

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	Mlles. (full name) and (full name) (address)	Dear Mlles. (last name) and (last name): Sincerely,

SECTION 8: OUTLINE FORMAT

The United States Government Style Manual (Paragraph 15.31) establishes the proper format for detailed outlines. See Section 6 of Volume 1 of this manual for information on the basic methods of organizing communication.

- a. Unless otherwise required or specified, use Times New Roman 12 point font with 1-inch margins.
- b. Center header and title, using title case format (upper and lower case).
- c. Insert page number in lower center or upper right, beginning on the second page.
- d. Outlines are not generally printed on letterhead.
- e. Single space within bullets and double space (one blank line) between.
- f. 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 outlined in Paragraph 7.2.u., and Figure 2, of Volume 1 of this manual.

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
DepSecDef DoDI	Deputy Secretary of Defense DoD instruction
ExecSec	Executive Secretary of the DoD
SecDef	Secretary of Defense
ZIP	Zone Improvement Plan

REFERENCES

- Deputy Secretary of Defense Memorandum, “Re-establishment of the Assistant to the Secretary of Defense for Intelligence Oversight and the Director of Administration and Management,” January 11, 2021
- Deputy Secretary of Defense Memorandum, “Disestablishment of the Chief Management Officer of the DoD and Realignment of Functions and Responsibilities,” January 11, 2021
- DoD Directive 5105.53, “Director of Administration and Management (DA&M),” February 26, 2008
- DoD Instruction 5025.13, “DoD Plain Language Program”, January 23, 2020, as amended
- Leadership Directories, Inc., “Federal Yellow Book,” current edition¹
- Public Law 116-283, “William M. (Mac) Thornberry National Defense Authorization Act for Fiscal Year 2021,” January 1, 2021
- U.S. Government Publishing Office, “Style Manual,” current edition²
- Washington Headquarters Services Memorandum, “Approval of Administrative Changes to ODA&M DoD Issuances,” February 1, 2022

¹ Available for purchase at <https://www.leadershipconnect.io/products/print-leadership-directories/>

² Available at <https://www.govinfo.gov/features/new-edition-gpo-style-manual>