



# Department of Defense MANUAL

NUMBER 5110.04-M-V2  
October 26, 2010

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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 edition<sup>1</sup>
  - (e) Leadership Directories, Inc., "Federal Yellow Book," current edition<sup>2</sup>
  - (f) U.S. Government Printing Office, "U.S. Government Printing Office Style Manual," current edition<sup>3</sup>

## 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").

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

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

<sup>3</sup> 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

TABLE OF CONTENTS

ENCLOSURE 1: OSD-AUTHORIZED ZIP+4 CODES AND COMPATIBLE STREET ADDRESSES .....5

ENCLOSURE 2: POSTAL, DIRECTIONAL, AND STREET ABBREVIATIONS .....13

ENCLOSURE 3: FORMS OF ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE .....15

ENCLOSURE 4: SECDEF AND DEPSECDEF SCHEDULE PROPOSALS .....41

ENCLOSURE 5: TALKING AND POINT PAPER FORMAT .....44

ENCLOSURE 6: OUTLINE FORMAT .....45

TABLES

1. OSD Authorized Zip+4 Codes and Compatible Street Addresses .....5

2. Two-Letter U.S. State and Canadian Province Abbreviations .....13

3. Directional Abbreviations .....14

4. Frequently Used Street Designators .....14

5. Secondary Address Unit Indicators .....14

6. The White House .....15

7. The Federal Judiciary .....16

8. The Congress .....16

9. Legislative Agencies .....20

10. The Executive Departments .....20

11. The Military Departments .....21

12. Army, Air Force, and Marine Corps Officers .....21

13. Navy Officers .....22

14. Army Enlisted Personnel .....23

15. Navy Enlisted Personnel .....24

16. Marine Corps Enlisted Personnel .....25

17. Air Force Enlisted Personnel .....26

18. Other Military Personnel .....27

19. Military Ranks and Abbreviations by Service and Pay Grade .....28

20. Independent Agencies .....30

21. American Missions .....30

22. Foreign Diplomatic Missions to the United States .....31

23. International Organizations .....32

24. United Nations .....33

25. State and Local Government .....34

26. Ecclesiastical Organizations .....35

27. Private Citizens .....37

28. Former Government Officials.....40

FIGURES

1. Sample SecDef Schedule Proposal .....42  
2. Sample DepSecDef Schedule Proposal .....43

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<br>1000 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1000   |
| 20301-1000 | SPECIAL ASSISTANT TO SECRETARY OF DEFENSE<br>1000 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1000  |
| 20301-1010 | DEPUTY SECRETARY OF DEFENSE<br>1010 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1010  |
| 20301-1020 | SPECIAL ASSISTANT TO SECRETARY AND DEPUTY SECRETARY OF<br>DEFENSE<br>1020 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1020                                      |
| 20301-1030 | EXECSEC<br>1030 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1030  |
| 20301-1040 | NATIONAL RECONNAISSANCE OFFICE<br>1040 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1040   |
| 20301-1100 | UNDER SECRETARY OF DEFENSE(COMPTROLLER)/CHIEF<br>FINANCIAL OFFICER, DEPARTMENT OF DEFENSE (USD(C)/CFO)<br>1100 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1100 |
| 20301-1155 | WASHINGTON HEADQUARTERS SERVICES<br>1155 DEFENSE PENTAGON<br>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<br>1156 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1156    |
| 20301-1157 | DoD COMMUNICATIONS SURVEY AND ASSESSMENT GROUP<br>1157 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1157       |
| 20301-1158 | DoD TECHNICAL COMMUNICATIONS OPTIMIZATION DIVISION<br>1158 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1158   |
| 20301-1159 | DoD GLOBAL COMMUNICATIONS INTEROPERABILITY OFFICE<br>1159 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1159    |
| 20301-1200 | ASSISTANT SECRETARY OF DEFENSE (ASD)(HEALTH AFFAIRS)<br>1200 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1200 |
| 20301-1300 | ASD(LEGISLATIVE AFFAIRS)<br>1300 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1300                             |
| 20301-1400 | ASD(PUBLIC AFFAIRS)<br>1400 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1400                                  |
| 20301-1500 | ASD(RESERVE AFFAIRS)<br>1500 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1500                                 |
| 20301-1510 | DoD COORD FOR DRUG ENFORCEMENT POLICY AND SUPPORT<br>1510 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1510    |
| 20301-1600 | GENERAL COUNSEL, DEPARTMENT OF DEFENSE<br>1600 DEFENSE PENTAGON<br>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<br>1636 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1636   |
| 20301-1700 | DIRECTOR (DIR), OPERATIONAL TEST AND EVALUATION<br>1700 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1700                                    |
| 20301 1800 | DIR, COST ASSESSMENT AND PROGRAM EVALUATION<br>1800 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1800  |
| 20301-1900 | DEFENSE HOTLINE<br>1900 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1900  |
| 20301-1920 | DIR, NET ASSESSMENT<br>1920 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1920  |
| 20301-1950 | DIR, ADMINISTRATION AND MANAGEMENT<br>1950 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-1950   |
| 20301-2000 | USD(POLICY)<br>2000 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-2000  |
| 20301-2100 | PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE<br>(PDUSD)(POLICY)<br>2100 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-2100                     |
| 20301-2200 | DEPUTY UNDER SECRETARY OF DEFENSE (DUSD)(POLICY<br>INTEGRATION AND CHIEF OF STAFF)<br>2200 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-2200 |
| 20301-2210 | DUSD(STRATEGY, PLANS, AND FORCES)<br>2210 DEFENSE PENTAGON<br>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)<br>2400 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-2400   |
| 20301-2500 | ASD(SPECIAL OPERATIONS/LOW INTENSITY CONFLICT AND<br>INTERDEPENDENT CAPABILITIES)<br>2500 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-2500 |
| 20301-2600 | ASD(HOMELAND DEFENSE AND AMERICAS' SECURITY AFFAIRS)<br>2600 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-2600                              |
| 20301-2700 | ASD(ASIAN AND PACIFIC SECURITY AFFAIRS)<br>2700 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-2700   |
| 20301-2800 | DEFENSE SECURITY COOPERATION AGENCY<br>2800 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-2800   |
| 20301-2900 | ASD(GLOBAL STRATEGIC AFFAIRS)<br>2900 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-2900   |
| 20301-3000 | OFFICE OF THE USD(ACQUISITION, TECHNOLOGY, AND<br>LOGISTICS)<br>3000 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3000                      |
| 20301-3010 | USD(ACQUISITION, TECHNOLOGY, AND LOGISTICS)<br>3010 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3010                                       |
| 20301-3015 | PDUSD(ACQUISITION, TECHNOLOGY, AND LOGISTICS)<br>3015 DEFENSE PENTAGON<br>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<br>3020 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3020   |
| 20301-3030  | DIR, DEFENSE RESEARCH AND ENGINEERING<br>3030 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3030   |
| 20301- 3040 | OFFICE OF THE DIR, DEFENSE RESEARCH AND ENGINEERING<br>3040 DEFENSE PENTAGON<br>WASHINGTON, DC 20301- 3040  |
| 20301-3050  | ASSISTANT TO THE SECRETARY OF DEFENSE (ATSD)(NUCLEAR<br>AND CHEMICAL AND BIOLOGICAL DEFENSE PROGRAMS)<br>3050 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3050 |
| 20301-3060  | DIR, DEFENSE PROCUREMENT AND ACQUISITION POLICY<br>3060 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3060   |
| 20301-3062  | DEFENSE ACQUISITION REGULATORY SYSTEM<br>3062 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3062   |
| 20301-3070  | DIR, INTERNATIONAL COOPERATION<br>3070 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3070  |
| 20301-3090  | DIR, PORTFOLIO SYSTEMS ACQUISITION<br>3090 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3090  |
| 20301-3140  | DIR, DEFENSE SCIENCE BOARD<br>3140 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3140  |
| 20301-3150  | DIR, ADMINISTRATION(ACQUISITION, TECHNOLOGY, AND<br>LOGISTICS)<br>3150 DEFENSE PENTAGON<br>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<br>3200 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3200  |
| 20301-3330 | DIR, INDUSTRIAL POLICY<br>3330 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3330   |
| 20301-3400 | DUSD(INSTALLATIONS AND ENVIRONMENT)<br>3400 DEFENSE PENTAGON<br>WASHINGTON, DC 20301- 3400                           |
| 20301-3500 | ASD(LOGISTICS AND MATERIEL READINESS)<br>3500 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3500                          |
| 20301-3600 | ASD(ACQUISITION)<br>3600 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3600   |
| 20301-3620 | DIR, PERFORMANCE ASSESSMENT AND ROOT CAUSE ANALYSIS<br>3620 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3620            |
| 20301-3630 | DIR, SPACE AND INTELLIGENCE<br>3630 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3620                                    |
| 20301-3700 | DIR, OPERATIONAL ENERGY PLANS AND PROGRAMS<br>3700 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-3700                     |
| 22202-4704 | OFFICE OF ECONOMIC ADJUSTMENT<br>400 ARMY NAVY DRIVE<br>WASHINGTON, DC 22202-4704                                    |
| 22202-5411 | DIR, OFFICE OF SMALL BUSINESS PROGRAMS<br>201 – 12TH STREET SOUTH, WEST TOWER, SUITE 406<br>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)<br>4000 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-4000                             |
| 20301-4100 | DEFENSE COMMISSARY AGENCY<br>4100 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-4100                                |
| 20301-5000 | USD(INTELLIGENCE)<br>5000 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-5000  |
| 20301-6000 | ASD(NETWORKS AND INFORMATION INTREGATION)<br>6000 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-6000                |
| 20301-6100 | U.S. NUCLEAR COMMAND AND CONTROL SYSTEM SUPPORT<br>STAFF<br>6100 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-6100 |
| 20301-7000 | NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY<br>7000 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-7000                  |
| 20301-7010 | DEFENSE INFORMATION SYSTEMS AGENCY<br>7010 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-7010                       |
| 20301-7100 | MISSILE DEFENSE AGENCY<br>7100 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-7100                                   |
| 20301-7200 | ATSD(INTELLIGENCE OVERSIGHT)<br>7200 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-7200                             |
| 20301-7300 | RESERVE FORCES POLICY BOARD<br>7300 DEFENSE PENTAGON<br>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<br>200 MACDILL BOULEVARD, BOLLING AIR FORCE BASE<br>WASHINGTON, DC 20301-7400 |
| 20301-7500 | CURRENT NEWS SERVICE<br>7500 DEFENSE PENTAGON<br>WASHINGTON, DC 20340-5100                                |
| 20301-8000 | DEFENSE GLOBAL INFORMATION GROUP<br>8000 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-8000                    |
| 20301-9000 | PENTAGON FORCE PROTECTION AGENCY<br>9000 DEFENSE PENTAGON<br>WASHINGTON, DC 20301-9000                    |
| 20301-9010 | DEPUTY CHIEF MANAGEMENT OFFICER<br>9010 DEFENSE PENTAGON<br>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                                   | The President (Full Name)<br>The White House<br>1600 Pennsylvania Avenue, NW<br>Washington, DC 20500   | Dear Mr./Madam President:<br><br>Respectfully yours, |
| Spouse of the President                         | Mr./Mrs. (full name)<br>The White House<br>1600 Pennsylvania Avenue, NW<br>Washington, DC 20500  | Dear Mr./Mrs. (last name):<br><br>Sincerely,         |
| Assistant or Special Assistant to the President | The Honorable (full name)<br>Assistant (Special Assistant) to the President for (title)<br>The White House<br>1600 Pennsylvania Avenue, NW<br>Washington, DC 20500 | Dear Mr./Ms. (last name):<br><br>Sincerely,          |
| The Vice President                              | The Vice President<br>276 Eisenhower Executive Office Building<br>Washington, DC 20501   | Dear Mr./Madam Vice President:<br><br>Sincerely,     |
| The Vice President As President of the Senate   | The Honorable (full name)<br>President of the Senate<br>United States Senate<br>S-212 Capitol Building<br>Washington, DC 20510                                     | Dear Mr. President:<br><br>Sincerely,                |
| Director, Office of Management and Budget       | The Honorable (full name)<br>Director, Office of Management and Budget<br>Washington, DC 20503   | Dear Mr./Ms. (last name):<br><br>Sincerely,          |

Table 7. The Federal Judiciary

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

Table 8. The Congress

| Addressee                           | Address on Letter and Envelope<br>(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 <a href="http://www.senate.gov">http://www.senate.gov</a> and <a href="http://www.house.gov">http://www.house.gov</a> .) | Salutation and Complimentary Close                |
|-------------------------------------|--|---|
| President pro tempore of the Senate | The Honorable (full name)<br>President pro tempore<br>United States Senate<br>Washington, DC 20510-(+4 Code)   | Dear Senator (last name):<br><br>Sincerely,       |
| Majority Leader, Senate             | The Honorable (full name)<br>Majority Leader<br>United States Senate<br>Washington, DC 20510-(+4 Code)   | Dear Mr./Madam Majority Leader:<br><br>Sincerely, |
| Committee Chairman, Senate          | The Honorable (full name)<br>Chairman<br>Committee on (name of committee)<br>United States Senate<br>Washington, DC 20510-(+4 Code)  | Dear Mr./Madam Chairman:<br><br>Sincerely,        |



Table 8. The Congress, Continued

| Addressee                               | Address on Letter and Envelope<br>(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 <a href="http://www.senate.gov">http://www.senate.gov</a> and <a href="http://www.house.gov">http://www.house.gov</a> .) | Salutation and Complimentary Close                         |
|---|--|--|
| Committee Ranking Member, Senate        | The Honorable (full name)<br>Ranking Member<br>Committee on (name of committee)<br>United States Senate<br>Washington, DC 20510-(+4 Code)  | Dear Senator (last name):<br><br>Sincerely,                |
| Subcommittee Chairman, Senate           | The Honorable (full name)<br>Chairman<br>Subcommittee on (name of committee)<br>Committee on (name of full committee)<br>United States Senate<br>Washington, DC 20510-(+4 Code)  | Dear Mr./Madam Chairman:<br><br>Sincerely,                 |
| Senator (Washington office)             | The Honorable (full name)<br>United States Senate<br>Washington, DC 20510-(+4 Code)  | Dear Senator (last name):<br><br>Sincerely,                |
| Senator (home state office)             | The Honorable (full name)<br>United States Senator<br>(address)  | Dear Senator (last name):<br><br>Sincerely,                |
| Senator-elect                           | Senator-elect (full name)<br><br>or if applicable,*<br><br>The Honorable (full name)<br>Senator-elect<br>(address)<br><br>*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):<br><br>Sincerely,          |
| Office of a deceased senator            | Office of Senator (full name)<br>United States Senate<br>Washington, DC 20510-(+4 Code)  | Sirs: or Dear Mr./Ms. (name of contact):<br><br>Sincerely, |
| Speaker of the House of Representatives | The Honorable (full name)<br>Speaker of the House<br>U.S. House of Representatives<br>Washington, DC 20515-(+4 Code)   | Dear Mr./Madam Speaker:<br><br>Sincerely,                  |

Table 8. The Congress, Continued

| Addressee  | Address on Letter and Envelope<br>(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 <a href="http://www.senate.gov">http://www.senate.gov</a> and <a href="http://www.house.gov">http://www.house.gov</a> .) | Salutation and Complimentary Close                 |
|--|--|--|
| Majority Leader, House                             | The Honorable (full name)<br>Majority Leader<br>U.S. House of Representatives<br>Washington, DC 20515-(+4 Code)  | Dear Mr./Madam Majority Leader:<br><br>Sincerely,  |
| Committee Chairman, House of Representatives       | The Honorable (full name)<br>Chairman<br>Committee on (name of committee)<br>U.S. House of Representatives<br>Washington, DC 20515-(+4 Code)   | Dear Mr./Madam Chairman:<br><br>Sincerely,         |
| Committee Ranking Member, House of Representatives | The Honorable (full name)<br>Ranking Member<br>Committee on (name of committee)<br>U.S. House of Representatives<br>Washington, DC 20515-(+4 Code)   | Dear Representative (last name):<br><br>Sincerely, |
| Subcommittee Chairman, House of Representatives    | The Honorable (full name)<br>Chairman<br>Subcommittee on (name of committee)<br>Committee on (name of full committee)<br>U.S. House of Representatives<br>Washington, DC 20515-(+4 Code)   | Dear Mr./Madam Chairman:<br><br>Sincerely,         |
| Representative (Washington office)                 | The Honorable (full name)<br>U.S. House of Representatives<br>Washington, DC 20515-(+4 Code)   | Dear Representative (last name):<br><br>Sincerely, |
| Representative (home state office)                 | The Honorable (full name)<br>U.S. Representative<br>(address)  | Dear Representative (last name):<br><br>Sincerely, |

Table 8. The Congress, Continued

| Addressee                           | Address on Letter and Envelope<br>(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 <a href="http://www.senate.gov">http://www.senate.gov</a> and <a href="http://www.house.gov">http://www.house.gov</a> .) | Salutation and Complimentary Close                       |
|-------------------------------------|--|--|
| Representative-elect                | Representative-elect (full name)<br><br>or if applicable,*<br><br>The Honorable (full name)<br>Representative-elect<br>(address)<br><br>*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):<br><br>Sincerely, |
| Office of a deceased representative | Office of the late Honorable (full name)<br><br>or,<br><br>Office of the (number of) District of (name of State)<br>U.S. House of Representatives<br>Washington, DC 20515-(+4 Code)  | Dear Mr./Ms. (name of contact):<br><br>Sincerely,        |
| Resident Commissioner               | The Honorable (full name)<br>Resident Commissioner from Puerto Rico<br>U.S. House of Representatives<br>Washington, DC 20515-(+4 Code)   | Dear Mr./Ms. (last name):<br><br>Sincerely,              |
| Delegate                            | The Honorable (full name)<br>Delegate from (location)<br>U.S. House of Representatives<br>Washington, DC 20515-(+4 Code)   | Dear Mr./Ms. (last name):<br><br>Sincerely,              |

Table 9. Legislative Agencies

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

Table 10. The Executive Departments

| Addressee   | Address On Letter and Envelope<br>(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)<br>Secretary of (name of Department) <sup>1</sup><br>Washington, DC (ZIP+4 Code)             | Dear Mr./Madam Secretary:<br><br>Sincerely,        |
| Attorney General  | The Honorable (full name)<br>Attorney General<br>Washington, DC 20530  | Dear Mr./Madam Attorney General:<br><br>Sincerely, |
| Deputy Secretary of a Department  | The Honorable (full name)<br>Deputy Secretary of (name of Department)<br>Washington, DC (ZIP+4 Code)                   | Dear Mr./Ms. (last name):<br><br>Sincerely,        |
| Under Secretary of a Department   | The Honorable (full name)<br>Under Secretary of (name of Department)<br>Washington, DC (ZIP+4 Code)                    | Dear Mr./Ms. (last name):<br><br>Sincerely,        |
| Assistant Secretary of a Department   | The Honorable (full name)<br>Assistant Secretary of (name of Department)<br>Washington, DC (ZIP+4 Code)                | Dear Mr./Ms. (last name):<br><br>Sincerely,        |
| Deputy Under Secretary of a Department who is Senate-confirmed  | The Honorable (full name)<br>Deputy Under Secretary of (name of Department)<br>Washington, DC (ZIP+4 Code)             | Dear Mr./Ms. (last name):<br><br>Sincerely,        |
| <sup>1</sup> 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)<br>Secretary of (Department)<br>Washington DC (ZIP+4 Code)          | Dear Mr./Madam Secretary:<br><br>Sincerely, |
| Under Secretary of the Military Department  | The Honorable (full name)<br>Under Secretary of<br>(Department)<br>Washington DC (ZIP+4 Code) | Dear Mr./Ms. (last name):<br><br>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),<br>(Service abbreviation)<br>(address) | Dear General (last name):<br><br>Sincerely,            |
| Colonel, Lieutenant Colonel                                   | (same as above)   | Dear Colonel (last name):<br><br>Sincerely,            |
| Major   | (same as above)   | Dear Major (last name):<br><br>Sincerely,              |
| Captain   | (same as above)   | Dear Captain (last name):<br><br>Sincerely,            |
| First Lieutenant, Second Lieutenant                           | (same as above)   | Dear Lieutenant (last name):<br><br>Sincerely,         |
| Chief Warrant Officer   | (same as above)   | Dear Mr./Miss/ Ms./Mrs. (last name):<br><br>Sincerely, |

Table 13. Navy Officers

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

Table 14. Army Enlisted Personnel

| Addressee  | Address On Letter and Envelope    | Salutation and Complimentary Close                 |
|--|-----------------------------------|--|
| Sergeant Major of the Army,<br>Command Sergeant Major,<br>Sergeant Major | SMA (full name), USA<br>(address) | Dear Sergeant Major (last name):<br><br>Sincerely, |
| Command Sergeant Major   | CSM (full name), USA<br>(address) | Dear Sergeant Major (last name):<br><br>Sincerely, |
| Sergeant Major   | SGM (full name), USA<br>(address) | Dear Sergeant Major (last name):<br><br>Sincerely, |
| First Sergeant   | 1SG (full name), USA<br>(address) | Dear First Sergeant (last name):<br><br>Sincerely, |
| Master Sergeant  | MSG (full name), USA<br>(address) | Dear Sergeant (last name):<br><br>Sincerely,       |
| Sergeant First Class   | SFC (full name), USA<br>(address) | Dear Sergeant (last name):<br><br>Sincerely,       |
| Staff Sergeant   | SSG (full name), USA<br>(address) | Dear Sergeant (last name):<br><br>Sincerely,       |
| Sergeant   | SGT (full name), USA<br>(address) | Dear Sergeant (last name):<br><br>Sincerely,       |
| Corporal   | CPL (full name), USA<br>(address) | Dear Corporal (last name):<br><br>Sincerely,       |
| Specialists (all grades)   | SPC (full name), USA<br>(address) | Dear Specialist (last name):<br><br>Sincerely,     |
| Private First Class  | PFC (full name), USA<br>(address) | Dear Private (last name):<br><br>Sincerely,        |
| Private  | PVT (full name), USA<br>(address) | Dear Private (last name):<br><br>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<br>(address)          | Dear Master Chief (last name):<br><br>Sincerely,      |
| Master Chief Petty Officer                          | MCPO (full name), USN<br>(address)           | Dear Master Chief (last name):<br><br>Sincerely,      |
| Senior Chief Petty Officer                          | SCPO (full name), USN<br>(address)           | Dear Senior Chief (last name):<br><br>Sincerely,      |
| Chief Petty Officer                                 | CPO (full name), USN<br>(address)            | Dear Chief (last name):<br><br>Sincerely,             |
| Petty Officer First Class                           | PO1 (full name), USN<br>(address)            | Dear Petty Officer (last name):<br><br>Sincerely,     |
| Petty Officer Second Class                          | PO2 (full name), USN<br>(address)            | Dear Petty Officer (last name):<br><br>Sincerely,     |
| Petty Officer Third Class                           | PO3 (full name), USN<br>(address)            | Dear Petty Officer (last name):<br><br>Sincerely,     |
| Airman (includes Apprentice and Recruit)            | AN or AN or AR (full name), USN<br>(address) | Dear Airman (last name):<br><br>Sincerely,            |
| Constructionman (includes Apprentice and Recruit)   | CN or CA or CR (full name), USN<br>(address) | Dear Constructionman (last name):<br><br>Sincerely,   |
| Dentalman (includes Apprentice and Recruit)         | DN or DA or DR (full name), USN<br>(address) | Dear Dentalman (last name):<br><br>Sincerely,         |
| Fireman (includes Apprentice and Recruit)           | FN or FA or FR (full name), USN<br>(address) | Dear Fireman (last name):<br><br>Sincerely,           |
| Hospital Corpsman (includes Apprentice and Recruit) | HN or HA or HR (full name), USN<br>(address) | Dear Hospital Corpsman (last name):<br><br>Sincerely, |
| Seaman (includes Apprentice and Recruit)            | SN or SA or SR (full name), USN<br>(address) | Dear Seaman (last name):<br><br>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):<br><br>Sincerely,          |
| Sergeant Major                     | SgtMaj (full name), USMC (address)   | Dear Sergeant Major (last name):<br><br>Sincerely,          |
| Master Gunnery Sergeant            | MGySgt (full name), USMC (address)   | Dear Master Gunnery Sergeant (last name):<br><br>Sincerely, |
| First Sergeant                     | 1stSgt (full name), USMC (address)   | Dear First Sergeant (last name):<br><br>Sincerely,          |
| Master Sergeant                    | MSgt (full name), USMC (address)     | Dear Master Sergeant (last name):<br><br>Sincerely,         |
| Gunnery Sergeant                   | GySgt (full name), USMC (address)    | Dear Gunnery Sergeant (last name):<br><br>Sincerely,        |
| Staff Sergeant                     | SSgt (full name), USMC (address)     | Dear Staff Sergeant (last name):<br><br>Sincerely,          |
| Sergeant                           | Sgt (full name), USMC (address)      | Dear Sergeant (last name):<br><br>Sincerely,                |
| Corporal                           | Cpl (full name), USMC (address)      | Dear Corporal (last name):<br><br>Sincerely,                |
| Lance Corporal                     | LCpl (full name), USMC (address)     | Dear Corporal (last name):<br><br>Sincerely,                |
| Private First Class                | Pfc (full name), USMC (address)      | Dear Private First Class (last name):<br><br>Sincerely,     |
| Private                            | Pvt (full name), USMC (address)      | Dear Private (last name):<br><br>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<br>(address) | Dear Chief (last name):<br><br>Sincerely,    |
| Chief Master Sergeant                  | CMSgt (full name), USAF<br>(address) | Dear Chief (last name):<br><br>Sincerely,    |
| Senior Master Sergeant                 | SMSgt (full name), USAF<br>(address) | Dear Sergeant (last name):<br><br>Sincerely, |
| Master Sergeant                        | MSgt (full name), USAF<br>(address)  | Dear Sergeant (last name):<br><br>Sincerely, |
| Technical Sergeant                     | TSgt (full name), USAF<br>(address)  | Dear Sergeant (last name):<br><br>Sincerely, |
| Staff Sergeant                         | SSgt (full name), USAF<br>(address)  | Dear Sergeant (last name):<br><br>Sincerely, |
| Senior Airman                          | SrA (full name), USAF<br>(address)   | Dear Airman (last name):<br><br>Sincerely,   |
| Airman First Class                     | A1C (full name), USAF<br>(address)   | Dear Airman (last name):<br><br>Sincerely,   |
| Airman                                 | Amn (full name), USAF<br>(address)   | Dear Airman (last name):<br><br>Sincerely,   |
| Airman Basic                           | AB (full name), USAF<br>(address)    | Dear Airman (last name):<br><br>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)<br>(address) | Dear (rank) (last name):<br><br>Sincerely,     |
| Cadet                          | Cadet (full name)<br>(address)                                | Dear Cadet (last name):<br><br>Sincerely,      |
| Midshipman                     | Midshipman (full name)<br>(address)                           | Dear Midshipman (last name):<br><br>Sincerely, |
| Air Cadet                      | Air Cadet (full name)<br>(address)                            | Dear Air Cadet (last name):<br><br>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 <sup>2</sup> | 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 <sup>1</sup> |                         |                   | 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  |                    |          |

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

<sup>2</sup>The 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 <sup>1</sup>   | The Honorable (full name)<br>(title)<br>(agency)<br>Washington, DC (ZIP+4 Code)                        | Dear Mr./Ms. (last name):<br><br>Sincerely,          |
| President of a Commission or Board   | The Honorable (full name)<br>President, (name of commission)<br>Washington, DC (ZIP+4 Code)            | Dear Mr./Ms. (last name):<br><br>Sincerely,          |
| Chairman of a Commission or Board  | The Honorable (full name)<br>Chairman, (name of commission)<br>Washington, DC (ZIP+4 Code)             | Dear Mr./Madam Chairman:<br><br>Sincerely,           |
| Postmaster General   | The Honorable (full name)<br>Postmaster General<br>475 L'Enfant Plaza West, SW<br>Washington, DC 20260 | Dear Mr./Madam Postmaster General:<br><br>Sincerely, |
| <sup>1</sup> 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)<br>American Ambassador(city)<br>(city),<br>(country)  | Dear Mr./Madam Ambassador:<br><br>Sincerely, |
| American Ambassador (with military rank)                        | (Full rank) (full name)<br>American Ambassador(city)<br>(city),<br>(country)  | Dear (rank) (last name):<br><br>Sincerely,   |
| Personal/Special Representative of the President                | The Honorable (full name)<br>Personal Representative of the President of the United States of America to (country)<br>(address) | Dear Mr./Ms. (last name):<br><br>Sincerely,  |
| American Foreign Service Officer with personal rank of Minister | The Honorable (full name)<br>(rank: Minister Counselor or Counselor)<br>American Embassy<br>(address)                           | Dear Mr./Ms. (last name):<br><br>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)<br>(title)<br>American Embassy<br>(address)                        | Dear (rank) (last name):<br><br>Sincerely,  |
| American Consul General (Consul, Vice Consul) | Mr./Ms. (full name)<br>American Consul General<br>(Consul, Vice Consul)<br>(address)       | Dear Mr./Ms. (last name):<br><br>Sincerely, |
| U.S. Political Advisor                        | The Honorable (full name)<br>United States Political Advisor for<br>(country)<br>(address) | Dear Mr./Ms. (last name):<br><br>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)<br>Ambassador of (country)<br>Washington, DC (ZIP+4 Code)                | Dear Mr./Madam Ambassador:<br><br>Sincerely,         |
| Foreign Minister in the United States (head of a delegation) | The Honorable (full name)<br>Minister of (country)<br>Washington, DC (ZIP +4 Code)                      | Dear Mr./Madam Minister:<br><br>Sincerely,           |
| Foreign Minister Counselor in the United States              | The Honorable (full name)<br>Minister Counselor<br>Embassy of (country)<br>Washington, DC (ZIP +4 Code) | Dear Mr./Madam Minister:<br><br>Sincerely,           |
| Foreign Chargé d'Affaires in the United States               | Mr./Madam (full name)<br>Chargé d' Affaires of (country)<br>(address)                                   | Dear Mr./Madam Chargé d' Affaires:<br><br>Sincerely, |

Table 23. International Organizations

| Addressee   | Address On Letter and Envelope  | Salutation and Complimentary Close                  |
|---|---|---|
| Organization with no U.S. Representative <sup>1</sup>   | The (title of officer) of the (organization name)<br>(address)  | Dear Sir/Madam:<br><br>Sincerely,                   |
| Secretary General of the Organization of American States  | The Honorable (full name) <sup>2</sup><br>Secretary General of the Organization of American States<br>Washington, DC 20006      | Dear Mr./Madam Secretary General:<br><br>Sincerely, |
| Assistant Secretary General of the Organization of American States  | The Honorable (full name)<br>Assistant Secretary General of the Organization of American States<br>Washington, DC 20006         | Dear Mr./Ms. (last name):<br><br>Sincerely,         |
| United States Representative on the Council of the Organization of American States  | The Honorable (full name),<br>U.S. Representative on the Council of the Organization of American States<br>Washington, DC 20520 | Dear Mr./Ms. (last name):<br><br>Sincerely,         |
| <sup>1</sup> Address communications to the ranking officer of an international organization that has no full-time U.S. representative.<br><sup>2</sup> 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)<br>Secretary General of the United Nations<br>New York, NY 10017  | Dear Mr./Madam Secretary General:<br><br>Sincerely,    |
| U.S. Representative to the United Nations  | The Honorable (full name)<br>United States Representative to the United Nations<br>New York, NY 10017   | Dear Mr./Ms. Ambassador (last name):<br><br>Sincerely, |
| Chairman, U.S. Delegation to the U.N. Military Staff Committee   | The Honorable (full name)<br>Chairman, United States Delegation<br>United Nations Military Staff Committee<br>United States Mission to the United Nations<br>New York, NY 10017 | Dear Mr./Ms. (last name):<br><br>Sincerely,            |
| U.S. Senior Representative to the U.N. General Assembly  | The Honorable (full name)<br>Senior Representative of the United States to the General Assembly of the United Nations<br>New York, NY 10017                                     | Dear Mr./Ms. (last name):<br><br>Sincerely,            |
| Senior Military Adviser to the U.S. Delegation to the U.N. General Assembly  | (Full rank) (full name)<br>Senior Military Adviser to the United States Delegation to the United Nations General Assembly<br>New York, NY 10017                                 | Dear (rank) (last name):<br><br>Sincerely,             |
| U.S. Representative on the U.N. Economic and Social Council  | The Honorable (full name)<br>United States Representative to the Economic and Social Council of the United Nations<br>New York, NY 10017  | Dear Mr./Ms. (last name):<br><br>Sincerely,            |
| U.S. Representative on the U.N. Disarmament Commission   | The Honorable (full name)<br>United States Representative on the Disarmament Commission of the United Nations<br>New York, NY 10017   | Dear Mr./Ms. (last name):<br><br>Sincerely,            |
| U.S. Representative to the U.N. Trusteeship Council  | The Honorable (full name)<br>United States Representative on the Trusteeship Council of the United Nations<br>New York, NY 10017  | Dear Mr./Ms. (last name):<br><br>Sincerely,            |

Table 25. State and Local Government

| Addressee  | Address On Letter and Envelope   | Salutation and Complimentary Close                 |
|--|--|--|
| State Governor   | The Honorable (full name)<br>Governor of (State)<br>(city), (State) (ZIP Code)   | Dear Governor (last name):<br><br>Sincerely,       |
| Acting State Governor  | The Honorable (full name)<br>Acting Governor of (State)<br>(city), (State) (ZIP Code)  | Dear Mr./Ms. (last name):<br><br>Sincerely,        |
| State Lieutenant Governor  | The Honorable (full name)<br>Lieutenant Governor of (State)<br>(city), (State) (ZIP Code)  | Dear Mr./Ms. (last name):<br><br>Sincerely,        |
| State Secretary of State   | The Honorable (full name)<br>Secretary of State of (State)<br>(city), (State) (ZIP Code)   | Dear Mr./Madam (last name):<br><br>Sincerely,      |
| Chief Justice of a State Supreme Court   | The Honorable (full name)<br>Chief Justice Supreme Court of the State of (State)<br>(city),<br>(State) (ZIP Code)  | Dear Mr./Madam Chief Justice:<br><br>Sincerely,    |
| State Attorney General   | The Honorable (full name)<br>Attorney General State of (State)<br>(city), (State) (ZIP Code)   | Dear Mr./Madam Attorney General:<br><br>Sincerely, |
| State Treasurer, Comptroller, or Auditor   | The Honorable (full name)<br>State Treasurer (Comptroller) (Auditor)<br>State of (State)<br>(city), (State) (ZIP Code)                                     | Dear Mr./Ms. (last name):<br><br>Sincerely,        |
| President, State Senate  | The Honorable (full name)<br>President of the Senate of the State of (State)<br>(city), (State) (ZIP Code)   | Dear Mr./Ms. (last name):<br><br>Sincerely,        |
| State Senator  | The Honorable (full name)<br>(State) Senate<br>(city), (State) (ZIP Code)  | Dear Mr./Ms. (last name):<br><br>Sincerely,        |
| Speaker, State House of Representatives, Assembly or House of Delegates <sup>1</sup>   | The Honorable (full name)<br>Speaker of the House of Representatives (Assembly) (House of Delegates) of the State of (State)<br>(city), (State) (ZIP Code) | Dear Mr./Ms. (last name):<br><br>Sincerely,        |
| <sup>1</sup> 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)<br>(State) House of Representatives<br>(Assembly) (House of Delegates)<br>(city), (State) (ZIP Code) | Dear Mr./Ms. (last name):<br><br>Sincerely, |
| Mayor  | The Honorable (full name)<br>Mayor of (city)<br>(city), (State) (ZIP Code)   | Dear Mayor (last name)<br><br>Sincerely,    |
| President of a Board of Commissioners          | The Honorable (full name)<br>President, Board of Commissioners<br>of (city)<br>(city), (State) (ZIP Code)                      | Dear Mr./Ms. (last name):<br><br>Sincerely, |

Table 26. Ecclesiastical Organizations

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

Table 26. Ecclesiastical Organizations, Continued

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

Table 26. Ecclesiastical Organizations, Continued

|                                 |                                |   |
|---------------------------------|--------------------------------|---|
| Rabbi (without doctoral degree) | Rabbi (full name)<br>(address) | Dear Rabbi (last name):<br><br>Sincerely, |
|---------------------------------|--------------------------------|---|

Table 27. Private Citizens

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

Table 27. Private Citizens, Continued

| Addressee                                   | Address On Letter and Envelope   | Salutation and Complimentary Close   |
|---|--|--|
| One individual                              | Mr. (full name)<br>Mrs. (full name)<br>Miss (full name)<br>Ms. (full name) | Dear Mr. (last name):<br>Dear Mrs. (last name):<br>Dear Miss (last name):<br>Dear Ms. (last name):<br><br>Sincerely, |
| Two or more individuals                     | Mr. and Mrs. (full name)<br>(address)                                      | Dear Mr. and Mrs. (last name):<br><br>Sincerely,   |
|   | Mr. (full name) and<br>Mr. (full name)<br>(address)                        | Dear Mr. (last name) and Mr.<br>(last name):<br><br>Sincerely,   |
|   | Mrs. (full name) and<br>Miss (full name)<br>(address)                      | Dear Mrs. (last name) and<br>Miss (last name):<br><br>Sincerely,   |
|   | Ms. (full name) and<br>Mr. (full name)<br>(address)                        | Dear Ms. (last name) and Mr.<br>(last name):<br><br>Sincerely,   |
|   | Ms. (full name) and<br>Ms. (full name)<br>(address)                        | Dear Ms. (last name) and Ms.<br>(last name):<br><br>Sincerely,   |
| Two or more individuals:<br>Men             | Messrs. (full name) and<br>(full name)<br>(address)                        | Dear Messrs. (last name) and<br>(last name):<br><br>Sincerely,   |
| Two or more individuals:<br>Married Women   | Mmes. (full name) and<br>(full name)<br>(address)                          | Dear Mmes. (last name) and<br>(last name):<br><br>Sincerely,   |
| Two or more individuals:<br>Unmarried Women | Milles. (full name) and<br>(full name)<br>(address)                        | Dear Milles. (last name) and<br>(last name):<br><br>Sincerely,   |
| Two or more individuals:<br>Same Surname    | Messrs./Mmes./Milles. (given<br>name) and<br>(full name)<br>(address)      | Dear Messrs./Mmes./Milles.<br>(last name):<br><br>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)<br>(address)  | Dear Dr. and Mrs.<br>(husband's last name):<br><br>Sincerely,   |
| Married couple with same last name - wife has special title    | Senator (wife's full name)<br>Mr. (husband's full name)<br>(address)   | Dear Senator and Mr. (last name):<br><br>Sincerely,   |
| Married couple with same last name - both have special titles  | Captain (husband's full name)<br>Professor (wife's full name)<br>(address)   | Dear Captain and Professor<br>(last name):<br><br>Sincerely,  |
| Married couple with different last names                       | Ms. (wife's full name)<br>Mr. (husband's full name)<br>(address)   | Dear Ms. (wife's last name)<br>and Mr. (husband's last name):<br><br>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)<br>(address) | Dear Mr. and Mrs. (wife's original last name followed by hyphen and husband's last name):<br><br>Sincerely, |
| Organizations  | Members<br>(organization name)<br>(address)  | Dear Members:<br><br>Sincerely,   |
| Informal Groups  | Mr. (full name)<br>First Grade<br>Jefferson Elementary School<br>(address)   | Dear Students:<br><br>Sincerely,  |

Table 28. Former Government Officials

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

|  |                 |
|--|-----------------|
| <b>COMPONENT LETTERHEAD</b>  | Month Day, Year |
| <b>SECDEF SCHEDULE PROPOSAL</b>  |                 |
| MEMORANDUM FOR (name), THE SPECIAL ASSISTANT TO THE SECRETARY<br>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"><li>• Brief agenda.</li><li>• Information on the principal(s) and/or organization(s) if relevant.</li><li>• Brief description of desired outcome(s) (inform, reach a decision on an issue, etc.).</li></ul>   |                 |
| DATE/TIME: Proposed date(s) of opportunity or TBD.   |                 |
| OUTLINE OF EVENTS AND LOCATION: <ul style="list-style-type: none"><li>• Entrance and egress logistics, desirability of Honor Cordon, etc.</li><li>• Duration of event, location including building and room.</li><li>• Media coverage if any. Be specific, e.g., official photographer only, live coverage, press conference Pentagon Briefing Room.</li></ul> |                 |
| PARTICIPANTS: Key officials (additional attendees may be attached).  |                 |
| PREVIOUS MEETINGS: <ul style="list-style-type: none"><li>• Note previous meeting(s) if any.</li><li>• Brief description of desired outcome(s).</li></ul>   |                 |
| 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

|  |                 |
|--|-----------------|
| <b>COMPONENT LETTERHEAD</b>  | Month Day, Year |
| <b>DEPSECDEF SCHEDULE PROPOSAL</b>   |                 |
| 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"><li>• Brief agenda.</li><li>• Information on the principal(s) and/or organization(s) if relevant.</li><li>• Brief description of desired outcome(s) (inform, reach a decision on an issue, etc.).</li></ul>   |                 |
| DATE/TIME: Proposed date(s) of opportunity or TBD.   |                 |
| OUTLINE OF EVENTS AND LOCATION: <ul style="list-style-type: none"><li>• Entrance and egress logistics, desirability of Honor Cordon, etc.</li><li>• Duration of event, location including building and room.</li><li>• Media coverage if any. Be specific, e.g., official photographer only, live coverage, press conference Pentagon Briefing Room.</li></ul> |                 |
| PARTICIPANTS: Key officials (additional attendees may be attached).  |                 |
| PREVIOUS MEETINGS: <ul style="list-style-type: none"><li>• Note previous meeting(s) if any.</li><li>• Brief description of desired outcome(s).</li></ul>   |                 |
| 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:<br>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.