTIL SUCH TIME AS. *Until* is enough.

UTILIZATION is an inflated word for *use*.
VERIFICATION may be *proof*.
VERY is redundant in the phrase *very com-
plete*. *Complete* is absolute.
VISITATION. Why should anyone use this
word in the place of *visit*?
WISH TO APOLOGIZE, WISH TO ADVISE.
Instead of the first phrase, simply say *we
apologize*. Instead of the second phrase,
start off with what you have to say.

VI

REVISING THE MANUAL

VII

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