



Department of Defense MANUAL

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DA&M

SUBJECT: DoD Manual for Written Material: Examples and Reference Material

- References:
- (a) DoD Manual 5110.4-M, "Manual for Written Material," March 2, 2004 (cancelled by Volume 1 of this Manual)
 - (b) DoD Directive 5105.53, "Director of Administration and Management (DA&M)," February 26, 2008
 - (c) DoD Directive 5110.4, "Washington Headquarters Services (WHS)," October 19, 2001
 - (d) Congressional Quarterly Press, "Congressional Staff Directory," current edition¹
 - (e) Leadership Directories, Inc., "Federal Yellow Book," current edition²
 - (f) U.S. Government Printing Office, "U.S. Government Printing Office Style Manual," current edition³

1. PURPOSE

a. Manual. This Manual reissues Reference (a) in accordance with the authority in References (b) and (c) to provide guidance for managing Secretary of Defense (SecDef), Deputy Secretary of Defense (DepSecDef), and Executive Secretary (ExecSec) of the Department of Defense correspondence, and OSD and DoD Component correspondence.

b. Volume. This Volume provides examples and reference material for SecDef, DepSecDef, and ExecSec correspondence and OSD and DoD Component correspondence.

2. APPLICABILITY. This Volume applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

¹ Available for purchase at <http://library.cqpress.com>

² Available for purchase at <http://www.leadershipdirectories.com/products/FYB.html>

³ Available at <http://www.gpoaccess.gov/stylemanual/index.html>

3. RESPONSIBILITIES

a. Director, Executive Services Directorate (ESD), Washington Headquarters Services (WHS). The Director, ESD, WHS, under the authority, direction, and control of the Director, WHS, shall oversee and maintain this Volume to support the accurate preparation of correspondence required by this Manual.

b. Heads of the OSD and DoD Components. The Heads of the OSD and DoD Components shall ensure compliance with the procedures in this Volume throughout their Components.

4. PROCEDURES. See Enclosures 1 through 6.

5. RELEASABILITY. UNLIMITED. This Volume is approved for public release and is available on the Internet from the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

6. EFFECTIVE DATE. This Volume is effective upon its publication to the DoD Issuances Website.



Michael L. Rhodes
Director of Administration and Management

Enclosures

1. OSD-Authorized Zip+4 Codes and Compatible Street Addresses
2. Postal, Directional, and Street Abbreviations
3. Forms of Address, Salutation, and Complimentary Close
4. SecDef and DepSecDef Schedule Proposals
5. Talking and Point Paper Format
6. Outline Format

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ENCLOSURE 1OSD AUTHORIZED ZIP+4 CODES AND COMPATIBLE STREET ADDRESSESTable 1. OSD Authorized Zip+4 Codes and Compatible Street Addresses

ZIP+4 CODE	ADDRESSEE AND STREET ADDRESS
20301-1000	SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON, DC 20301-1000
20301-1000	SPECIAL ASSISTANT TO SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON, DC 20301-1000
20301-1010	DEPUTY SECRETARY OF DEFENSE 1010 DEFENSE PENTAGON WASHINGTON, DC 20301-1010
20301-1020	SPECIAL ASSISTANT TO SECRETARY AND DEPUTY SECRETARY OF DEFENSE 1020 DEFENSE PENTAGON WASHINGTON, DC 20301-1020
20301-1030	EXECSEC 1030 DEFENSE PENTAGON WASHINGTON, DC 20301-1030
20301-1040	NATIONAL RECONNAISSANCE OFFICE 1040 DEFENSE PENTAGON WASHINGTON, DC 20301-1040
20301-1100	UNDER SECRETARY OF DEFENSE(COMPTROLLER)/CHIEF FINANCIAL OFFICER, DEPARTMENT OF DEFENSE (USD(C)/CFO) 1100 DEFENSE PENTAGON WASHINGTON, DC 20301-1100
20301-1155	WASHINGTON HEADQUARTERS SERVICES 1155 DEFENSE PENTAGON WASHINGTON, DC 20301-1155

Table 1. OSD Authorized Zip+4 Codes and Compatible Street Addresses, Continued

ZIP+4 CODE	ADDRESSEE AND STREET ADDRESS
20301-1156	DoD COMMUNICATIONS ARCHITECTURE DEVELOPMENT GROUP 1156 DEFENSE PENTAGON WASHINGTON, DC 20301-1156
20301-1157	DoD COMMUNICATIONS SURVEY AND ASSESSMENT GROUP 1157 DEFENSE PENTAGON WASHINGTON, DC 20301-1157
20301-1158	DoD TECHNICAL COMMUNICATIONS OPTIMIZATION DIVISION 1158 DEFENSE PENTAGON WASHINGTON, DC 20301-1158
20301-1159	DoD GLOBAL COMMUNICATIONS INTEROPERABILITY OFFICE 1159 DEFENSE PENTAGON WASHINGTON, DC 20301-1159
20301-1200	ASSISTANT SECRETARY OF DEFENSE (ASD)(HEALTH AFFAIRS) 1200 DEFENSE PENTAGON WASHINGTON, DC 20301-1200
20301-1300	ASD(LEGISLATIVE AFFAIRS) 1300 DEFENSE PENTAGON WASHINGTON, DC 20301-1300
20301-1400	ASD(PUBLIC AFFAIRS) 1400 DEFENSE PENTAGON WASHINGTON, DC 20301-1400
20301-1500	ASD(RESERVE AFFAIRS) 1500 DEFENSE PENTAGON WASHINGTON, DC 20301-1500
20301-1510	DoD COORD FOR DRUG ENFORCEMENT POLICY AND SUPPORT 1510 DEFENSE PENTAGON WASHINGTON, DC 20301-1510
20301-1600	GENERAL COUNSEL, DEPARTMENT OF DEFENSE 1600 DEFENSE PENTAGON WASHINGTON, DC 20301-1600

Table 1. OSD Authorized Zip+4 Codes and Compatible Street Addresses, Continued

ZIP+4 CODE	ADDRESSEE AND STREET ADDRESS
20301-1636	CHIEF, NATIONAL GUARD BUREAU 1636 DEFENSE PENTAGON WASHINGTON, DC 20301-1636
20301-1700	DIRECTOR (DIR), OPERATIONAL TEST AND EVALUATION 1700 DEFENSE PENTAGON WASHINGTON, DC 20301-1700
20301 1800	DIR, COST ASSESSMENT AND PROGRAM EVALUATION 1800 DEFENSE PENTAGON WASHINGTON, DC 20301-1800
20301-1900	DEFENSE HOTLINE 1900 DEFENSE PENTAGON WASHINGTON, DC 20301-1900
20301-1920	DIR, NET ASSESSMENT 1920 DEFENSE PENTAGON WASHINGTON, DC 20301-1920
20301-1950	DIR, ADMINISTRATION AND MANAGEMENT 1950 DEFENSE PENTAGON WASHINGTON, DC 20301-1950
20301-2000	USD(POLICY) 2000 DEFENSE PENTAGON WASHINGTON, DC 20301-2000
20301-2100	PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE (PDUSD)(POLICY) 2100 DEFENSE PENTAGON WASHINGTON, DC 20301-2100
20301-2200	DEPUTY UNDER SECRETARY OF DEFENSE (DUSD)(POLICY INTEGRATION AND CHIEF OF STAFF) 2200 DEFENSE PENTAGON WASHINGTON, DC 20301-2200
20301-2210	DUSD(STRATEGY, PLANS, AND FORCES) 2210 DEFENSE PENTAGON WASHINGTON, DC 20301-2210

Table 1. OSD Authorized Zip+4 Codes and Compatible Street Addresses, Continued

ZIP+4 CODE	ADDRESSEE AND STREET ADDRESS
20301-2400	ASD(INTERNATIONAL SECURITY AFFAIRS) 2400 DEFENSE PENTAGON WASHINGTON, DC 20301-2400
20301-2500	ASD(SPECIAL OPERATIONS/LOW INTENSITY CONFLICT AND INTERDEPENDENT CAPABILITIES) 2500 DEFENSE PENTAGON WASHINGTON, DC 20301-2500
20301-2600	ASD(HOMELAND DEFENSE AND AMERICAS' SECURITY AFFAIRS) 2600 DEFENSE PENTAGON WASHINGTON, DC 20301-2600
20301-2700	ASD(ASIAN AND PACIFIC SECURITY AFFAIRS) 2700 DEFENSE PENTAGON WASHINGTON, DC 20301-2700
20301-2800	DEFENSE SECURITY COOPERATION AGENCY 2800 DEFENSE PENTAGON WASHINGTON, DC 20301-2800
20301-2900	ASD(GLOBAL STRATEGIC AFFAIRS) 2900 DEFENSE PENTAGON WASHINGTON, DC 20301-2900
20301-3000	OFFICE OF THE USD(ACQUISITION, TECHNOLOGY, AND LOGISTICS) 3000 DEFENSE PENTAGON WASHINGTON, DC 20301-3000
20301-3010	USD(ACQUISITION, TECHNOLOGY, AND LOGISTICS) 3010 DEFENSE PENTAGON WASHINGTON, DC 20301-3010
20301-3015	PDUSD(ACQUISITION, TECHNOLOGY, AND LOGISTICS) 3015 DEFENSE PENTAGON WASHINGTON, DC 20301-3015

Table 1. OSD Authorized Zip+4 Codes and Compatible Street Addresses, Continued

ZIP+4 CODE	ADDRESSEE AND STREET ADDRESS
20301-3020	DIR, ACQUISITION RESOURCES AND ANALYSIS 3020 DEFENSE PENTAGON WASHINGTON, DC 20301-3020
20301-3030	DIR, DEFENSE RESEARCH AND ENGINEERING 3030 DEFENSE PENTAGON WASHINGTON, DC 20301-3030
20301- 3040	OFFICE OF THE DIR, DEFENSE RESEARCH AND ENGINEERING 3040 DEFENSE PENTAGON WASHINGTON, DC 20301- 3040
20301-3050	ASSISTANT TO THE SECRETARY OF DEFENSE (ATSD)(NUCLEAR AND CHEMICAL AND BIOLOGICAL DEFENSE PROGRAMS) 3050 DEFENSE PENTAGON WASHINGTON, DC 20301-3050
20301-3060	DIR, DEFENSE PROCUREMENT AND ACQUISITION POLICY 3060 DEFENSE PENTAGON WASHINGTON, DC 20301-3060
20301-3062	DEFENSE ACQUISITION REGULATORY SYSTEM 3062 DEFENSE PENTAGON WASHINGTON, DC 20301-3062
20301-3070	DIR, INTERNATIONAL COOPERATION 3070 DEFENSE PENTAGON WASHINGTON, DC 20301-3070
20301-3090	DIR, PORTFOLIO SYSTEMS ACQUISITION 3090 DEFENSE PENTAGON WASHINGTON, DC 20301-3090
20301-3140	DIR, DEFENSE SCIENCE BOARD 3140 DEFENSE PENTAGON WASHINGTON, DC 20301-3140
20301-3150	DIR, ADMINISTRATION(ACQUISITION, TECHNOLOGY, AND LOGISTICS) 3150 DEFENSE PENTAGON WASHINGTON, DC 20301-3150

Table 1. OSD Authorized Zip+4 Codes and Compatible Street Addresses, Continued

ZIP+4 CODE	ADDRESSEE AND STREET ADDRESS
20301-3200	DIR, SPECIAL PROGRAMS 3200 DEFENSE PENTAGON WASHINGTON, DC 20301-3200
20301-3330	DIR, INDUSTRIAL POLICY 3330 DEFENSE PENTAGON WASHINGTON, DC 20301-3330
20301-3400	DUSD(INSTALLATIONS AND ENVIRONMENT) 3400 DEFENSE PENTAGON WASHINGTON, DC 20301- 3400
20301-3500	ASD(LOGISTICS AND MATERIEL READINESS) 3500 DEFENSE PENTAGON WASHINGTON, DC 20301-3500
20301-3600	ASD(ACQUISITION) 3600 DEFENSE PENTAGON WASHINGTON, DC 20301-3600
20301-3620	DIR, PERFORMANCE ASSESSMENT AND ROOT CAUSE ANALYSIS 3620 DEFENSE PENTAGON WASHINGTON, DC 20301-3620
20301-3630	DIR, SPACE AND INTELLIGENCE 3630 DEFENSE PENTAGON WASHINGTON, DC 20301-3620
20301-3700	DIR, OPERATIONAL ENERGY PLANS AND PROGRAMS 3700 DEFENSE PENTAGON WASHINGTON, DC 20301-3700
22202-4704	OFFICE OF ECONOMIC ADJUSTMENT 400 ARMY NAVY DRIVE WASHINGTON, DC 22202-4704
22202-5411	DIR, OFFICE OF SMALL BUSINESS PROGRAMS 201 – 12TH STREET SOUTH, WEST TOWER, SUITE 406 ARLINGTON, VA 22202-5411

Table 1. OSD Authorized Zip+4 Codes and Compatible Street Addresses, Continued

ZIP+4 CODE	ADDRESSEE AND STREET ADDRESS
20301-4000	USD(PERSONNEL AND READINESS) 4000 DEFENSE PENTAGON WASHINGTON, DC 20301-4000
20301-4100	DEFENSE COMMISSARY AGENCY 4100 DEFENSE PENTAGON WASHINGTON, DC 20301-4100
20301-5000	USD(INTELLIGENCE) 5000 DEFENSE PENTAGON WASHINGTON, DC 20301-5000
20301-6000	ASD(NETWORKS AND INFORMATION INTREGATION) 6000 DEFENSE PENTAGON WASHINGTON, DC 20301-6000
20301-6100	U.S. NUCLEAR COMMAND AND CONTROL SYSTEM SUPPORT STAFF 6100 DEFENSE PENTAGON WASHINGTON, DC 20301-6100
20301-7000	NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY 7000 DEFENSE PENTAGON WASHINGTON, DC 20301-7000
20301-7010	DEFENSE INFORMATION SYSTEMS AGENCY 7010 DEFENSE PENTAGON WASHINGTON, DC 20301-7010
20301-7100	MISSILE DEFENSE AGENCY 7100 DEFENSE PENTAGON WASHINGTON, DC 20301-7100
20301-7200	ATSD(INTELLIGENCE OVERSIGHT) 7200 DEFENSE PENTAGON WASHINGTON, DC 20301-7200
20301-7300	RESERVE FORCES POLICY BOARD 7300 DEFENSE PENTAGON WASHINGTON, DC 20301-7300

Table 1. OSD Authorized Zip+4 Codes and Compatible Street Addresses, Continued

ZIP+4 CODE	ADDRESSEE AND STREET ADDRESS
20340-5100	DEFENSE INTELLIGENCE AGENCY 200 MACDILL BOULEVARD, BOLLING AIR FORCE BASE WASHINGTON, DC 20301-7400
20301-7500	CURRENT NEWS SERVICE 7500 DEFENSE PENTAGON WASHINGTON, DC 20340-5100
20301-8000	DEFENSE GLOBAL INFORMATION GROUP 8000 DEFENSE PENTAGON WASHINGTON, DC 20301-8000
20301-9000	PENTAGON FORCE PROTECTION AGENCY 9000 DEFENSE PENTAGON WASHINGTON, DC 20301-9000
20301-9010	DEPUTY CHIEF MANAGEMENT OFFICER 9010 DEFENSE PENTAGON WASHINGTON, DC 20301-9010

ENCLOSURE 2POSTAL, DIRECTIONAL, AND STREET ABBREVIATIONSTable 2. Two-Letter U.S. State and Canadian Province Abbreviations

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

Table 2. Two-Letter U.S. State and Canadian Province Abbreviations, Continued

PROVINCE	ABBREVIATION	PROVINCE	ABBREVIATION
Alberta	AB	Northwest Territories	NT
British Columbia	BC	Ontario	ON
Newfoundland and Labrador	NL	Prince Edward Island	PE
Manitoba	MB	Quebec	QC
New Brunswick	NB	Saskatchewan	SK
Nunavut	NU	Yukon	YT
Nova Scotia	NS		

Table 3. Directional Abbreviations

North	N	Northeast	NE
East	E	Southeast	SE
South	S	Southwest	SW
West	W	Northwest	NW

Table 4. Frequently Used Street Designators

Avenue	AVE	Parkway	PKY
Boulevard	BLVD	Pike	PIKE
Bypass	BYP	Plaza	PLZ
Causeway	CSWY	Road	RD
Court	CT	Street	ST
Drive	DR	Terrace	TER
Expressway	EXPY	Turnpike	TPKE

Table 5. Secondary Address Unit Indicators

Apartment	APT	Building	BLDG
Floor	FL	Suite	STE
Department	DEPT	Room	RM
Unit	UNIT		

ENCLOSURE 3FORMS OF ADDRESS, SALUTATIONS, AND COMPLIMENTARY CLOSE

In salutation to persons in formal positions such as “President,” “Vice President,” “Chairman,” “Secretary,” “Ambassador,” and “Minister” that may be held by men or women, use the title “Mr.” or “Madam.” The title “Ms.,” “Miss”, or “Mrs.” is used when the last name rather than a formal title follows. “Ms.” may be used when an incumbent or correspondent has indicated this preference or when a woman’s marital status is unknown.

Table 6. The White House

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
The President	President (Full Name) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	Dear Mr./Madam President: Respectfully yours,
Spouse of the President	Mr./Mrs. (full name) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	Dear Mr./Mrs. (last name): Sincerely,
Assistant or Special Assistant to the President	The Honorable (full name) Assistant (Special Assistant) to the President for (title) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	Dear Mr./Ms. (last name): Sincerely,
The Vice President	The Vice President 276 Eisenhower Executive Office Building Washington, DC 20501	Dear Mr./Madam Vice President: Sincerely,
The Vice President As President of the Senate	The Honorable (full name) President of the Senate United States Senate S-212 Capitol Building Washington, DC 20510	Dear Mr. President: Sincerely,
Director, Office of Management and Budget	The Honorable (full name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr./Ms. (last name): Sincerely,

Table 7. The Federal Judiciary

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
The Chief Justice	The Chief Justice The Supreme Court Washington, DC 20543	Dear Chief Justice: Sincerely,
Associate Justice	The Honorable (full name) The Supreme Court Washington, DC 20543	Dear Justice (last name): Sincerely,
Retired Justice	The Honorable (full name) (address)	Dear Justice (last name): Sincerely,
Judge of a Federal, State, or Local Court	The Honorable (full name) Judge of the (name of court) (address)	Dear Judge (last name): Sincerely,
Clerk of a Court	Mr. (full name) Clerk of the (name of court) (address)	Dear Mr./Ms. (last name): Sincerely,

Table 8. The Congress

Addressee	Address on Letter and Envelope (Use "+4" IF available. For Congressional Member individual ZIP+4 Codes, see Congressional Staff Directory (Reference (d)). Also see United States Senate and United States House Websites at http://www.senate.gov and http://www.house.gov .)	Salutation and Complimentary Close
President pro tempore of the Senate	The Honorable (full name) President pro tempore United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (last name): Sincerely,
Majority Leader, Senate	The Honorable (full name) Majority Leader United States Senate Washington, DC 20510-(+4 Code)	Dear Mr./Madam Majority Leader: Sincerely,
Committee Chairman, Senate	The Honorable (full name) Chairman Committee on (name of committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Mr./Madam Chairman: Sincerely,

Table 8. The Congress, Continued

Addressee	Address on Letter and Envelope (Use "+4" IF available. For Congressional Member individual ZIP+4 Codes, see Congressional Staff Directory (Reference (d)). Also see United States Senate and United States House Websites at http://www.senate.gov and http://www.house.gov .)	Salutation and Complimentary Close
Committee Ranking Member, Senate	The Honorable (full name) Ranking Member Committee on (name of committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (last name): Sincerely,
Subcommittee Chairman, Senate	The Honorable (full name) Chairman Subcommittee on (name of committee) Committee on (name of full committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Mr./Madam Chairman: Sincerely,
Senator (Washington office)	The Honorable (full name) United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (last name): Sincerely,
Senator (home state office)	The Honorable (full name) United States Senator (address)	Dear Senator (last name): Sincerely,
Senator-elect	Senator-elect (full name) or if applicable,* The Honorable (full name) Senator-elect (address) *A Senator-elect may be referred to as "The Honorable" if applicable to the individual's prior or current position.	Dear Senator-elect (last name): Sincerely,
Office of a deceased senator	Office of Senator (full name) United States Senate Washington, DC 20510-(+4 Code)	Sirs: or Dear Mr./Ms. (name of contact): Sincerely,
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Madam Speaker: Sincerely,

Table 8. The Congress, Continued

Addressee	Address on Letter and Envelope (Use "+4" IF available. For Congressional Member individual ZIP+4 Codes, see Congressional Staff Directory (Reference (d)). Also see United States Senate and United States House Websites at http://www.senate.gov and http://www.house.gov .)	Salutation and Complimentary Close
Majority Leader, House	The Honorable (full name) Majority Leader U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Madam Majority Leader: Sincerely,
Committee Chairman, House of Representatives	The Honorable (full name) Chairman Committee on (name of committee) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Madam Chairman: Sincerely,
Committee Ranking Member, House of Representatives	The Honorable (full name) Ranking Member Committee on (name of committee) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Representative (last name): Sincerely,
Subcommittee Chairman, House of Representatives	The Honorable (full name) Chairman Subcommittee on (name of committee) Committee on (name of full committee) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Madam Chairman: Sincerely,
Representative (Washington office)	The Honorable (full name) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Representative (last name): Sincerely,
Representative (home state office)	The Honorable (full name) U.S. Representative (address)	Dear Representative (last name): Sincerely,

Table 8. The Congress, Continued

Addressee	Address on Letter and Envelope (Use "+4" IF available. For Congressional Member individual ZIP+4 Codes, see Congressional Staff Directory (Reference (d)). Also see United States Senate and United States House Websites at http://www.senate.gov and http://www.house.gov .)	Salutation and Complimentary Close
Representative-elect	Representative-elect (full name) or if applicable,* The Honorable (full name) Representative-elect (address) *A Representative-elect may be referred to as "The Honorable" if applicable to the individual's prior or current position.	Dear Representative-elect (last name): Sincerely,
Office of a deceased representative	Office of the late Honorable (full name) or, Office of the (number of) District of (name of State) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Ms. (name of contact): Sincerely,
Resident Commissioner	The Honorable (full name) Resident Commissioner from Puerto Rico U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Ms. (last name): Sincerely,
Delegate	The Honorable (full name) Delegate from (location) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Ms. (last name): Sincerely,

Table 9. Legislative Agencies

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Comptroller General	The Honorable (full name) Comptroller General of the United States Washington, DC 20548	Dear Mr./Ms. (last name): Sincerely,
Public Printer	The Honorable (full name) Public Printer U.S. Government Printing Office Washington, DC 20401	Dear Mr./Ms. (last name): Sincerely,
Librarian of Congress	The Honorable (full name) Librarian of Congress Washington, DC 20540	Dear Mr./Ms. (last name): Sincerely,

Table 10. The Executive Departments

Addressee	Address On Letter and Envelope (For Executive Department Zip+4 Codes, see the Federal Yellow Book (Reference (e)).)	Salutation and Complimentary Close
Members of the Cabinet addressed as Secretary	The Honorable (full name) Secretary of (name of Department) ¹ Washington, DC (ZIP+4 Code)	Dear Mr./Madam Secretary: Sincerely,
Attorney General	The Honorable (full name) Attorney General Washington, DC 20530	Dear Mr./Madam Attorney General: Sincerely,
Deputy Secretary of a Department	The Honorable (full name) Deputy Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name): Sincerely,
Under Secretary of a Department	The Honorable (full name) Under Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name): Sincerely,
Assistant Secretary of a Department	The Honorable (full name) Assistant Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name): Sincerely,
Deputy Under Secretary of a Department who is Senate-confirmed	The Honorable (full name) Deputy Under Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name): Sincerely,
¹ Titles for Cabinet Secretaries are: Secretary of Agriculture, Secretary of Commerce, Secretary of Defense, Secretary of Education, Secretary of Energy, Secretary of Health and Human Services, Secretary of Homeland Security, Secretary of Housing and Urban Development, Secretary of the Interior, Attorney General (Department of Justice), Secretary of Labor, Secretary of State, Secretary of Transportation, Secretary of the Treasury, and Secretary of Veteran Affairs.		

Table 11. The Military Departments

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
The Secretaries of the Military Departments	The Honorable (full name) Secretary of (Department) Washington DC (ZIP+4 Code)	Dear Mr./Madam Secretary: Sincerely,
Under Secretary of the Military Department	The Honorable (full name) Under Secretary of (Department) Washington DC (ZIP+4 Code)	Dear Mr./Ms. (last name): Sincerely,

Table 12. Army, Air Force, and Marine Corps Officers

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
General, Lieutenant General, Major General, Brigadier General	(full rank) (full name), (Service abbreviation) (address)	Dear General (last name): Sincerely,
Colonel, Lieutenant Colonel	(same as above)	Dear Colonel (last name): Sincerely,
Major	(same as above)	Dear Major (last name): Sincerely,
Captain	(same as above)	Dear Captain (last name): Sincerely,
First Lieutenant, Second Lieutenant	(same as above)	Dear Lieutenant (last name): Sincerely,
Chief Warrant Officer	(same as above)	Dear Mr./Miss/ Ms./Mrs. (last name): Sincerely,

Table 13. Navy Officers

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Admiral; Vice Admiral; Rear Admiral; Rear Admiral (lower half)	(full rank) (full name), (Service abbreviation) (address)	Dear Admiral (last name): Sincerely,
Captain	(same as above)	Dear Captain (last name): Sincerely,
Commander, Lieutenant Commander	(same as above)	Dear Commander (last name): Sincerely,
Lieutenant, Lieutenant (Junior Grade)	(same as above)	Dear Lieutenant (last name): Sincerely,
Ensign	(same as above)	Dear Ensign (last name): Sincerely,
Chief Warrant Officer (Number)	(same as above)	Dear Chief Warrant Officer (last name): Sincerely,
Warrant Officer	(same as above)	Dear Warrant Officer (last name): Sincerely,

Table 14. Army Enlisted Personnel

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Sergeant Major of the Army, Command Sergeant Major, Sergeant Major	SMA (full name), USA (address)	Dear Sergeant Major (last name): Sincerely,
Command Sergeant Major	CSM (full name), USA (address)	Dear Sergeant Major (last name): Sincerely,
Sergeant Major	SGM (full name), USA (address)	Dear Sergeant Major (last name): Sincerely,
First Sergeant	1SG (full name), USA (address)	Dear First Sergeant (last name): Sincerely,
Master Sergeant	MSG (full name), USA (address)	Dear Sergeant (last name): Sincerely,
Sergeant First Class	SFC (full name), USA (address)	Dear Sergeant (last name): Sincerely,
Staff Sergeant	SSG (full name), USA (address)	Dear Sergeant (last name): Sincerely,
Sergeant	SGT (full name), USA (address)	Dear Sergeant (last name): Sincerely,
Corporal	CPL (full name), USA (address)	Dear Corporal (last name): Sincerely,
Specialists (all grades)	SPC (full name), USA (address)	Dear Specialist (last name): Sincerely,
Private First Class	PFC (full name), USA (address)	Dear Private (last name): Sincerely,
Private	PVT (full name), USA (address)	Dear Private (last name): Sincerely,

Table 15. Navy Enlisted Personnel

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Master Chief Petty Officer of the Navy	MCPON (full name), USN (address)	Dear Master Chief (last name): Sincerely,
Master Chief Petty Officer	MCPO (full name), USN (address)	Dear Master Chief (last name): Sincerely,
Senior Chief Petty Officer	SCPO (full name), USN (address)	Dear Senior Chief (last name): Sincerely,
Chief Petty Officer	CPO (full name), USN (address)	Dear Chief (last name): Sincerely,
Petty Officer First Class	PO1 (full name), USN (address)	Dear Petty Officer (last name): Sincerely,
Petty Officer Second Class	PO2 (full name), USN (address)	Dear Petty Officer (last name): Sincerely,
Petty Officer Third Class	PO3 (full name), USN (address)	Dear Petty Officer (last name): Sincerely,
Airman (includes Apprentice and Recruit)	AN or AN or AR (full name), USN (address)	Dear Airman (last name): Sincerely,
Constructionman (includes Apprentice and Recruit)	CN or CA or CR (full name), USN (address)	Dear Constructionman (last name): Sincerely,
Dentalman (includes Apprentice and Recruit)	DN or DA or DR (full name), USN (address)	Dear Dentalman (last name): Sincerely,
Fireman (includes Apprentice and Recruit)	FN or FA or FR (full name), USN (address)	Dear Fireman (last name): Sincerely,
Hospital Corpsman (includes Apprentice and Recruit)	HN or HA or HR (full name), USN (address)	Dear Hospital Corpsman (last name): Sincerely,
Seaman (includes Apprentice and Recruit)	SN or SA or SR (full name), USN (address)	Dear Seaman (last name): Sincerely,

Table 16. Marine Corps Enlisted Personnel

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Sergeant Major of the Marine Corps	SgtMajMC (full name), USMC (address)	Dear Sergeant Major (last name): Sincerely,
Sergeant Major	SgtMaj (full name), USMC (address)	Dear Sergeant Major (last name): Sincerely,
Master Gunnery Sergeant	MGySgt (full name), USMC (address)	Dear Master Gunnery Sergeant (last name): Sincerely,
First Sergeant	1stSgt (full name), USMC (address)	Dear First Sergeant (last name): Sincerely,
Master Sergeant	MSgt (full name), USMC (address)	Dear Master Sergeant (last name): Sincerely,
Gunnery Sergeant	GySgt (full name), USMC (address)	Dear Gunnery Sergeant (last name): Sincerely,
Staff Sergeant	SSgt (full name), USMC (address)	Dear Staff Sergeant (last name): Sincerely,
Sergeant	Sgt (full name), USMC (address)	Dear Sergeant (last name): Sincerely,
Corporal	Cpl (full name), USMC (address)	Dear Corporal (last name): Sincerely,
Lance Corporal	LCpl (full name), USMC (address)	Dear Corporal (last name): Sincerely,
Private First Class	Pfc (full name), USMC (address)	Dear Private First Class (last name): Sincerely,
Private	Pvt (full name), USMC (address)	Dear Private (last name): Sincerely,

Table 17. Air Force Enlisted Personnel

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Chief Master Sergeant of the Air Force	CMSAF (full name), USAF (address)	Dear Chief (last name): Sincerely,
Chief Master Sergeant	CMSgt (full name), USAF (address)	Dear Chief (last name): Sincerely,
Senior Master Sergeant	SMSgt (full name), USAF (address)	Dear Sergeant (last name): Sincerely,
Master Sergeant	MSgt (full name), USAF (address)	Dear Sergeant (last name): Sincerely,
Technical Sergeant	TSgt (full name), USAF (address)	Dear Sergeant (last name): Sincerely,
Staff Sergeant	SSgt (full name), USAF (address)	Dear Sergeant (last name): Sincerely,
Senior Airman	SrA (full name), USAF (address)	Dear Airman (last name): Sincerely,
Airman First Class	A1C (full name), USAF (address)	Dear Airman (last name): Sincerely,
Airman	Amn (full name), USAF (address)	Dear Airman (last name): Sincerely,
Airman Basic	AB (full name), USAF (address)	Dear Airman (last name): Sincerely,

Table 18. Other Military Personnel

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
All retired military personnel	(rank) (full name), (Service abbreviation) (Ret) (address)	Dear (rank) (last name): Sincerely,
Cadet	Cadet (full name) (address)	Dear Cadet (last name): Sincerely,
Midshipman	Midshipman (full name) (address)	Dear Midshipman (last name): Sincerely,
Air Cadet	Air Cadet (full name) (address)	Dear Air Cadet (last name): Sincerely,

Table 19. Military Ranks and Abbreviations by Service and Pay Grade

Pay Grade	Army		Navy		Marine Corps		Air Force	
O-10	General	GEN	Admiral	ADM	General	Gen	General	Gen
O-9	Lieutenant General	LTG	Vice Admiral	VADM	Lieutenant General	LtGen	Lieutenant General	Lt Gen
O-8	Major General	MG	Rear Admiral	RADM	Major General	MajGen	Major General	Maj Gen
O-7	Brigadier General	BG	Rear Admiral	RDML ²	Brigadier General	BGen	Brigadier General	Brig Gen
O-6	Colonel	COL	Captain	CAPT	Colonel	Col	Colonel	Col
O-5	Lieutenant Colonel	LTC	Commander	CDR	Lieutenant Colonel	LtCol	Lieutenant Colonel	Lt Col
O-4	Major	MAJ	Lieutenant Commander	LCDR	Major	Maj	Major	Maj
O-3	Captain	CPT	Lieutenant	LT	Captain	Capt	Captain	Capt
O-2	First Lieutenant	1LT	Lieutenant Junior Grade	LTJG	First Lieutenant	1st Lt	First Lieutenant	1st Lt
O-1	Second Lieutenant	2LT	Ensign	ENS	Second Lieutenant	2nd Lt	Second Lieutenant	2d Lt
W-5	Chief Warrant Officer	CW5 ¹			Chief Warrant Officer 5	CWO-5		
W-4	Chief Warrant Officer 4	CW4	Chief Warrant Officer 4	CWO4	Chief Warrant Officer 4	CWO-4		
W-3	Chief Warrant Officer 3	CW3	Chief Warrant Officer 3	CWO3	Chief Warrant Officer 3	CWO-3		
W-2	Chief Warrant Officer 2	CW2	Chief Warrant Officer 2	CWO2	Chief Warrant Officer 2	CWO-2		
W-1	Warrant Officer 1	WO1	Warrant Officer	WO1	Chief Warrant Officer 1	CWO-1		

¹The Army used Master Warrant Officer at one time; "Master" now indicates a transitional rank; all Army Warrant Officers are Chief Warrant Officers.

²The Navy Rear Admiral rank contains two levels: upper half, equal to a two-star flag officer, and lower half, equal to a one-star flag officer. The rank of Commodore was a commissioned one-star rank during time of war. The commander of a fleet of ships is sometimes referred to as "Commodore" as a courtesy title. The rank no longer exists and the title is never officially used.

Table 19. Military Ranks and Abbreviations by Service and Pay Grade, Continued

Pay Grade	Army		Navy		Marine Corps		Air Force	
E-9	Sergeant Major of the Army	SMA	Master Chief Petty Officer of the Navy	MCPON	Sergeant Major of the Marine Corps	SgtMajM C	Chief Master Sergeant of the Air Force	CMSAF
	Command Sergeant Major	CSM	Master Chief Petty Officer	MCPO	Sergeant Major	Sgt Maj	Chief Master Sergeant	CMSgt
	Sergeant Major	SGM			Master Gunnery Sergeant	MGySgt		
E-8	First Sergeant	1SG	Senior Chief Petty Officer	SCPO	First Sergeant	1stSgt	Senior Master Sergeant	SMSgt
	Master Sergeant	MSG			Master Sergeant	MSgt	Master Sergeant	MSgt
E-7	Sergeant First Class	SFC	Chief Petty Officer	CPO	Gunnery Sergeant	GySgt		
E-6	Staff Sergeant	SSG	Petty Officer 1	PO1	Staff Sergeant	SSgt	Technical Sergeant	TSgt
E-5	Sergeant	SGT	Petty Officer 2	PO2	Sergeant	Sgt	Staff Sergeant	SSgt
E-4	Corporal	CPL	Petty Officer 3	PO3	Corporal	Cpl	Senior Airman	SrA
	Specialist	SPC						
E-3	Private First Class	PFC	Seaman	SN	Lance Corporal	LCpl	Airman First Class	A1C
E-2	Private	PV2	Seaman Apprentice	SA	Private First Class	PFC	Airman	Amn
E-1	Private	PVT	Seaman Recruit	SR	Private	Pvt	Airman Basic	AB

Table 20. Independent Agencies

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Head of a Federal Agency, Authority, or Board ¹	The Honorable (full name) (title) (agency) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name): Sincerely,
President of a Commission or Board	The Honorable (full name) President, (name of commission) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name): Sincerely,
Chairman of a Commission or Board	The Honorable (full name) Chairman, (name of commission) Washington, DC (ZIP+4 Code)	Dear Mr./Madam Chairman: Sincerely,
Postmaster General	The Honorable (full name) Postmaster General 475 L'Enfant Plaza West, SW Washington, DC 20260	Dear Mr./Madam Postmaster General: Sincerely,
¹ A Military head of a Federal agency, authority, or board shall be addressed by military rank.		

Table 21. American Missions

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
American Ambassador	The Honorable (full name) American Ambassador(city) (city), (country)	Dear Mr./Madam Ambassador: Sincerely,
American Ambassador (with military rank)	(Full rank) (full name) American Ambassador(city) (city), (country)	Dear (rank) (last name): Sincerely,
Personal/Special Representative of the President	The Honorable (full name) Personal Representative of the President of the United States of America to (country) (address)	Dear Mr./Ms. (last name): Sincerely,
American Foreign Service Officer with personal rank of Minister	The Honorable (full name) (rank: Minister Counselor or Counselor) American Embassy (address)	Dear Mr./Ms. (last name): Sincerely,

Table 21. American Missions, Continued

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
American Minister (with military rank)	(full rank) (full name) (title) American Embassy (address)	Dear (rank) (last name): Sincerely,
American Consul General (Consul, Vice Consul)	Mr./Ms. (full name) American Consul General (Consul, Vice Consul) (address)	Dear Mr./Ms. (last name): Sincerely,
U.S. Political Advisor	The Honorable (full name) United States Political Advisor for (country) (address)	Dear Mr./Ms. (last name): Sincerely,

Table 22. Foreign Diplomatic Missions to the United States

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Foreign Ambassador in the United States	His/Her Excellency (full name) Ambassador of (country) Washington, DC (ZIP+4 Code)	Dear Mr./Madam Ambassador: Sincerely,
Foreign Minister in the United States (head of a delegation)	The Honorable (full name) Minister of (country) Washington, DC (ZIP +4 Code)	Dear Mr./Madam Minister: Sincerely,
Foreign Minister Counselor in the United States	The Honorable (full name) Minister Counselor Embassy of (country) Washington, DC (ZIP +4 Code)	Dear Mr./Madam Minister: Sincerely,
Foreign Chargé d'Affaires in the United States	Mr./Madam (full name) Chargé d' Affaires of (country) (address)	Dear Mr./Madam Chargé d' Affaires: Sincerely,

Table 23. International Organizations

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Organization with no U.S. Representative ¹	The (title of officer) of the (organization name) (address)	Dear Sir/Madam: Sincerely,
Secretary General of the Organization of American States	The Honorable (full name) ² Secretary General of the Organization of American States Washington, DC 20006	Dear Mr./Madam Secretary General: Sincerely,
Assistant Secretary General of the Organization of American States	The Honorable (full name) Assistant Secretary General of the Organization of American States Washington, DC 20006	Dear Mr./Ms. (last name): Sincerely,
United States Representative on the Council of the Organization of American States	The Honorable (full name), U.S. Representative on the Council of the Organization of American States Washington, DC 20520	Dear Mr./Ms. (last name): Sincerely,
¹ Address communications to the ranking officer of an international organization that has no full-time U.S. representative. ² Address officials as "The Honorable" unless otherwise entitled to "His [or] Her Excellency."		

Table 24. United Nations

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Address communications for the United Nations to the U.S. Representative to the United Nations, through the Department of State. Direct communication with the United Nations is inappropriate. Send all notes for the United Nations through the U.S. Representative with a cover note with appropriate instruction. Address officials as "The Honorable" unless otherwise entitled to "His [or] Her Excellency."		
Secretary General of the United Nations	The Honorable (full name) Secretary General of the United Nations New York, NY 10017	Dear Mr./Madam Secretary General: Sincerely,
U.S. Representative to the United Nations	The Honorable (full name) United States Representative to the United Nations New York, NY 10017	Dear Mr./Ms. Ambassador (last name): Sincerely,
Chairman, U.S. Delegation to the U.N. Military Staff Committee	The Honorable (full name) Chairman, United States Delegation United Nations Military Staff Committee United States Mission to the United Nations New York, NY 10017	Dear Mr./Ms. (last name): Sincerely,
U.S. Senior Representative to the U.N. General Assembly	The Honorable (full name) Senior Representative of the United States to the General Assembly of the United Nations New York, NY 10017	Dear Mr./Ms. (last name): Sincerely,
Senior Military Adviser to the U.S. Delegation to the U.N. General Assembly	(Full rank) (full name) Senior Military Adviser to the United States Delegation to the United Nations General Assembly New York, NY 10017	Dear (rank) (last name): Sincerely,
U.S. Representative on the U.N. Economic and Social Council	The Honorable (full name) United States Representative to the Economic and Social Council of the United Nations New York, NY 10017	Dear Mr./Ms. (last name): Sincerely,
U.S. Representative on the U.N. Disarmament Commission	The Honorable (full name) United States Representative on the Disarmament Commission of the United Nations New York, NY 10017	Dear Mr./Ms. (last name): Sincerely,
U.S. Representative to the U.N. Trusteeship Council	The Honorable (full name) United States Representative on the Trusteeship Council of the United Nations New York, NY 10017	Dear Mr./Ms. (last name): Sincerely,

Table 25. State and Local Government

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
State Governor	The Honorable (full name) Governor of (State) (city), (State) (ZIP Code)	Dear Governor (last name): Sincerely,
Acting State Governor	The Honorable (full name) Acting Governor of (State) (city), (State) (ZIP Code)	Dear Mr./Ms. (last name): Sincerely,
State Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (State) (city), (State) (ZIP Code)	Dear Mr./Ms. (last name): Sincerely,
State Secretary of State	The Honorable (full name) Secretary of State of (State) (city), (State) (ZIP Code)	Dear Mr./Madam (last name): Sincerely,
Chief Justice of a State Supreme Court	The Honorable (full name) Chief Justice Supreme Court of the State of (State) (city), (State) (ZIP Code)	Dear Mr./Madam Chief Justice: Sincerely,
State Attorney General	The Honorable (full name) Attorney General State of (State) (city), (State) (ZIP Code)	Dear Mr./Madam Attorney General: Sincerely,
State Treasurer, Comptroller, or Auditor	The Honorable (full name) State Treasurer (Comptroller) (Auditor) State of (State) (city), (State) (ZIP Code)	Dear Mr./Ms. (last name): Sincerely,
President, State Senate	The Honorable (full name) President of the Senate of the State of (State) (city), (State) (ZIP Code)	Dear Mr./Ms. (last name): Sincerely,
State Senator	The Honorable (full name) (State) Senate (city), (State) (ZIP Code)	Dear Mr./Ms. (last name): Sincerely,
Speaker, State House of Representatives, Assembly or House of Delegates ¹	The Honorable (full name) Speaker of the House of Representatives (Assembly) (House of Delegates) of the State of (State) (city), (State) (ZIP Code)	Dear Mr./Ms. (last name): Sincerely,
¹ In most States, the lower branch of the legislature is the House of Representatives. In some States, such as California and New York, the lower house is known as the Assembly. In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature; its members are classed as senators.		

Table 25. State and Local Government, Continued

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
State Representative, Assemblyman, or Delegate	The Honorable (full name) (State) House of Representatives (Assembly) (House of Delegates) (city), (State) (ZIP Code)	Dear Mr./Ms. (last name): Sincerely,
Mayor	The Honorable (full name) Mayor of (city) (city), (State) (ZIP Code)	Dear Mayor (last name) Sincerely,
President of a Board of Commissioners	The Honorable (full name) President, Board of Commissioners of (city) (city), (State) (ZIP Code)	Dear Mr./Ms. (last name): Sincerely,

Table 26. Ecclesiastical Organizations

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Catholic Cardinal	His Eminence (first name) Cardinal (last name) (address)	Dear Cardinal (last name): Sincerely,
Catholic Archbishop	The Most Reverend (full name) Archbishop of (archdiocese) (address)	Dear Archbishop (last name): Sincerely,
Catholic Bishop	The Most Reverend (full name) Bishop of (place) (address)	Dear Bishop (last name): Sincerely,
Catholic Monsignor	The Reverend Monsignor (full name) (address)	Dear Monsignor (last name): Sincerely,
Catholic Priest	The Reverend (full name), (initials of order) (address)	Dear Father (last name): (informal) Sincerely,
Catholic Mother Superior of an Institution	Reverend Mother (full name), (initials of order) (name of institution) (address)	Dear Reverend Mother: Sincerely,
Catholic Sister	Sister (full name), (initials of order) (name of organization) (address)	Dear Sister (first name): Sincerely,

Table 26. Ecclesiastical Organizations, Continued

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Catholic Brother	Brother (full name), (initials of order) (organization) (address)	Dear Brother (first name): Sincerely,
Episcopal Archdeacon	The Venerable (full name) Archdeacon of (place) (address)	Dear Archdeacon (last name): Sincerely,
Episcopal Dean	The Very Reverend (full name), (initials of degree) Dean of (place) (address)	Dear Dean (last name): Sincerely,
Methodist Bishop	The Reverend (full name) Bishop of (place) (address)	Dear Bishop (last name): Sincerely,
Mormon Bishop	Mr. (full name) The Church of Jesus Christ of Latter-Day Saints (address)	Dear Mr. (last name): Sincerely,
Army Chaplain	Chaplain (rank in parenthesis) (full name), USA	Dear Chaplain (last name): Sincerely,
Navy Chaplain	Rank (full name) CHC, USN	Dear Chaplain (last name): Sincerely,
Air Force Chaplain	Chaplain (rank) (full name), USAF	Dear Chaplain (last name): Sincerely,
Marine Corps Chaplain	Chaplain (rank) (full name), USMC	Dear Chaplain (last name): Sincerely,
Minister, Pastor, or Rector (with doctoral degree)	The Reverend Dr. (full name) (address)	Dear Dr. (last name): Sincerely,
Minster, Pastor, or Rector (without doctoral degree)	The Reverend (full name) (address)	Dear Rev. (last name): Sincerely,
Rabbi (with doctoral degree)	Rabbi (full name), (initials of degree) (address)	Dear Dr. (last name): Sincerely,

Table 26. Ecclesiastical Organizations, Continued

Rabbi (without doctoral degree)	Rabbi (full name) (address)	Dear Rabbi (last name): Sincerely,
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Table 27. Private Citizens

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
University or college president (with doctoral degree)	Dr. (full name) President, (name of institution) (address)	Dear Dr. (last name): Sincerely,
University or college president (without a doctoral degree)	Mr. (full name) President, (name of institution) (address)	Dear Mr./Ms. (last name): Sincerely,
Dean of a school (with doctoral degree)	Dr. (full name) Dean, School of (name) (name of institution) (address)	Dear Dr. (last name): Sincerely,
Dean of a school (without doctoral degree)	Dean (full name), School of (name) (name of institution) (address)	Dear Dean (last name): Sincerely,
Professor (with doctoral degree)	Professor (full name), (degree) Department of (name) (name of institution) (address)	Dear Dr. (last name): Sincerely,
Professor (without doctoral degree)	Professor (full name) Department (or Assistant) (name of institution) (address)	Dear Professor (last name): Sincerely,
Associate Professor or Assistant Professor	Mr./Ms. (full name) Associate (or Assistant) Professor Department of (name) (name of institution) (address)	Dear Professor (last name): Sincerely,
Physician	(Full name), M.D. (address)	Dear Dr. (last name): Sincerely,
Lawyer	Mr./Ms. (full name) (address)	Dear Mr./Ms. (last name): Sincerely,

Table 27. Private Citizens, Continued

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
One individual	Mr. (full name) Mrs. (full name) Miss (full name) Ms. (full name)	Dear Mr. (last name): Dear Mrs. (last name): Dear Miss (last name): Dear Ms. (last name): Sincerely,
Two or more individuals	Mr. and Mrs. (full name) (address)	Dear Mr. and Mrs. (last name): Sincerely,
	Mr. (full name) and Mr. (full name) (address)	Dear Mr. (last name) and Mr. (last name): Sincerely,
	Mrs. (full name) and Miss (full name) (address)	Dear Mrs. (last name) and Miss (last name): Sincerely,
	Ms. (full name) and Mr. (full name) (address)	Dear Ms. (last name) and Mr. (last name): Sincerely,
	Ms. (full name) and Ms. (full name) (address)	Dear Ms. (last name) and Ms. (last name): Sincerely,
Two or more individuals: Men	Messrs. (full name) and (full name) (address)	Dear Messrs. (last name) and (last name): Sincerely,
Two or more individuals: Married Women	Mmes. (full name) and (full name) (address)	Dear Mmes. (last name) and (last name): Sincerely,
Two or more individuals: Unmarried Women	Milles. (full name) and (full name) (address)	Dear Milles. (last name) and (last name): Sincerely,
Two or more individuals: Same Surname	Messrs./Mmes./Milles. (given name) and (full name) (address)	Dear Messrs./Mmes./Milles. (last name): Sincerely,

Table 27. Private Citizens, Continued

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Married couple with same last name - husband has special title	Dr. and Mrs. (husband's full name) (address)	Dear Dr. and Mrs. (husband's last name): Sincerely,
Married couple with same last name - wife has special title	Senator (wife's full name) Mr. (husband's full name) (address)	Dear Senator and Mr. (last name): Sincerely,
Married couple with same last name - both have special titles	Captain (husband's full name) Professor (wife's full name) (address)	Dear Captain and Professor (last name): Sincerely,
Married couple with different last names	Ms. (wife's full name) Mr. (husband's full name) (address)	Dear Ms. (wife's last name) and Mr. (husband's last name): Sincerely,
Married couple with hyphenated last name	Mr. and Mrs. (husband's first name and middle initial, plus wife's original last name followed by hyphen and husband's last name) (address)	Dear Mr. and Mrs. (wife's original last name followed by hyphen and husband's last name): Sincerely,
Organizations	Members (organization name) (address)	Dear Members: Sincerely,
Informal Groups	Mr. (full name) First Grade Jefferson Elementary School (address)	Dear Students: Sincerely,

Table 28. Former Government Officials

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Former President	The Honorable (full name) (no title) (address)	Dear Mr./Ms. (last name): Respectfully yours,
Former Vice President	The Honorable (full name) (no title) (address)	Dear Mr. (last name): Sincerely,
Former Member of the Cabinet addressed as "Secretary"	The Honorable (full name) (address)	Dear Mr./Madam Secretary: Sincerely,
Former Attorney General	The Honorable (full name) (address)	Dear Mr./Madam Attorney General: Sincerely,
Former Secretary of a Military Department	The Honorable (full name) (address)	Dear Mr./Ms. (last name): Sincerely,
Former Postmaster General	The Honorable (full name) (address)	Dear Mr./Madam Postmaster General: Sincerely,
Former Senator	The Honorable (full name) (address)	Dear Senator (last name): Sincerely,
Former Representative	The Honorable (full name) (address)	Dear Representative (last name): Sincerely,
Former Justice	The Honorable (full name) (address)	Dear Mr./Madam Justice: Sincerely,
Former Judge	The Honorable (full name) (address)	Dear Judge (last name): Sincerely,

ENCLOSURE 4

SECDEF AND DEPSECDEF SCHEDULE PROPOSALS

1. The Schedule Proposal format is a modified Action Memorandum.
2. The basic rules of Action Memorandum preparation and submission established in Enclosure 7 of Volume 1 of this Manual apply, except that the Schedule Proposal may contain a “THROUGH” line, but the through coordination must be obtained prior to submission to CMD for control (unless the “THROUGH” coordinating office is part of the SecDef or DepSecDef immediate offices, such as SecDef Protocol) .
3. Figures 1 and 2 illustrate SecDef and DepSecDef Schedule Proposal formats.

Figure 1. Sample SecDef Schedule Proposal

COMPONENT LETTERHEAD	Month Day, Year
SECDEF SCHEDULE PROPOSAL	
MEMORANDUM FOR (name), THE SPECIAL ASSISTANT TO THE SECRETARY OF DEFENSE	
THROUGH: Reporting chain of command (if appropriate)	
FROM: Executive level or equivalent official's name, title and phone number	
PURPOSE: Signing ceremony, private meeting, etc.	
DESCRIPTION: <ul style="list-style-type: none">• Brief agenda.• Information on the principal(s) and/or organization(s) if relevant.• Brief description of desired outcome(s) (inform, reach a decision on an issue, etc.).	
DATE/TIME: Proposed date(s) of opportunity or TBD.	
OUTLINE OF EVENTS AND LOCATION: <ul style="list-style-type: none">• Entrance and egress logistics, desirability of Honor Cordon, etc.• Duration of event, location including building and room.• Media coverage if any. Be specific, e.g., official photographer only, live coverage, press conference Pentagon Briefing Room.	
PARTICIPANTS: Key officials (additional attendees may be attached).	
PREVIOUS MEETINGS: <ul style="list-style-type: none">• Note previous meeting(s) if any.• Brief description of desired outcome(s).	
REMARKS REQUIRED: State "No" if not required. If yes, note whether it will be remarks or a speech, who will originate drafts, and contact data.	
COORDINATION: Protocol: <u>initial/date/time</u> Public Affairs: <u>initial/date/time</u>	
SECDEF DECISION:	
Hold Open _____ Approve _____ Disapprove _____ Other _____	
Prepared by: Name/Organization/Telephone Number	

Figure 2. Sample DepSecDef Schedule Proposal

COMPONENT LETTERHEAD	Month Day, Year
DEPSECDEF SCHEDULE PROPOSAL	
MEMORANDUM FOR (name), THE SPECIAL ASSISTANT TO THE DEPUTY SECRETARY OF DEFENSE	
THROUGH: Reporting chain of command (if appropriate)	
FROM: Executive level or equivalent official's name, title and phone number	
PURPOSE: Signing ceremony, private meeting, etc.	
DESCRIPTION: <ul style="list-style-type: none">• Brief agenda.• Information on the principal(s) and/or organization(s) if relevant.• Brief description of desired outcome(s) (inform, reach a decision on an issue, etc.).	
DATE/TIME: Proposed date(s) of opportunity or TBD.	
OUTLINE OF EVENTS AND LOCATION: <ul style="list-style-type: none">• Entrance and egress logistics, desirability of Honor Cordon, etc.• Duration of event, location including building and room.• Media coverage if any. Be specific, e.g., official photographer only, live coverage, press conference Pentagon Briefing Room.	
PARTICIPANTS: Key officials (additional attendees may be attached).	
PREVIOUS MEETINGS: <ul style="list-style-type: none">• Note previous meeting(s) if any.• Brief description of desired outcome(s).	
REMARKS REQUIRED: State "No" if not required. If yes, note whether it will be remarks or a speech, who will originate drafts, and contact data.	
COORDINATION: Protocol: <u>initial/date/time</u> Public Affairs: <u>initial/date/time</u>	
DEPSECDEF DECISION:	
Hold Open _____ Approve _____ Disapprove _____ Other _____	
Prepared by: Name/Organization/Telephone Number	

ENCLOSURE 5

TALKING AND POINT PAPER FORMAT

1. Unless otherwise required or specified, use Times New Roman 12 point font with 1-inch margins.
2. Center header and title, using title case format (upper and lower case).
3. Insert page number in lower center or upper right, beginning on the second page.
4. Use basic bullet format (dots, dashes, numbers), utilizing the formal outline format as established by the Government Printing Office Style Manual (Reference (f)) for extremely detailed papers.
5. Point and talking papers are NOT generally printed on letterhead.
6. Single space within bullets; double space (one blank line) between.
7. Include the header on the second and subsequent pages, followed by “(continued).”
8. If classified, apply appropriate header, footer, and portion markings for each distinct bullet throughout the document. Include classification rationale and declassification instructions on the first page as shown in Table 19 of Volume 1 of this Manual.

ENCLOSURE 6

OUTLINE FORMAT

1. Reference (f) establishes the proper format for detailed outlines. (See paragraph 15.31 of Reference (f) for a sample outline. See Enclosure 6 of Volume 1 of this Manual for information on the basic methods of organizing communication.)
2. Unless otherwise required or specified, use Times New Roman 12 point font with 1-inch margins.
3. Center header and title, using title case format (upper and lower case).
4. Insert page number in lower center or upper right, beginning on the second page.
5. Outlines are NOT generally printed on letterhead.
6. Single space within bullets; double space (one blank line) between.
7. If classified, apply appropriate header, footer, and portion markings for each distinct bullet throughout the document. Include classification rationale and declassification instructions on the first page as shown in Table 19 of Volume 1 of this Manual.