

**FEDERAL HIGHWAY ADMINISTRATION
CORRESPONDENCE MANUAL
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CHAPTER 1. GENERAL PROCEDURES

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1. What is controlled correspondence?
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6. What are the procedures for congressional correspondence that field offices refer to Washington Headquarters?
7. What are the Associate Administrators' responsibilities?
8. What are the concurrence and coordination guidelines and procedures for correspondence?

1. **What is controlled correspondence?** Controlled correspondence refers to all correspondence received or processed through the Federal Highway Administration (FHWA) Executive Secretariat (Exec Sec). An FHWA Correspondence Control Sheet (see Figures 1.1 and 1.2) is attached to all controlled correspondence. Controlled correspondence is separated into categories as follows:

- a. **Very Important Person (VIP) correspondence:** This category includes correspondence from White House officials, Cabinet officers and heads of independent agencies, Members of Congress, Supreme Court Justices, State Governors, State Representatives, mayors, and foreign equivalents of the above.
- b. **Other correspondence requiring priority action:** This category includes correspondence from prominent citizens including leaders of industry, finance, labor, politics, law, education and research, and other correspondence based on the subject matter or other reasons requiring priority action.
- c. **Routine correspondence:** This category includes correspondence received from any source not described above. The action office will take the appropriate action as indicated on the control sheet.

2. **How are the due dates assigned?** The due dates are assigned as follows: (Workdays shown are counted from date of receipt of correspondence in the OST or FHWA Exec Sec offices.)

- a. S-10 controlled mail - 5 workdays (Secretary's signature)
5 workdays (Direct Reply)

- | | | | |
|----|--|---|--|
| b. | White House (WH) referrals | - | 15 days WH hardship mail
30 days WH bulk mail |
| c. | VIP correspondence | | 5 workdays |
| d. | Other correspondence | - | 5 workdays |
| e. | Routine correspondence
(if a response is appropriate) | - | 10 workdays (Washington
Headquarters)
15 workdays (Division Offices) |
3. **What actions need to be taken if the due date cannot be met?** Action offices are expected to meet the due date as assigned. The following procedures are to be used if a due date cannot be met:
- a. **Request for extension of due date.** If circumstances are such that the due date must be extended for 1 to 5 days, contact the Exec Sec Correspondence Analyst listed at the bottom of the control sheet for further instructions. Requests for extensions from S-10 must be made by email, discuss with the Exec Sec Correspondence Analyst before any action is taken.
 - b. **Interim replies on correspondence prepared for signature in FHWA.** An interim reply should be prepared when the final reply cannot be made within 2 weeks of the assigned due date. Check with Exec Sec before preparing interim replies.
4. **What are the procedures for interim replies for OST controls?** Contact the Exec Sec Correspondence Analyst before preparing interim replies for an OST Executive Secretariat's control (see Figure 1.3 for a sample interim reply).
5. **What are the procedures for acknowledgment letters for correspondence that Washington Headquarters refers to the field offices?**
- a. The Exec Sec sends an acknowledgment letter to the writer of the incoming letter advising of the referral to the field office (see Figure 1.4 for a sample acknowledgment letter).
 - b. A copy of the acknowledgment letter is uploaded to the electronic control and the field office is notified of the control.
6. **What are the procedures for congressional correspondence that field offices refer to Washington Headquarters?**
- a. When a Member of Congress writes directly to a field office on matters requiring higher-level coordination:

- (1) The letter is promptly referred through appropriate channels to Exec Sec with a proposed reply.
 - (2) The field office sends an acknowledgment letter (similar to the acknowledgment letter sent for correspondence referred to field offices) to the Member of Congress advising of the referral to the Washington Headquarters.
 - (3) A copy of this acknowledgment letter is sent to Exec Sec with the referred letter. When a response is prepared, the action office will identify the incoming letter and reference the acknowledgment made by the field office in the opening paragraph of the reply.
- b. Direct replies may be made by field offices through appropriate channels to Members of Congress if purely local matters are involved or the subject matter is noncontroversial.
7. **What are the Associate Administrators' responsibilities?** The Associate Administrators shall:
- a. Designate an employee (Correspondence Contact) to maintain liaison with the Exec Sec and to be responsible for effective control and timely processing of controlled correspondence, including returning correspondence to Exec Sec that should be handled by another program office. Disseminate information received from the Exec Sec to the appropriate people within their office.
 - b. Ensure that any correspondence of the type described in paragraph 1a (VIP Correspondence) of this chapter that has not been routed through Exec Sec is promptly hand carried to them.
 - c. Audit the controls assigned to the action office to ensure that due dates are met.
 - d. Respond promptly to letters and inquiries from Exec Sec.
 - e. Ensure that the draft responses are available on a shared directory and accessible by others in the office.
 - f. Coordinate with other offices that have any interest in the subject matter.
8. **What are the concurrence and coordination guidelines and procedures for correspondence?** In addition to the following, please refer to FHWA Order 1300.5, FHWA Coordination Guidelines, at <http://www.fhwa.dot.gov/legsregs/directives/orders/13005.htm>

a. **General Concurrences**

- (1) **Concurrence within FHWA.** Only those offices having a substantive interest in the subject of the correspondence shall be requested to concur on the Official File Copy, hereinafter referred to as the “Grid” Form DOT F 1320.65 (see Figure 1.5).
- (2) Concurrence shall not be requested merely for courtesy or informational reasons. Information copies of the signed correspondence are sufficient for these purposes.
 - (a) **Timely coordination.** Concurrence or non-concurrence shall be accomplished without delay. Concurring offices must give high priority to correspondence requiring concurrence.
 - (b) **Editorial correctness.** The originating office is responsible for editorial correctness of correspondence. Correspondence should be signature-ready when it is forwarded to other offices for concurrences.

b. **Procedures**

- (1) **Concurring offices.** FHWA Order M 1100.1A, the FHWA Delegations and Organization Manual <http://www.fhwa.dot.gov/legsregs/directives/orders/m11001a.htm> and the FHWA Routing Guide <https://fhwapap03.fhwa.dot.gov/foisp/routingSymbolsDisplay.do> are helpful references for determining FHWA concurring offices.
- (2) **Pre-drafting conference.** By telephone, email, or personal visit, confer as appropriate with the concurring office(s) concerning the prepared correspondence.
- (3) **What unit of measurement should be used in FHWA reports and correspondence?** The mandatory use of metric measurements on FHWA documents has been rescinded per the November 25, 2008, memorandum from the Executive Director <http://www.fhwa.dot.gov/programadmin/contracts/1108metr.cfm>. The use of inch-pound measurements is the practical form of measurement to use in FHWA's documents (including letters, memoranda, publications, reports, and information).

c. **Clearances**

- (1) Prepare copies of all essential background material, such as the incoming letter. Make copies of those documents that are essential for understanding the correspondence, not necessarily all those used for composing the correspondence. These should be placed behind the Background Tab of the correspondence package.
- (2) Add a second grid if it is anticipated that additional grid space will be needed. Indicate on the bottom of the first grid in red "For additional grid space see Page 2". On the second grid, in the bottom right hand corner, write in #2. Offset the second grid page just enough so that the #2 is visible. Staple the second grid to the first at the top.
- (3) In case of urgent correspondence, where simultaneous coordination is necessary, prepare a copy of the grid for each concurring office. Retain the originals of grids and backup material. When the copies are returned, include concurrences and non-concurrences stapled to the grid as a backup measure.
- (4) All correspondence for the Administrator's signature should be cleared by the Office of the Chief Counsel (HCC). In addition, Correspondence to a Member of Congress should be cleared through the Office of Policy and Governmental Affairs (HPL) and correspondence (including press releases and award notifications) that discuss allocations, allotments or discretionary spending should be cleared by the Office of the CFO (HCF). Discretionary grant packages, Reports to Congress and non-routine Federal Register items should be cleared through the Office of Public Affairs (HPA).

d. **Time limits.** The concurring offices should review correspondence as quickly as possible keeping in mind the assigned due dates.

- (1) In cases where prompt transmittal is essential, hand carry the correspondence.
- (2) Telephone concurrences may be obtained in crucial circumstances where the action and concurring offices are some distance apart. This should be followed by an email confirming the concurrence.
 - (a) Read the correspondence to the concurring party, or send it via a fax or an email and request verbal approval. Request a follow-up email confirming the verbal approval.
 - (b) Indicate this approval on the grid copy of the correspondence, and note how it was obtained.

- (3) Concurrences may also be obtained using email or a fax to transmit the signed concurrence grid. Electronic messages advising of concurrence must show the signing official as the sender and be attached to the grid.
- e. **“Previous Concurrences Valid.”** When concurrences have been obtained and a minor error is found causing the correspondence to be retyped, the words “Previous Concurrences Valid” will be written in the upper right-hand portion or along side of the active or current grid (See Chapter 2, Figure 2.11 for an example), allowing space for additional concurrences.
- f. **Concurrence.** If the correspondence is acceptable to the concurring official, concurrence is indicated in the section provided on the grid by recording the office routing symbol, the concurring official’s initials or surname, and the date of concurrence. The correspondence is promptly sent to the next office as listed on Form FHWA-111, Routing and/or Review Slip.
- g. **Concur with Edits.** If the correspondence is acceptable to the concurring official after the edits indicated on the correspondence are made, "Concur with Edits" should be written in the section provided on the grid by the recording the office routing symbol, the official's initials and the date of the concurrence with edits. After the edits are made, the correspondence will not be returned to the official who concurred with edits unless it is indicated on the grid.
- h. **Non-concurrences.**
 - (1) If at all possible, disagreements should be resolved before the reply is drafted.
 - (2) If disagreements are not resolved:
 - (a) State the differences and reasons on a separate sheet.
 - (b) Indicate non-concurrence on the grid of the correspondence.
 - (c) Return both the separate sheet and the grid copy to the action office.
 - (d) Do not make editorial changes other than to point out mistakes in spelling or grammar.

**CORRESPONDENCE TRACKING SYSTEM
CONTROL SHEET**

CONTROL NO: 110107-008-2004/I-2011-5198

WRITER'S NAME: DOE, JOHN

AFFILIATION(S): HOUSE OF REPRESENTATIVES

OTHER WRITERS: SMITH, JIM

ORIGINATOR: U.S. HOUSE OF REPRESENTATIVES

CATEGORY: PERMANENT WITH DUE DATE

SUBJECT: DOCKET NO. OST-2011-12170 SURFACE TRANSPORTATION REAUTHORIZATION

COMMENTS: REPLY RETURN TO HPLS FOR EDIT 1/16/RZ

ASSIGNED TO:	TO ORGANIZATION	ACTION	DATE
	POLICY	ACTION OFFICE	01-07-11
	OFFICE OF LEGISLATION + STRATEGIC PLANNING	FORWARD REQUEST TO J. MCGARRY 1-8-11	01-08-11
	POLICY	SIGNED BY (NAME)	01-22-11
	EXECUTIVE SECRETARIAT	CORRESPONDENCE CLOSED BY RZACCAGNINO	01-22-11

SIGNATURE LEVEL: POLICY

DISTRIBUTION:	ORGANIZATION	DATE
	OFFICE OF LEGISLATION +STRATEGIC PLANNING	01-07-11
	GOVERNMENTAL/CONGRESSIONAL AFFAIRS (I)	01-07-11

ANALYST/PHONE: ROSEMARY ZACCAGNINO (202) 366-5655

Figure 1.1

DESCRIPTION OF THE CORRESPONDENCE CONTROL SHEET CATEGORIES

1. Control No. – The control number is assigned by the Correspondence Tracking System (CTS).
2. Writer’s Name – Name of the writer of the correspondence.
3. Affiliation - Name of company or organization of the writer.
4. Other Writer’s – Name of any other writer(s) associated with the correspondence, e.g., constituent’s name.
5. Originator – A list of common sources of correspondence.
6. Category – Whether a response is required or not.
 - a. Permanent with Due Date – date the reply is due in FHWA Exec Sec or due in OST Exec Sec. Correspondence due in OST Exec Sec needs to be in FHWA Exec Sec, with concurrences completed, no less than 1 business day before the due date.
 - b. Appropriate Handling – Assigned office determines whether a response is required.
 - c. For Your Information – No response is required; the control is assigned to the action office for informational purposes only.
7. Subject – Subject matter of the correspondence.
8. Comments – Any special instructions may be listed here, or special actions taken on the control.
9. Assigned to – Lists the Action Office and location/status of the correspondence.
10. Signature Level – Lists who should sign the letter.
11. Distribution – Lists offices that have been sent a copy of the incoming correspondence for their information.
12. Analyst/Phone – The analyst and phone number in the Exec Sec office that controlled the correspondence and the person who should be contacted with any questions.

*THE CONTROL NUMBER (110701-008-2004) IS BASED ON THE YEAR, MONTH, AND DATE, WHILE THE NEXT 3 DIGITS (-008) INDICATE THE NUMBERED DOCUMENTS ENTERED INTO THE SYSTEM ON THAT DAY, THE LAST 4 DIGITS (2004) REFER TO THE OFFICE THAT CREATED THE CONTROL. Other control numbers from other offices such as S-10 or OST/I are listed after the slash (e.g., 110701-008-2004/S10110701-010).

Figure 1.2

**INTERIM REPLY FOR LETTERS TO BE SIGNED BY THE SECRETARY OR THE
FHWA ADMINISTRATOR**

Click here and enter date

Click here and enter recipient's full name

Click here and enter address line 1

Click here and enter address line 2

Dear Click here and enter salutation:

Thank you for your letter of Click here and enter date to the U.S. Department of Transportation (DOT) regarding . In light of the scope of your request and the need for DOT to coordinate its response, completion of our final response will take some time. We will provide a response as soon as possible, and we appreciate your patience.

For your reference, we have assigned control number Click here and enter the control number to your letter.

Sincerely,

Victor M. Mendez
Administrator

ACKNOWLEDGMENT LETTER
(Prepared by Exec Sec)

Refer to: HOA-3

Ms. Nola Frick
Sun 'n Lakes of Lake Placid Recreation District
P.O. Box 1187
Lake Placid, FL 33862

Dear Ms. Frick:

This is in response to your letter to Secretary of Transportation Ray LaHood requesting Federal funds to complete the sidewalk along the boulevard in your neighborhood.

I have forwarded your letter to our Florida Division and have asked someone to address your concerns. If you have any questions, please feel free to contact the Florida Division at 850-942-9650.

Sincerely yours,

Mary L. Peterson
Executive Secretariat

cc: Florida Division

Grid Copy

CONCURRENCE ε
RTG SYMBOL
----- INITIALS/SIG
----- DATE
RTG SYMBOL
----- INITIALS/SIG
----- DATE
RTG SYMBOL
----- INITIALS/SIG
----- DATE
RTG SYMBOL
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----- INITIALS/SIG
----- DATE

Figure 1.5



CHAPTER 2. PREPARATION OF LETTERS

Par.

1. When should a letter be prepared?
2. How do I prepare letters?

1. **When should a letter be prepared?** The letter is a formal communication that is used:

- a. When writing to organizations, businesses, or individuals outside of the Federal Government.
- b. Where protocol dictates (Members of Congress, Cabinet Officers, Governors, Mayors, etc.).
- c. When writing a personal or private message to individual FHWA employees on such matters as retirement, commendation, congratulations, or condolences.

2. **How do I prepare letters?** Instructions for preparing correspondence are found in the following guidance. Letterhead templates are available on StaffNet at <http://staffnet/informs/tn0002.htm>.

Each Administrator may have his/her own preferences with regard to the preparation and/or formatting of correspondence which may contradict the guidelines described in the Correspondence Manual. The FHWA Exec Sec will forward these preferences to the Correspondence Contacts. The preferences should be followed when preparing correspondence for the Administrator's signature. Correspondence prepared for signature by someone other than the Administrator should follow the guidelines as described in the Correspondence Manual.

NOTE: Special logos at the bottom of the letterhead are not included in the examples within the Correspondence Manual as they can change between updates. The letterhead templates available on StaffNet will include the current logo.



Letter Format Guidelines

In Reply Refer To:
HXX-XX

Ms. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State code*##ZIP Code)

blank line

Dear Ms. (Surname):

blank line

Each Administrator will have their own preferences as to how letters should be formatted. The following format guidelines will be used in preparing a letter unless the Administrator has indicated other preferences. The Executive Secretariat will notify offices of these alternate preferences.

1. Use Microsoft Word.
2. Fonts: For correspondence use Times New Roman 12 pt.
3. In order to achieve a balanced looking letter, spacing may vary between the date and address.
4. The margins for a letter are:
 - a. Microsoft Word Page Set: Top: 1", Bottom: 1", Left: 1", Right: 1"
(template margins are pre-set).
 - b. Right justification is not permitted in letters or memoranda.
 - c. Left margin: In line with the left edge of the letterhead caption.
5. On Office of the Administrator letterhead, the date is typed centered under "Office of the Administrator" and for Headquarters letterhead, the date is centered between the U.S. Department of Transportation (DOT) logo and the DOT address. On Field letterhead the date is centered under the division office name. Spell out the month and show the date and year in numerals. Do not use st, th, or rd with the numerals.

Example: April 15, 2010

*The USPS two-letter State code (ALL CAPS) for the State should be used on the inside address and the envelope. Use DC, not D.C. However, when mentioning a State in the body of the letter, it should be spelled out. There should be two blank spaces between the two-letter State code and the ZIP Code (the ## symbol indicates two blank spaces within this manual).

NOTE: The margins and placement of the address on short letters may vary for an attractive, well-balanced appearance.

1. The Sender's reference is typed directly below the office routing code and flush with the right margin.

Example:

In Reply Refer To:
HXX-XX
Sender's Reference:
TWDX

2. The address begins at the left margin, space down a minimum of two times to create at least one blank line below the FHWA or sender's reference. Single space in block style. The address should not exceed five lines (additional lines may be typed on the envelope). When any line extends beyond the center of the page, space down one time and space right four times so the line begins under the third character of the line above.

Example: Mr. John A. Smith
President
The Washington Area
Computer Group
Washington, DC 20590

3. There should be two blank spaces (indicated by ## in the manual) between the State code and ZIP Code.
4. Do not use two titles on the same address line, such as "The Honorable (Senator or Representative), Chairman" or "Mr. John A. Doe, P.E."

Incorrect: The Honorable (Senator or Representative's full name), ~~Chairman~~
Committee on XXXXXXXXXXXXX

Correct: The Honorable (Senator or Representative's full name)
Chairman/Chairwoman
Committee on XXXXXXXXXXXXX

Incorrect: ~~Mr.~~ John A. Doe, P.E.
(Title)

Correct: John A. Doe, P.E.
(Title)

The salutation is typed flush with the left margin, space down two times to create one blank line below the address followed by a colon. Do not use first-name salutations in letters unless

blank line

you have received specific instructions from the person who will be signing the letter or Exec Sec. These instructions also apply to letters that will be signed in Office of the Secretary of Transportation (OST).

5. **Subject Lines:** For correspondence drafted in Headquarters, do not use a Subject Line. If a Subject Line is used in correspondence prepared by a Field office, place it two spaces down after the address to create one blank line below the address and the Subject Line. Space down two times to create one blank line between the Subject Line and the salutation. A Subject Line should only be used when writing to a State department of transportation or businesses about specific projects and should be very brief (e.g., project name). When corresponding with Members of Congress or the general public, do not use a Subject Line; use the opening paragraph to introduce the subject of the letter.

Example:

Address

blank line

Subject: Project Name

blank line

Dear Secretary Smith:

6. The body of the letter begins two spaces down from the salutation to create one blank line. Paragraphs are single-spaced, and there should be one blank line between paragraphs. Use two blank spaces between sentences. Use clear, concise language and make sure the letter answers the questions asked in the incoming correspondence. Avoid the excessive use of acronyms. The first reference shall be spelled out followed by the acronym in parentheses. Begin each main paragraph flush with the left margin. Letters consisting of one paragraph that is ten lines or less should be double-spaced.

7. **Opening paragraph:**

When correspondence has been referred from OST (or from another source) for FHWA response, advise the addressee of this referral in the opening paragraph.

Example: Thank you for your letter of September 30 to Secretary of Transportation Ray LaHood regarding opposition to the East River Project in Pennsylvania. I have been asked to reply.

- a. In replying to a letter, provide enough detail in the opening paragraph to reference the incoming letter, but do not repeat all details of the subject.

blank line

- b. If an interim letter was sent, mention it in the opening paragraph. Give the date of the interim letter and any other clarifying information.
8. Begin the complimentary close at the center point, two spaces down from the last line of the body to create one blank line. There is no required complimentary closing. However, within FHWA, “Sincerely yours,” and “Sincerely,” are the most commonly used closings.
- a. When an individual is detailed to a position as a result of a personnel action, use the term “Acting” before the title in the signature block.

Example:

Sincerely yours,
blank line
blank line
blank line
blank line
 John A. Jones
 Acting Chief, Program Review Branch

- b. When an individual is acting in another position without a personnel action, the signature block will reflect the name and title of the incumbent, and the authorized person will sign for the incumbent.

Example:

Sincerely yours,
blank line
blank line
blank line
blank line
 for: John A. Jones
 Associate Administrator for
 Program Development



Paragraphs and Subparagraphs

In Reply Refer To:
HXX-XX

John B. Doe, P.E.

(Title)

(Name of Organization)

(Street Address)

(City, State code##ZIP Code)

blank line

Dear Mr. Doe:

blank line

1. Begin each main paragraph flush with the left margin. Single space within paragraphs, and there should be one blank line between paragraphs. Keep paragraphs to ten lines or less. Double space letters (one blank line between each line) consisting of one paragraph and ten lines or less.
2. When a paragraph is subdivided, it must have at least two subdivisions. Each successive subdivision of a paragraph is indented.
3. Indents should be set at every half inch.
4. When a paragraph is subdivided, each subdivision is numbered and lettered for clarity. Place periods after letters or numbers in an outline format. Omit the periods when the letters or numbers are enclosed in parentheses or are underlined.
 - a. Alternate use of numbers and letters.
 - b. Single space within a paragraph and space down two times to create one blank line between paragraphs.

NOTE: In the interest of brevity, only one subdivision at each level is shown in the example on the next page.

1. Open your bank statement.
 - a. Put canceled checks in sequence.
 - (1) Correct any mistakes in register.
 - (a) Mark off check number on the statement.
 - 1 Verify amount on check.
 - a Highlight discrepancies on statement.
 - c. Bullets, dashes, etc., may also be used to separate talking points in briefings, items in a list, or ideas to add clarity.
5. **Cited paragraphs:** The reference numbers and letters in a cited paragraph are typed without periods or spaces.

Example: (1)(a)(1)(a)
6. **Carryover paragraphs:** A paragraph may be split at the end of the page only if two or more lines of the paragraph can be carried over to the next page. There must be at least two lines of the paragraph at the bottom of a page before it can be split.
7. **Succeeding pages:** Use plain copier paper. The page number is at the top, flush with the right margin. Continue the body of the second page two spaces down from the page number leaving one blank line. When using a letterhead template, the succeeding pages are automatically added and numbered.

blank line

Sincerely yours,

*blank line**blank line**blank line**blank line*

(Full Name)

(Title)



Signing Authority

In Reply Refer To:
HXX-XX

Mrs. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State code##ZIP Code)

blank line

Dear Mrs. (Surname):

blank line

The following rules apply to incoming correspondence addressed to the FHWA or assigned by the OST Executive Secretariat (S-10) for signature by an FHWA official:

1. Correspondence will be signed at the lowest practical level, consistent with current delegations of correspondence signing authority in the FHWA Delegations and Organization Manual, FHWA ORDER M 1100.1A, at <http://www.fhwa.dot.gov/legregs/directives/orders/m11001a.htm>, and in the Executive Director's memorandum dated July 21, 1999.
2. The authority for signing correspondence may be delegated and redelegated consistent with these instructions.
3. Within the limits of delegated signatory authority, each FHWA official shall exercise individual discretion in determining whether any correspondence requires signature at a higher level.
4. Signing authority is reserved for the Administrator, as set forth in the FHWA Delegations and Organization Manual, FHWA ORDER M 1100.1A (see link above), for correspondence that:
 - a. Sets forth newly established FHWA policy.
 - b. Deals with sensitive or controversial areas.
 - c. Involves the functional responsibilities of more than one Associate Administrator.
 - d. Contains FHWA comments on proposed DOT issuances involving new policy or significant revisions in existing delegations or policy statements.

- e. Is addressed to: the Secretary or Deputy Secretary of Transportation, White House Officials, the Director, Office of Management and Budget, Members of the Cabinet, Heads of Independent Agencies, and Governors and Mayors when it involves non-routine and/or policy-related issues.
 - f. House and Senate leadership and key committee chairs and ranking minorities in both houses, including routine State-oriented issues.
 - g. Members of Congress when the correspondence is about policy-related issues; or a member expresses his/her personal view such as an objection to or suggestion about a project, issue, or policy. Congressional letters forwarding constituent correspondence may be signed at a lower level as long as the cover letter does not express an opinion regarding the topic of the constituent's concern.
5. Associate Administrators, in their respective areas of responsibility, may:
- a. Sign all correspondence not reserved for the Federal Highway Administrator, as set forth in number 4 above.
 - b. Delegate signatory authority to Office Directors and Division Chiefs, consistent with their assigned responsibilities, and not required to be reserved for Associate Administrators.
6. Office Directors, in their respective areas of responsibility, may:
- a. Sign all correspondence not reserved for the Federal Highway Administrator or Associate Administrators as set forth in numbers 4 and 5 above.
 - b. Delegate signatory authority to Division Chiefs or the equivalent, consistent with their assigned responsibilities, and not required to be reserved for Office Directors.
7. Directors of Field Services, Director of Technical Services, Federal Lands Highway Division Engineers, and Division Administrators, in their respective areas of responsibility, may:
- a. Sign all correspondence not reserved for the Federal Highway Administrator, as set forth in number 4 above.

blank line

- b. Delegate signatory authority to other field officials, consistent with their assigned responsibilities, and not required to be reserved for Directors of Field Services.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)

blank line

- 6. When documents referred to in the body of a letter are sent separately from the letter, type "Separate Cover:" two spaces down from the enclosure notation to create one blank line and flush with the left margin. One line below "Separate Cover:" type the titles or descriptions of the documents that are being sent separately. The documents are identified here, whether or not they were identified in the text, as follows:

Separate Cover:
 Bridge Manual
 Design Manual

- a. When sending more than one copy of the document under separate cover, indicate the number of copies in parentheses following the identification of the document as follows:

Separate Cover:
 Bridge Manual (2)

- b. When the material is mailed separately, include a copy of the signed letter.

blank line

Sincerely yours,
blank line
blank line
blank line
blank line
 (Full Name)
 (Title)

blank line
 Enclosures (2)

Figure 2.4-2



Delivery Notations

In Reply Refer To:
HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State code##ZIP Code)

blank line

Dear Mr. (Surname):

blank line

1. Increasingly, correspondence is delivered in a manner other than first-class mail. Delivery notations are not required, but may be useful information for the file copy. The following examples, as provided in *The Gregg Reference Manual*, 10th edition, show the different types of notations that could be used. If there is some combination of enclosures, courtesy copies, and/or delivery notation, the order in which they should be listed below the complementary closing is shown on Figure 2.5-2.
2. Delivery notations are indicated by typing the method type of delivery flush with the left margin and two spaces down from the signature block to create one blank line.

Examples:

By fax
By email
By FedEx
By messenger

3. Special instructions when using a delivery notation: The fax number, or email address should be included on the Grid as a record on the file copy.

Example:

Sincerely yours,

*blank line**blank line**blank line**blank line*

(Full Name)

(Title)

By fax (202-366-3244)

By email (email address)

By FedEx (tracking number)

4. Exec Sec sends correspondence by FedEx when it is indicated on the letter, unless otherwise noted on the correspondence package. If Exec Sec is to send correspondence by FedEx, please include a FedEx envelope with a completed shipping form.



Type date here after signature

Courtesy Copies

In Reply Refer To:
HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State code##ZIP Code)

blank line

Dear Mr. (Surname):

blank line

1. Courtesy copy distribution notations are shown on the original of the letter only if the addressee has a need to know who received a copy of the letter. Always show the courtesy copy distribution on the internal information copies including the grid.
2. Courtesy copies are indicated by typing cc: flush with the left margin two spaces down from the signature block, Enclosure notation, or Separate Cover notation, to create one blank line followed by the name or routing symbols of the recipients two blank spaces to the right after the cc:. If there is some combination of enclosures, courtesy copies, and/or delivery notation, the order in which they should be listed below the complementary closing is shown on Figure 2.5-2. There should be one blank between each notation.

Example:

cc: HIF-1
HOP-1
HCC-1

3. To avoid starting a new page, courtesy copy notations may be listed across the page.

Example:

cc: HIF-1, HOP-1, HCC-1,

4. When enclosures are not furnished to those listed in the cc: indicate as follows:

Example:

cc: HSA-1
HIF-1, w/o enclosure
HPA-1

Figure 2.6



Type date here after signature

Writer's Identification, File Locations, and Distribution Copies

In Reply Refer To:
HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State code##ZIP Code)

blank line

Dear Mr. (Surname):

blank line

1. The Writer's Identification, Control Numbers, File Location and Distribution Information are indicated on the grid of all letters. The writer's identification line consists of the FHWA identification, routing symbol of originating office, writer's first name initial and last name, typist's initials, writer's telephone number, and the date. The Paper and Electronic File Location information consists of the hard copy file name located in the originating office, followed by the fileserver name, path, and filename of the electronic document. This information is typed at the bottom of the grid.

NOTE: Electronic documents should be stored on a shared directory so that documents can be accessed by others if changes are needed and the writer is unavailable. If it is not accessible, and the letter needs to go out, the office may be requested to retype the letter.

Example:

Writer's Identification Line:	FHWA:HIF-1:RWeingroff:sw:64856:1/31/10
Control Numbers:	100127-001-2004; S10-100126-003 or I-2010-0061 (Include all the assigned control numbers, FHWA, S-10 or OST/I. They will be listed on the FHWA control sheet.)
Paper and Electronic File Location:	Location:F:/HIF-1/pasys.doc
Distribution Information:	cc: (List all information copies, reading file, etc.)

2. If the letter is rewritten or retyped, this should be indicated directly below the first identification line.

Example:

FHWA:HIF-1:KGee:rw:64856:2/4/10
 Rewritten:HFL-1:RFWeingroff:rw:64856:2/5/10

Figure 2.7-1

blank line

3. Any grid copies (formerly known as the Official File Copy) voided by revision or retyping, should be retained and attached behind the current or active grid with the oldest version on the bottom. Draw a diagonal line through voided grid copies so they are not confused with the current or active grid. When the edits or changes are not significant, neatly type "previous concurrences valid" in the upper right-hand corner or along side of the active grid (examples shown on Grid Copy on Figure 2.11). If there are significant changes made to a letter, then you need to begin the approval process over from the beginning; keeping previous versions with the package.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)

Figure 2.7-2



Type date here after signature

Making Copies

In Reply Refer To:
HXX-XX

Peter A. Smith, Esquire
(Name of Organization)
(Street Address)
(City, State code##ZIP Code)

blank line

Dear Mr. Smith:

blank line

1. If the letter was signed in the Federal Highway Administrator’s Office, Exec Sec makes all of the HOA and OST copies and mails the original. Exec Sec will return one signed, clean copy of the original. The originating office is then responsible for making all other copies listed in the distribution block. The distribution block, as described on Figure 2.7-1-2, should be typed separately on plain copier paper and cut to fit at the bottom or where appropriate.

2. If the letter has been signed by an Associate Administrator or other official, the originating office will mail the letter, and provide a clean copy to Exec Sec.

NOTE: Where instructed by Exec Sec, copies will be distributed electronically to the appropriate offices.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)

blank line

Enclosures (2)

blank line

By FedEx

blank line

cc: HIF-1

Type of folder to use:

1. **Red and White Striped Folders:** This type of folder should be used for correspondence addressed to:

- Members of Congress
- White House officials
- Heads of Independent Agencies
- Supreme Court Justices
- Mayors (cities exceeding 50,000 population)
- Governors
- State Legislators
- Foreign Equivalents of the above
- VIP (Stakeholder groups)
- Correspondence to the Secretary, Deputy Secretary, Assistant Secretaries, and Modal Administrators

2. **Blue and White Polka Dot Folder:** This type of folder should be used for correspondence addressed to:

- State DOT heads
- General Public
- All Other Correspondence

Figure 2.9



Folder Assembly

In Reply Refer To:
HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State code##ZIP Code)

blank line

Dear Mr. (Surname):

blank line

This section shows the correct way to assemble correspondence in a logical, neat package for signature. Keep all items together that belong with the outgoing letter, and all items that belong with the grid. Use binder clips to assemble packages. Do not use staples on the correspondence folders including the Route and/or Review Slip on the front of a package.

1. **Right side of folder:** Only items that will be mailed should be on the right side of a correspondence folder. Attach the outgoing letter and any enclosures on the right side of the folder with two binder clips:
 - a. **Executive Correspondence plastic cover sheet:** This clear, plastic sheet is used to protect the original letter.
 - b. **Original outgoing letter:** The original letter, even when there are several pages, is never stapled.
 - c. **Enclosure(s):** Enclosures are clipped (not stapled) in the sequence in which they are referenced in the letter, suitably captioned or tabbed.
 - d. **Envelope:** An appropriate size, addressed envelope should be included except for letters to be signed by the Secretary and Deputy Secretary.

2. **Left side of folder:** Official file documents are assembled in the following order with the summary sheet on top:
 - a. **Summary Sheet:** One-page summary of the issue/problem/request and rationale of position taken in response (see Figure 2.21 for a Summary Sheet form).
 - b. **Grids:** The grid (Form DOT F 1320.65) (<http://intra.fhwa.dot.gov/informs/adobeforms/dot132065.pdf>) is placed under the yellow Concurrence tab (Form FHWA-222B). The grid should be the same version as the current letter on the right side of the folder.

blank line

- c. **Voiding grid copies:** Any grid copies voided by revision or retyping should be attached behind all pages of the current or active grid. Voided grid copies should be differentiated from the current or active grid copy with a line drawn diagonally through them and “previous concurrences valid” typed or neatly written above or along side of the concurrence new grid.
- d. **Incoming letter:** Staple a copy of the Correspondence Control Sheet on top of the incoming letter and place the pink Incoming Tab, Form FHWA 222C, between the Control sheet and the first page of incoming letter.
- e. **Background:** Include a copy of sections of legislation that are referenced in the incoming or outgoing correspondence. Include copies of prior correspondence from the same writer on the same subject matter or recent responses to others on the same issue. To add clarity, include maps or pertinent articles. If there are a number of items included in the Background, it is helpful to use sticky notes as tabs for the different items. Place the background material under the blue Background Tab, Form FHWA-222A.
- f. **Interim letters:** Include copies of any acknowledgment or interim letters with the background information.
- g. **Edits:** ALWAYS retain all edits made by offices other than the Action Office and place them behind the background material. Edits made by an Action Office before it goes to other offices for review, do not need to be retained with the correspondence package.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

The Honorable (Full Name)
United States Senate
Washington, DC##20510

blank line

Dear Senator (Surname):

blank line

Thank you for your letter regarding-----

This is the format for a letter prepared for the Secretary of Transportation's signature. Letters to be signed by the Secretary are prepared on special letterhead. Omit the sender's reference on all correspondence typed for signature of an OST official. Do not use a first name in the salutation unless directed by Exec Sec.

Refer to the date of the incoming correspondence in the opening paragraph of a letter prepared for the Secretary's signature. *"Thank you for your letter regarding..."* The subject of the incoming correspondence should be included in the opening paragraph. Make sure all letters are properly centered on the page. Do not write letters that are one paragraph in length and do not double space short letters (one blank line between each typed line). For congressional correspondence only, end each letter with *"If I can provide further information or assistance, please feel free to call me."*

The example below shows the format for a second page. It should begin flush with the left margin.

Example:

Page 2

The Honorable (Full Name)

blank line

blank line

To begin typing the body of the second page, space down three times to create two blank lines after the Full Name.

Type the Secretary's name seven spaces down from the complimentary close to create six blank lines. Do not type a title below the Secretary's name.

Page 2

The Honorable (Full Name)

blank line

blank line

If you need letterhead for the Secretary, contact Exec Sec.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

blank line

blank line

(Full Name)



The Deputy Secretary of Transportation

WASHINGTON, DC 20590

The Honorable (Full Name)
Governor of (State)
(City, State code##ZIP Code)

blank line

Dear Governor (Surname):

blank line

Thank you for your letter regarding-----
-----.

This is the format for a letter prepared for the Deputy Secretary of Transportation's signature. Letters to be signed by the Deputy Secretary are prepared on special letterhead. Omit the sender's reference on all correspondence typed for signature of an OST official. Do not use a first name in the salutation unless directed by Exec Sec.

Refer to the date of the incoming correspondence in the opening paragraph of a letter prepared for the Deputy Secretary's signature. "*Thank you for your letter regarding concerning...*" The subject of the incoming correspondence should be included in the opening paragraph. Make sure all letters are properly centered on the page. Do not write letters that are one paragraph in length and do not double space short letters (one blank line between each typed line). For congressional correspondence only, end each letter with "*If I can provide further information or assistance, please feel free to call me.*"

The example below shows the format for a second page. It should begin flush with the left margin.

Example:

Page 2

The Honorable (Full Name)

blank line

blank line

To begin typing the body of the second page, space down three times to create two blank lines after the Full Name.

Type the Deputy Secretary's name five spaces down from the complimentary close to create four blank lines. Do not type a title below the Deputy Secretary's name.

Page 2

The Honorable (Full Name)

blank line

blank line

If you need letterhead for the Deputy Secretary, contact Exec Sec.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

For signature by OST officials other than S-1 or S-2

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State code##ZIP Code)

blank line

Dear Mr. (Surname):

blank line

Thank you for your letter regarding-----
-----.

This is the format for a letter prepared for an OST official who is not the Secretary or Deputy Secretary. Check with Exec Sec before preparing a letter for an OST office. The General Counsel and some Assistant Secretaries have their own letterhead. Omit the sender's reference on all correspondence typed for signature by an OST official. Do not use a first name in the salutation unless directed by Exec Sec.

Refer to the date of the incoming correspondence in the opening paragraph of a letter prepared for signature by an OST official. The subject of the incoming correspondence should be included in the opening paragraph. Make sure all letters are properly centered on the page. Do not write letters that are one paragraph in length and do not double space short letters (one blank line between each typed line). For congressional correspondence only, end each letter with "*If I can provide further information or assistance, please feel free to call me.*"

Type the OST official's name five spaces down from the complimentary close to create four blank lines.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

blank line

blank line

(Full Name)

(Title, if not on special
letterhead)

Figure 2.14

Distribution Copies of OST Controlled Correspondence

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State code##ZIP Code)

blank line

Dear Mr. (Surname):

1. On the distribution strip for OST controlled correspondence, include the following:
 - a. Division offices should be sent a copy of correspondence sent to a Member of Congress from their State, copies of correspondence discussing specific projects in their State, or correspondence with the State's DOT.
 - b. Assistant Secretary for Governmental Affairs (I), if the letter is addressed.
 - c. OST officials or other OAs requiring an information copy.
 - d. Copy for the Legislative Analysis Team Leader (HPLS-40) if the letter is addressed to a Member of Congress.
 - e. One copy for Exec Sec, include a copy of enclosures. This would be for responses for Direct Reply correspondence mailed by the Action Office, not Exec Sec.
 - f. Other information copies as required by the Action Office.
2. Using the list above include the appropriate offices on the distribution strip for noncontrolled correspondence. Noncontrolled correspondence is generally correspondence created in an FHWA office and going to an OST office (e.g., memorandum)

NOTE: Where instructed by HOAES, copies will be distributed electronically to the appropriate offices.

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)



Type date here after signature

Preparing Letters for HOA

In Reply Refer To:
HXX-X

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State code##ZIP Code)

blank line

Dear Mr. (Surname):

blank line

This is the format for a letter prepared for signature by the Federal Highway Administrator, Deputy Administrator, or Executive Director. Do not use first-name salutations unless instructed by Exec Sec.

Letters prepared for signature by the Federal Highway Administrator, Deputy Administrator, or the Executive Director (or letters of special interest to them that are signed by others) are routed through and controlled by Exec Sec.

The following are examples of opening paragraphs; the closings are provided for letters signed by one or more people:

1. Thank you for your letter of August 9 (do not include year unless other than current year) to Secretary of Transportation (Full Name) regarding (subject). Your letter was forwarded to the Federal Highway Administration for reply as it is the Agency responsible for (program).
2. This is in further reply to your letter of July 3 to Mr./Ms. (Full Name), Assistant Secretary for the U.S. Department of Transportation's Office of Governmental Affairs. Your letter was forwarded to the Federal Highway Administration for further response.
3. Thank you for your letter of December 15, cosigned by Senator Olympia J. Snowe, regarding (subject).

Closing: If I can provide further information or assistance, please feel free to call me. An identical letter has been sent to Senator Snowe.

4. Thank you for your letter of December 14, cosigned by your congressional colleagues, concerning (subject).

Closing: If I can provide further information or assistance, please feel free to call me. An identical letter has been sent to each cosigner of your letter.

Use the following guidelines when preparing a letter for the signature of the Federal Highway Administrator, Deputy Administrator, or Executive Director:

1. Prepare the letter on Office of the Administrator letterhead template. Include the original and the grid in the appropriate folder (red and white or blue and white), along with the distribution information.
2. Do not use an ATTENTION line on letters. They may be used on the envelope.
3. The signature block is typed five spaces down from the complimentary close to create four blank lines. Enclosure notations are typed two spaces down from the signature block to create one blank line after title of the signing official.
4. Do not show courtesy copy distribution on the original letter unless there is a need for the addressee to be informed.
5. Do not justify the right margin.
6. Do not staple originals, courtesy copies, or enclosures.
7. The final assembled package should include a copy of the incoming letter stapled to the control sheet, any enclosures, an appropriate size envelope, a completed Summary Sheet, and any background information.
8. The routing code, initials and surname of the drafter and the date are required on the grid. The grid must be the same version as the letter to be signed and must be a complete copy.
9. Upon receipt of the reproduced, signed copy, the Action Office should make copies to be distributed outside the office (except those for HOA-1, HOA-2, HOA-3, and higher offices). The Action Office is responsible for distributing the signed copies to field offices.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)



U.S. Department
of Transportation
**Federal Highway
Administration**

Office of the Administrator

1200 New Jersey Avenue, SE.
Washington, DC 20590

Type date here after signature

Letters to CEO of State DOT

In Reply Refer To:
HXX-X

Mr. (Full Name)
Commissioner, (Name of
State Department of Transportation)
(Street Address)
(City, State code##ZIP Code)

Through: Mr. (Full Name)
Division Administrator
City, State

blank line

Dear Mr. (Surname):

blank line

Thank you for your letter of March 10 to Secretary of Transportation (Full Name) concerning ---
------. Your letter was forwarded to the Federal Highway Administration for reply.

This is the format for a letter written to a State department of transportation (DOT) from a Washington Headquarters office.

Prepare an appropriate size envelope for the letter and any enclosures to the State CEO (to be used by the Division Administrator if he/she decides to mail the letter). The letter and enclosures should not be folded or sealed. Place them and a copy, in a FedEx envelope which has been pre-addressed to the State's Division Administrator. This provides the Division Administrator the opportunity to hand deliver the letter to the State CEO.

Mr./Ms. _____, our Division Administrator in (State), will work closely with you -----
------. He/she can be reached at (include a phone number).

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)

Figure 2.17



Type date here after signature

Signature by Two or More Modal Administrators

Add cosigning agency here

Each additional agency is two lines below the previous

In Reply Refer To:
HXX-1
USS-1
NXX-1

The Honorable (Full Name)
Mayor of (Name of City)
(City, State code##ZIP Code)

blank line

Dear Mayor (Surname):

blank line

Thank you for your letter of July 28 concerning -----

-----.

This is the format for a letter prepared for the signature of two or more Administrators within DOT. The template is available at <http://staffnet/informs/tn0002.htm>. For the signature block type the name and title of the originating Administrator on the right side and the name and title of the second Administrator on the left side, five spaces down from the complimentary close to create four blank lines. If there is a third Administrator, center the name and title under the first two, five spaces down to create four blank lines.

If it is not known who the signing officials will be, leave enough room for the name, title, and signature. Use FHWA Office of the Administrator letterhead template (dual administration) and type in the full name, title, and name of the respective DOT Administrations.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)
Administrator, Federal Transit
Administration

(Full Name)
Administrator, Federal
Highway Administration

blank line

blank line

blank line

blank line

(Full Name)
Administrator, National Highway
Traffic Safety Administration



Type date here after signature

Multiple Signatures by HOA and an Outside Group

In Reply Refer To:
HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State code##ZIP Code)

blank line

Dear Mr. (Surname):

blank line

This is the format for a letter cosigned by the Federal Highway Administrator and the head of an outside organization such as the Executive Director of the American Association of State Highway and Transportation Officials (AASHTO). Use FHWA Office of the Administrator letterhead.

This format is reserved for signature in the Office of the Federal Highway Administrator.

If it is known who the signing official will be, type in the name and title five spaces down from the complimentary close to create four blank lines. The Federal Highway Administrator's name and title is typed on the right side. The name and title of the cosigner is typed on the left side.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)
(Title), American Association
of State Highway and
Transportation Officials

(Full Name)
Administrator, Federal
Highway Administration

Figure 2.19



Letter Signed by AA or Other FHWA Officials

In Reply Refer To:
HXX-XX

Ms. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State code##ZIP Code)

blank line

Dear Ms. (Surname):

blank line

This is the format for a letter prepared for the Associate Administrator or other FHWA official's signature. First-name salutations may be used if instructed by the signing official.

blank line

The following are suggested opening paragraphs:

1. Thank you for your letter of June 20 to Federal Highway Administrator (Full Name) regarding (subject).
2. Thank you for your letter of April 27 to the President regarding (subject). The White House forwarded your letter to the Federal Highway Administration because we manage the (program).

Type the name and title of the signing official five spaces down from the complimentary close to create four blank lines.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)

SUMMARY SHEET
(Limit Information to 1-Page)

SUBJECT: State the title of the action/issue.

ISSUE: Clearly state the issue, problem, or request the writer/requester is asking FHWA to solve, fund, or assist them with solving.

FHWA POSITION: State in two or three sentences our response/action/proposed solution to the issue/problem/request.

BACKGROUND: Provide key facts that summarize the issue/problem/request and rationale for our position. Use this space to refer to specific tabs for detailed information highlighted on specific pages of accompanying documents.

POINT OF CONTACT: Include the name, routing symbol, and telephone number of individual preparing the response to the document.

SUPERVISOR: Include the name, routing symbol, and telephone number of Program Office Director or Division Chief.

This sheet should be placed inside the folder on the left side on top of the yellow Concurrence tab. The incoming correspondence should be placed under the pink Incoming tab. Any background material should be placed under the blue Background tab.

CHAPTER 3. PREPARATION OF CONGRESSIONAL CORRESPONDENCE

Par.

1. What is congressional correspondence?
2. What are the guidelines for congressional correspondence?
 1. **What is congressional correspondence?** Congressional correspondence includes all written communications sent to or received from Members of Congress, congressional committees, staff members, individuals, and organizations whose correspondence has been forwarded by a Member of Congress for assistance in preparing a reply.
 2. **What are the guidelines for congressional correspondence?** The following guidelines apply when preparing congressional correspondence.
 - a. **Due dates.** The deadline for preparing a response to a congressional letter is 5 business days from the date of receipt in the Office of the Secretary of Transportation's (OST's) Executive Secretariat (S-10), and 5 business days from the date of receipt in the FHWA Executive Secretariat (Exec Sec). Action offices are expected to meet the due date as assigned. If circumstances are such that the due date must be extended from 1 to 5 days, contact the Exec Sec for further instructions. Requests for extension from S-10 must be made in writing or by email, but they should be discussed with Exec Sec before any action is taken.
 - b. **Acknowledgment letters.** The S-10 and Exec Sec send an acknowledgment letter to a Member of Congress when their letter is received by OST or Exec Sec.
 - c. **Interim replies.** S-10 is currently preparing the interim replies following a request for an extension for correspondence prepared for signature by the Secretary or the Deputy Secretary of Transportation.
 - d. **Types of congressional replies.**
 - (1) **Reply to constituent.** When a Member specifically requests the reply be sent directly to the constituent, forward a copy of the reply and incoming to the Member (shown on the incoming), unless the Member specifies that they do not want a copy.
 - (2) **Reply to Member.** If a response is sent to the Member, prepare the reply in accordance with the instructions on the following pages.
 - e. **Guidance on reports to Congress.** (See Appendix D).

Congressional committee correspondence. When a Member of Congress writes as Chairman/woman or Member of a Committee, address the reply as follows:

Senate Committee Chairman/woman

The Honorable (Full Name)
Chairman/woman, Committee on (Full Name of Committee)
United States Senate
Washington, DC 20510

blank line

Dear Mr./Madam Chairman/woman:

Senate Subcommittee Chairman/woman

The Honorable (Full Name)
Chairman/woman, Subcommittee on (Full Name of
Subcommittee)
(Full Name of Parent Committee)
United States Senate
Washington, DC 20510

blank line

Dear Mr./Madam Chairman/woman:

House Committee Chairman/woman

The Honorable (Full Name)
Chairman/woman, Committee on (Full Name of Committee)
U.S. House of Representatives
Washington, DC 20515

blank line

Dear Mr./Madam Chairman/woman:

House Subcommittee Chairman/woman

The Honorable (Full Name)
Chairman/woman, Subcommittee on (Full Name of
Subcommittee)
(Full Name of Parent Committee)
U.S. House of Representatives
Washington, DC 20515

blank line

Dear Mr./Madam Chairman/woman:

Check with Exec Sec before preparing a reply to a female Committee or Subcommittee chair, the Chair may have chosen an alternate form of address.

Figures 3.1 - 3.6 provide samples of congressional correspondence with specific procedures and instructions.



Letter From Staff Member

In Reply Refer to:
HXX-XX

The Honorable (Full Name)
United States Senate
Washington, DC 20510

blank line

Dear Senator (Surname):

blank line

When correspondence is received from a staff person of a Member of Congress or a congressional committee, address the reply to the Member or the Chairperson of the Committee. Reference the staff member's letter in the opening paragraph. The reply may be sent directly to the sender only if the reply pertains solely to congressional staff work or if a direct reply has been requested.

Envelope Example:

ATTN MR/MS (FULL NAME)
THE HONORABLE (FULL NAME)
UNITED STATES SENATE
WASHINGTON, DC 20510

NOTE: Do not use an ATTENTION line on the outgoing letter; only use on the envelope if the Member asks that the reply be sent to the attention of a particular staff member.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)



Letter to Deceased Member of Congress

In Reply Refer to:
HXX-XX

Mr. (Full Name)
Chief of Staff to the late
 Senator (Full Name)
United States Senate
Washington, DC 20510

blank line

Dear Mr./Ms. (Surname):

blank line

If it becomes necessary to address a letter to the office of a deceased Member of Congress, before a successor has been appointed or elected, address the letter to the chief of staff, administrative assistant or secretary as shown below.

Mr./Ms. (Full Name)
Secretary to the Late (Member's Full Name)
U.S. House of Representatives
Washington, DC 20515

blank line

Dear Mr./Ms. (Surname):

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)

Making Copies – Responses Signed in HOA

In Reply Refer to:
HXX-XX

The Honorable (Full Name)
United States Senate
Washington, DC 20510

blank line

Dear Senator (Surname):

blank line

The following copies are to be made for all congressional correspondence:

1. Prepare one copy of all congressional correspondence signed by an FHWA official for the following OST offices: Office of the Assistant Secretary for Governmental Affairs (I), General Counsel (C), Undersecretary for Policy (S-3), Assistant Secretary for Policy (P) and other OST offices as appropriate.
2. Prepare copies as called for on the control sheet.
3. For all congressional correspondence, regardless of the signature level, prepare copies for the FHWA organizational elements as follows:
 - a. One copy for the Legislative Analysis Team Leader (HPLS-40).
 - b. When a congressional letter is signed by the Federal Highway Administrator or a higher-level DOT official, the copies listed in paragraphs 1 and 3 (a) through (c) are made by Exec Sec. Do not make copies for HOA once the package is returned.
 - c. Copies as required to keep other FHWA offices informed.
 - d. Provide a copy of all congressional responses to the appropriate Division Office of that State.
4. Exec Sec will fax a copy of final congressional replies signed by the FHWA Administrator, Deputy Administrator, or Executive Director to the Member's Washington office.

NOTE: Where instructed by Exec Sec, copies will be distributed electronically to the appropriate offices.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)



Making Copies – Responses Signed by AA’s

The Honorable (Full Name)
United States Senate
Washington, DC 20510

In Reply Refer to:
HXX-XX

blank line

Dear Senator (Surname):

blank line

The following copies are to be made for all congressional correspondence:

1. Prepare one copy of all congressional correspondence signed by an FHWA official for the following OST offices: Office of the Assistant Secretary for Governmental Affairs (I), General Counsel (C), Undersecretary for Policy (S-3), Assistant Secretary for Policy (P) and other OST offices as appropriate.
2. Prepare copies as called for on the control sheet.
3. For all congressional correspondence, regardless of the signature level, prepare copies for the FHWA organizational elements as follows:
 - a. One copy for the Legislative Analysis Team Leader (HPLS-40).
 - b. One copy for Exec Sec (attach copy of any enclosures).
 - c. Copies as required to keep other FHWA offices informed.
 - d. Provide a copy of all responses sent to Members of Congress to the appropriate Division Office.
4. Responses being mailed to a Member's Washington office should be faxed followed by mailing the hard copy.

NOTE: Where instructed by Exec Sec, copies will be distributed electronically to the appropriate offices.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)



Office of the Administrator

1200 New Jersey Avenue, SE.
Washington, DC 20590

Type date here after signature

Responding to a Congressional District Office

In Reply Refer to:
HXX-XX

The Honorable (Full Name)
United States Senator
(Mailing Address)
(City, State Code Zip Code)

or

The Honorable (Full Name)
Member, U.S. House of Representatives
(Mailing Address)
(City, State Code Zip Code)

blank line

Dear Senator or Congressman/woman (Surname):

blank line

Thank you for your letter of March 10 regarding _____
_____.

This is the format for a letter prepared and addressed to a Member of Congress's district office.

When an outgoing reply is sent to a Member's district office, a copy is also sent to the Washington office along with a copy of the incoming letter. A copy of the incoming correspondence should be paper-clipped to an envelope addressed to the Washington office and placed behind the outgoing reply on the right hand side of the package. For responses signed by HOA, Exec Sec will mail the letters to the Member's district office and send a copy to his/her Washington office. Responses signed by the Associate Administrator (AA) will be sent to the Member's district office. The AA's office will also mail a copy of the response and incoming to the Member's Washington office. Envelopes for the district and Washington offices should be included with the correspondence package.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)

blank line

cc:

Washington Office

Figure 3.5



U.S. Department
of Transportation
**Federal Highway
Administration**

Type date here after signature

1200 New Jersey Avenue, SE.
Washington, DC 20590

Letter Signed by AA or Other FHWA Officials

In Reply Refer to:
HXX-XX

The Honorable (Full Name)
United States Senate
Washington DC 20510

or

The Honorable (Full Name)
U. S. House of Representatives
Washington, DC 20515

blank line

Dear Senator/Congressman/woman (Surname):

blank line

Thank you for your letter of May 10 regarding _____
_____.

This is the format for a response sent to a Senator or Congressman at his/her Washington office.

Senators or Congressmen/women frequently forward correspondence received from a constituent or organization. Prepare the response to the Washington office unless otherwise instructed in the Member's incoming letter. If the outgoing reply is being sent directly to a district office, follow the instructions in "RESPONDING TO CONGRESSIONAL DISTRICT OFFICE" for sending a copy to the Washington office. This includes outgoing responses being sent directly to the constituent. Return the incoming correspondence to the Member if it is requested.

blank line

Sincerely yours,

blank line

blank line

blank line

blank line

(Full Name)

(Title)

blank line

Enclosure:

CHAPTER 4. PREPARATION OF WHITE HOUSE CORRESPONDENCE

Par.

1. What are the types of White House correspondence, and how do I prepare them?

- a. **Presidential correspondence.** Presidential correspondence is correspondence prepared for signature by the President or members of the White House staff. Check with Exec Sec for proper formatting.
- b. **Secretarial correspondence.** Secretarial correspondence is correspondence from the Secretary to the President. Check with Exec Sec for proper formatting.
- c. **OST and/or FHWA correspondence.** OST and/or FHWA correspondence is correspondence referred from the White House for direct reply by an OST or an FHWA official. The opening paragraph should read:

Thank you for your letter of May 12 to President Obama regarding _____. It has been forwarded to the Federal Highway Administration for reply.

CHAPTER 5. PREPARATION OF MEMORANDUMS

Par.

1. What is a memorandum form?
2. How do I prepare a memorandum form?
3. What unit of measurement should be used in the Federal Highway Administration (FHWA) reports and correspondence?

1. **What is a memorandum form?** A memorandum form is used for informal correspondence throughout FHWA and with all other organizational elements of the U.S. Department of Transportation (DOT). The electronic template is accessible through the Correspondence Site on StaffNet at: <http://staffnet/informs/tn0002.htm>.

NOTE: Special logos at the bottom of the letterhead templates are not shown in the Correspondence Manual as they may change between updates.

2. **How do I prepare a memorandum form?**

- a. **Assembling a memorandum for signature.** When assembling a memorandum for signature, keep together all items belonging with the original memorandum (the memorandum that is to be signed), all items belonging with the Official File Copy (referred to as the "grid" throughout the rest of this chapter), and all items belonging with the information copies.
- b. **Stapling and mailing an original memorandum.** The original memorandum and any attachments should not be stapled before it has been signed. Attachments should be placed under the original memorandum in sequential order. Secure the original memorandum and the attached to the correspondence package with two binder clips at the top. If a memorandum is to be mailed, include an appropriate size, addressed envelope in the correspondence package under the original memorandum and attachments. Transmission of memorandum via email is preferred.
- c. **Voiding grid copies.** Any grid copies voided by revision or retyping should be retained, and attached under the current or active grid with the oldest version at the bottom. Draw a diagonal line through voided grid copies so they are not confused with the active or current grid. Neatly type "previous concurrences valid" in the upper right-hand corner or along side of the active grid. If there are significant changes made to a memorandum, then begin the approval process over from the beginning, still keeping all previous versions with the package.
- d. All memorandums regardless of subject matter or signature level should be in the appropriate correspondence folder.

3. **What unit of measurement should be used in FHWA reports and correspondence?**
The mandatory use of metric measurements in FHWA documents has been rescinded per the November 25, 2008, <http://www.fhwa.dot.gov/programadmin/contracts/1108metr.cfm> memorandum from the Executive Director. The inch-pound measurements are the practical form of measurement to use in FHWA's documents including letters, memoranda, publications, reports, and information on FHWA Web sites.

NOTE: Figures 5.1 - 5.25 provide samples of memorandum forms with further instructions.



Memorandum

MARGINS, DATE, AND ROUTING SYMBOL

Subject: **INFORMATION:** or **ACTION:** Margins,
Date, and In Reply Refer To:

Date:

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
(Title and Routing Symbol (HXX-XX))

blank line

blank line

Memorandums are used for informal correspondence throughout FHWA and with all other organizational elements of DOT. Use the printed memorandum form or the electronic template available on StaffNet. The link to the letterhead templates is in the first paragraph of page 1 of this Chapter.

1. Use Microsoft Word.
2. Fonts: Times New Roman 12 pt.
3. The margins for a memorandum are 1” on the right, bottom and left margins. The top margin is 0.3”. The margins are pre-set on the electronic template.
4. Right justification is not acceptable.
5. Once a memorandum is signed by an HOA principal, the date is typed by Exec Sec. Memorandum signed by someone else in FHWA can be dated by typing in the date or using a date stamp two blank spaces after the Date: caption. If typed, spell out the month and show the date and year in numerals. Do not use st, th, or rd with the numerals.

Example:

Date: February 28, 2010

6. In Reply Refer To: Type the routing symbol of the action office one space down, and flush right.



Memorandum

SUBJECT: LINE

Subject: **INFORMATION:** or **ACTION:** Use of

Date:

Subject: Line

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
(Title and Routing Symbol (HXX-XX))

blank line

blank line

1. The Subject: line is typed two blank spaces after the Subject: caption. Keep the subject of the memorandum short. If more than one line is needed, type the succeeding lines flush left under **INFORMATION:** or **ACTION:**. Capitalize the first letters of all words except articles, prepositions, and conjunctions. The Subject: line must include one of the following captions: **ACTION:** (an action is required of the addressee), or **INFORMATION:** (information is being provided and no action is required of the addressee).

Example:

INFORMATION: FHWA Correspondence Manual Response to Incoming Memorandums

2. Reference the incoming memorandum: When responding to an incoming memorandum, reference it in the Subject: line in as few words as possible.

Example:

INFORMATION: Welfare and Recreation Board
(Your memorandum, 1/21/10, copy attached)

3. When responding to a memorandum from the Office of the Secretary of Transportation (OST), always attach a copy of the incoming memorandum or request (do not include the incoming attachments) to the original of the reply and note this in the Subject: line.

Example:

INFORMATION: Welfare and Recreation Board
(Your memorandum, 1/21/10, copy attached)

blank line

4. Reference previous outgoing memorandums: When writing to the same person before a reply from them has been received, reference the previous memorandum in the Subject: line and attach a copy.

Example:

INFORMATION: Welfare and Recreation Board
(Our memorandum, 7/21/10, copy attached)

5. Include required due dates: Memorandums requiring an answer or other action by a specific date shall contain the due date as part of the Subject: line.

Example:

ACTION: Improved Staffpower Management Report
(Reply Due: 8/15/10)

blank line

Attachment



Memorandum

FROM: LINE

Subject: **INFORMATION:** or **ACTION:** Use of

Date:

From: Line

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
(Title and Routing Symbol (HXX-XX))

blank line

blank line

Memorandums from and to FHWA/OST officials and officials of other operating administrations will be signed according to comparable organizational level.

1. Title: The name and title of the signing official will be shown on the From: line. The title goes on the line below the name.
2. When a memorandum will be signed by two or more FHWA officials or DOT modal administrators, the originator of the memorandum's name and title shall be listed first.
3. When an individual is detailed to a vacant position on a temporary basis, use the term "Acting" before the title on the From: line.

Example:

From: John A. Smith
Acting Chief, Management Programs
and Analysis Division

4. When an individual is signing for an official who is temporarily out of the office (official travel or leave, for instance), the From: line will reflect the title of the incumbent, and the authorized person will sign for the absent incumbent.

Figure 5.3



Memorandum

TO: LINE

Subject: **INFORMATION:** or **ACTION:** Use of

Date:

To: Line

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
(Title and Routing Symbol (HXX-XX))

blank line

blank line

Memorandums to and from FHWA/OST officials and officials of other OAs will be prepared according to comparable level. If the memorandum is going to someone in another Federal agency or to someone outside of government, the memorandum should be signed by someone of equal authority as to whom the memorandum is addressed. The addressee's name is on the To: line. The addressee's title and routing symbol is on the line below the name. Show the addressee's office routing symbol in parenthesis one space to the right of the title. When initiating a memorandum, show the routing symbol of the addressee's office. When replying to an incoming memorandum, use the routing symbol shown on the incoming.

1. **THROUGH: Line.** Occasionally a memorandum will be routed through an office for clearance or approval. Use of the **THROUGH: line** requires a signature before transmittal to the addressee. When the **THROUGH: line** is used, type as shown:

To: John Smith,
Administrator (HOA-1)
THROUGH: Jeffrey F. Paniati
Executive Director (HOA-3)

2. **ATTENTION: Line.** Avoid an **ATTENTION: line** whenever possible by sending it directly to a person and copying others. Use of a **THROUGH: Line** may be a better choice. If an **ATTENTION: line** must be used, follow the example below: **ATTENTION:** is in line with the addressee's name and title.

To: John A. Adams
Chief, Bridge Division (HXX-XX)
ATTENTION: Mr. Paul Smith
(Title) (HXX-XX)

NOTE: When using a **THROUGH: line**, be sure a copy is included in the package for the **THROUGH: addressee(s)**.



Memorandum

MEMORANDUMS ADDRESSED TO MULTIPLE PEOPLE

Subject: **INFORMATION:** or **ACTION:**
Memorandums Addressed to Multiple
Individuals
blank line

Date:

From: (Name)
(Title of Signing Official)
blank line

In Reply Refer To:
HXX-XX

To: See Addressees
blank line
blank line

For memorandums addressed to multiple people, prepare one original (unless specifically instructed otherwise by Exec Sec) to be reproduced after signature.

When the To: Line requires the notation "See Addressees," type "Addressees:" at the left margin two spaces below the last line of the body of the memorandum, creating a one blank line. On the next line, list the name, title and the routing symbol of the addressees. If the list requires more than one page, type the all of the addressee names, titles and routing symbols on a separate sheet of paper and attach it to the back of the memorandum. Use the same format on the separate sheet as used in the example below.

Example:

Addressees:
Name, Associate Administrator for Research
and Development (HRT-1)
Name, Associate Administrator for Infrastructure (HIF-1)
Name, Associate Administrator for Civil Rights (HCR-1)

Figure 5.5



Memorandum

PARAGRAPHING AND SUCCEEDING PAGES

Subject: **INFORMATION:** or **ACTION:** Body of a
Memorandum, Outlining, and Succeeding
Pages

Date:

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
(Title and Routing Symbol (HXX-XX))

blank line

blank line

Begin the body of a memorandum three spaces down after the last line of the To: Line creating two blank lines. Begin each main paragraph flush with the left margin. Single space the body of the memorandum with be one blank line between paragraphs. Double space (one blank line between typed lines) one-paragraph memorandums consisting of ten lines or less.

1. There are no specific formatting rules for outlines and subparagraphs other than using the same format throughout a document. However, using the following guidelines will add clarity and neatness to your outline and subparagraphs.
2. When a paragraph is subdivided, it must have at least two subdivisions. Each successive subdivision a paragraph is indented.
3. Indents should be set at every half inch.
4. When a paragraph is subdivided, each subdivision is numbered and lettered for clarity. Place periods after letters or numbers in an outline format. Omit the periods when the letters or numbers are enclosed in parenthesis or are underlined.
 - a. Alternate use of numbers and letters.
 - b. Single space within a paragraph, and space down two times to create one blank line between paragraphs.
 - c. Bullets, dashes, etc., may also be used to separate talking points in briefings, items in a list, or ideas to add clarity.

- | |
|--|
| 1. Open your bank statement. |
| a. Put canceled checks in sequence. |
| (1) Correct any mistakes in register. |
| (a) Mark off check number on the statement. |
| <u>1</u> Verify amount on check. |
| <u>a</u> Highlight discrepancies on statement. |

5. **Cited paragraphs.** When a paragraph is cited in correspondence, the reference numbers and letters are typed without periods or spaces.

Example: (1)(a)(1)(a)

6. **Carry-over paragraphs.** A paragraph may be split at the end of the page only if two or more lines of the paragraph can be carried over to the next page. There must be at least two lines of the paragraph at the bottom of a page before it can be split.
7. **Succeeding pages.** Continue the body of the memorandum two spaces down creating one blank line below the page number. When using memorandum template, the succeeding pages are automatically added and numbered.



Memorandum

ATTACHMENTS

Subject: **INFORMATION:** or **ACTION:**

Date:

Attachments

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
(Title and Routing Symbol (HXX-XX))

blank line

blank line

The notation "Attachment" is reserved for memorandums. Do not use "Enclosure" as it is reserved for letters. Type "Attachment" flush with the left margin two spaces down from the end of the body of the memorandum to create one blank line. When more than one attachment is involved, identify each attachment by number; e.g., Attachment 2. When there is more than one lengthy attachment, use tabs to identify each attachment by number.

- Attachment(s) identified in the body of the memorandum are noted as follows:

Attachment or 2 Attachments

- Attachment(s) not identified in the body of the memorandum are noted as follows:

Attachment: or 2 Attachments:
List of Specific Revisions List of Specific Revisions
Current Highway Programs
Issues Book

- If some attachments are identified within the body of the memorandum and some are not, follow the format of number 2 above and list all of the attachments.

- Identify multiple copies of the attachment(s) identified in the body of the memorandum in parentheses as follows:

Attachment (2) or 2 Attachment (2)

blank line

5. Identify multiple copies of the attachment(s) not identified in the body of the memorandum in parentheses after identification of the attachment as follows:

Attachment:	or	2 Attachment:
List of Specific Revisions (2)		List of Specific Revisions
Current Highway Programs		
Issues Book		

6. If document(s) or other materials are being sent separately, type "Separate Cover:" flush with the left margin, and two spaces down from the attachment notation to create one blank line (two spaces down from the response block of the memorandum if there is no attachment). Go down one space and type the titles or descriptions of the documents that are being separately sent. The documents are identified here, whether or not they were identified in the text, as follows:

Separate Cover:
 Updated Data Disk
 List of Specific Revisions (2)
 Current Highway Program Issues Book

7. When an attachment is sent, and additional material is to be sent separately, follow the directions as set forth in paragraphs 1 and 2 then type the separate cover notations two spaces down from the attachment notation as follows to create one blank line:

2 Attachments
blank line
 Separate Cover:
 Updated Data Disk
 List of Specific Revisions (2)
 Instruction Manual (2)

8. When the material is mailed separately, include a copy of the memorandum.



Memorandum

DELIVERY NOTATIONS

Subject: **INFORMATION:** or **ACTION:** Delivery
Notations

Date:

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
(Title and Routing Symbol (HXX-XX))

blank line

blank line

1. Increasingly, correspondence is delivered in a manner other than first-class mail. Delivery notations are not required, but may be useful information for the file copy. The following examples as provided in *The Gregg Reference Manual*, 10th edition, show different types of notations as well as the order in which they should appear with attachments and copies.
2. Delivery notations are indicated by typing the method type of delivery flush with the left margin and two spaces down from the body of the memorandum to create one blank line.

Examples:

By fax
By email

3. Special instructions when using a delivery notation.
 - a. The fax number, or email address are not included on the outgoing memorandum, but should be included on the grid as a record on the file copy.

Example:

By fax (202-366-3244)
By email (email address)

4. Correspondence that is to be scanned and sent by email will be returned to the originating office for distribution. The Exec Sec prepares and distributes copies for OST and other DOT modal administrations listed in the distribution area.



Memorandum

RESPONSE BLOCK

Subject: **ACTION:** Response Block
blank line

Date:

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line
To: (Name)
(Title and Routing Symbol (HXX-XX))

blank line
blank line

A response block is provided when a decision is required. The possible responses and a date line are typed in capital letters flush with the left margin with one blank line between each possible response and the date. Begin the response block two spaces down from the body of the memorandum or Attachment notation to create one blank line. Follow each response with a typed line ending at the same point for neatness. Two possible response blocks are listed in the Examples below.

Examples:

2 Attachments

blank line

APPROVED: _____

blank line

DISAPPROVED: _____

blank line

DATE: _____

WILL ATTEND: _____

blank line

WILL NOT ATTEND: _____

blank line

DATE: _____

Do not type any notations parallel with the response block on the right-hand side of the page. Leave this space blank for any comments by the addressee.

Figure 5.9



Memorandum

COURTESY COPY NOTATIONS

Subject: **INFORMATION:** or **ACTION:** Courtesy
Copy Notations

Date:

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
(Title and Routing Symbol (HXX-XX))

blank line

blank line

1. Courtesy copy distribution notations are shown on the original memorandum only if the addressee has a need to know who received a copy of the memorandum. Always show the courtesy copy distribution on the internal information copies including the grid.
2. “Courtesy copy” is indicated by typing “cc:” flush with the left margin and two spaces down from body of the memorandum, attachment notation, or separate cover notation to create one blank line followed by the titles and/or routing symbols of the recipients.

Example:

cc: HSA-1
HIF-1
HPA-1

3. To avoid starting a new page, courtesy copy notations may be listed across the page.

Example:

cc: HSA-1, HIF-1, HPA-1

4. When attachments are not furnished to recipients of courtesy copies, indicate as follows:

Example:

cc: HSA-1
HIF-1 w/o attachments
HPA-1



Memorandum

WRITER'S IDENTIFICATION FILE LOCATION AND DISTRIBUTION INFO

Subject: **INFORMATION:** or **ACTION:** Writer's
Identification, File Location, and
Distribution Information

Date:

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
(Title and Routing Symbol (HXX-XX))

blank line

blank line

1. The Writer's Identification, Control Numbers, File Location and Distribution Information are indicated on the grid of all memorandums. The writer's identification line consists of the FHWA identification, routing symbol of originating office, writer's first name initial and last name, typist's initials, writer's telephone number, and the date. The Paper and Electronic File Location information consists of the hard copy file name located in the originating office, followed by the fileserver name, path, and filename of the electronic document. This information is typed at the bottom of the grid.

NOTE: Electronic documents should be stored on a shared directory so that documents can be accessed by others if changes are needed and the writer is unavailable. If the document is not accessible and it needs to be sent, the originating office will be asked to retype the memorandum.

Example:

Writer's Identification Line:	FHWA:HIF-1:KGee:rw:64856:1/31/10
Control Numbers:	100127-001-2004 (show control number(s) as indicated on control sheet.)
Paper and Electronic File Location:	Location:F:/HIF-1/pasys.doc
Distribution Information:	cc: (List all information copies, reading file, etc.)

2. If the memorandum is rewritten or retyped, this should be indicated directly below the first identification line.

Example:

FHWA:HIF-1:KGee:rw:64856:9/4/10
Rewritten:HIF-1:RFWeingroff:rw:64856:9/5/10

3. Any grid copies voided by revision or retyping should be retained and attached behind the current or active grid with the oldest version at the bottom. Draw a diagonal line through voided grid copies so they are not confused with the current or active grid. When the edits or changes are not significant, then neatly type “previous concurrences valid” in the upper right-hand corner or along side of the active grid (examples shown on Grid in Figure 5.21). If there are significant changes made to a memorandum, then you need to begin the approval process over from the beginning, still keeping previous versions and edits with the package.



Memorandum

MAKING COPIES

Subject: **INFORMATION:** or **ACTION:** Making
Copies

Date:

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
(Title and Routing Symbol (HXX-XX))

blank line

blank line

If the memorandum was signed in the Federal Highway Administrator's Office, Exec Sec makes all of the HOA and OST copies and returns the signed version to the originating office. Exec Sec will return one signed, clean copy of the original. The originating office is then responsible for making all other copies listed in the distribution block. The distribution information as described on Figure 5.11-1-2 should be typed separately on plain copier paper and cut to fit at the bottom or where appropriate.

NOTE: Where instructed by Exec Sec, copies will be distributed electronically to the appropriate offices.

Type of folder to use:

1. **Red and White Striped Folders:** This type of folder should be used for memorandums going to:

Memorandum to the Secretary, Deputy Secretary, Assistant Secretaries, and Modal Administrators.

Reports to Congress -

- the memorandum from the Associate Administrator to the Administrator is in a **Blue and White Polka Dot Folder**,
- the folder containing the Memorandum to the Secretary or the Administrator should be a **Red and White Striped Folder**, and
- the Folder containing the letters to members of Congress should be in a **Red and White Striped Folder**.

2. **Blue and White Polka Dot Folder:** This type of folder should be used for memorandums to:

Information Memorandum



{Date}

ACTION MEMORANDUM TO THE SECRETARY

blank line

From: Full Name, Administrator
X60650

blank line

Prepared by: {Full Name}, {Title}
{XPhone ext.}

blank line

Re: {Subject}

blank line

blank line

blank line

ACTION REQUIRED

blank line

State the action or decision you are asking the Secretary of Transportation to take. (In effect, tell him/her why he/she is reading your memo.)

blank line

blank line

SUMMARY

blank line

Give a brief description of the subject matter of the memo. Please include a brief listing of the consultations you have made in arriving at your recommended action. This should include the clearances obtained with the DOT and FHWA and, where applicable, the stakeholders who have been consulted.

blank line

blank line

BACKGROUND

blank line

Describe the background for the decision. Be sure to describe any objections you have received during the consultations you referenced in the summary section, and your responses to them.

blank line

RECOMMENDATION

blank line

Clearly state the action you are recommending the Secretary of Transportation to take. Close with the following signature/clearance block:

blank line

Attachments

blank line

The Secretary

blank line

APPROVED: _____

blank line

DISAPPROVED: _____

blank line

COMMENTS: _____

blank line

DATE: _____

Figure 5.14-2

FORMAT FOR EVENT BRIEFING FOR THE SECRETARY

Please use bullet points at 14 or 13 point font

Please keep to one page

MEMORANDUM

TO: Secretary Ray LaHood
FROM: *Senior DOT Official*
CC: *Administrator or Assistant Secretary*
DATE: Date of Event
RE: Name of Group or Individual S1 is Speaking To

EVENT OVERVIEW

- Who is S1 speaking to? Where is the event? Is the event open to the press? Who else is speaking at this event?
- Who asked for S1 to speak at this event?
- Number of Attendees/Audience Type

TOPIC OF PURPOSE OF EVENT

- What is the event about? What is the purpose of S1's involvement?
- What is S1 speaking about? What does S1 need to convey at this speech?

NOTABLE BACKGROUND

- Is there a congressional viewpoint on the issue? Is there a White House viewpoint on the issue? Where are the other key stakeholders on this issue?

FOR MORE INFORMATION CONTACT:

SENIOR DOT OFFICIAL at (202) 366-0000 direct or (202) 366-0001 cell.

FORMAT FOR MEETING BRIEFING FOR THE SECRETARY

Please use bullet points at 14 or 13 point font

Please keep to one page

MEMORANDUM

TO: Secretary Ray LaHood
FROM: *Senior DOT Official*
CC: *Administrator or Assistant Secretary*
DATE: Date of Meeting
RE: Name of Group or Individual S1 is Meeting With

MEETING OVERVIEW

- Who is S1 meeting with?
- Who asked for this meeting with S1?
- Attendees

TOPIC OF MEETING & TALKING POINTS

- What is the event about?
- What is DOT's position or stance on the issue(s)?
- What does S1 need to say, ask or do?

NOTABLE BACKGROUND

- Is there a congressional viewpoint on the issue? Is there a White House viewpoint on the issue? Where are the other key stakeholders on this issue?

FOR MORE INFORMATION CONTACT:

SENIOR DOT OFFICIAL at (202) 366-0000 direct or (202) 366-0001 cell.



FORMAT FOR AN INFORMATION MEMORANDUM TO THE SECRETARY

{Date}

blank line

INFORMATION MEMORANDUM TO THE SECRETARY

blank line

From: {Full Name}, Administrator
X60650

blank line

Prepared by {Full Name}, {Title}
{XPhone ext.}

blank line

Re: {Subject}

blank line

blank line

blank line

SUMMARY

blank line

Give a brief description of the subject matter of the memo. Where applicable, briefly state any circumstances where it may be particularly important for the Secretary to have this information (i.e., an organization may be having a conference in town and its members are particularly concerned, a member of Congress has expressed great interest in the issue and may raise it with the Secretary, etc.).

blank line

blank line

BACKGROUND

blank line

Body of the memo.

blank line

blank line

FOLLOW-UP

blank line

Describe your plans for tracking the issue your memorandum discusses and the timeline for any further developments you expect (i.e., a recommendation for action that will be made within a given time frame, the time frame for any additional developments you expect, discussions you intend to undertake, etc.).

blank line

blank line

Close with the following signature/clearance block:

blank line

Attachment

blank line

The Secretary

blank line

REVIEWED: _____

blank line

COMMENTS: _____

blank line

DATE: _____

blank line

cc:

Figure 5.17-2



Memorandum

MEMOS TO THE DEPUTY ADMINISTRATOR AND EXECUTIVE DIRECTOR

Subject: **INFORMATION:** or **ACTION:** Memorandum
Addressed to the Deputy Administrator or
the Executive Director

Date:

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
Deputy Administrator (HOA-2) or
Executive Director (HOA-3)

blank line

blank line

1. When a memorandum is addressed to the Deputy Administrator or the Executive Director, use one of the following terms as the first word in the Subject: line:
ACTION: or **INFORMATION:**
2. If needed, provide a response block to indicate approval or disapproval in **ACTION:** memorandums addressed to the Deputy Administrator or Executive Director. Type the possible responses and a date line are in capital letters flush with the left margin and with one blank line between each possible response and the date. Begin the response block two spaces down from the body of the memorandum or Attachment notation to create one blank line. Follow each response with a typed line ending at the same point for neatness. Follow each response with a typed line, with all lines of equal length.
3. Do not provide the Federal Highway Administrator with a copy unless the action office determines that he/she should be informed of the subject. If the Federal Highway Administrator is to receive a copy, indicate it on the original. Also, indicate on the original when information copies are sent to other program offices if the addressee needs to know.
4. Do not type any notations parallel with the response block on the right-hand side of the page. Leave this space blank for comments by the Deputy Administrator or Executive Director. Forward the original memorandum and the grid copy to Exec Sec. Copies will be made from the original memorandum after action has been taken by the Deputy Administrator or Executive Director.

blank line

Attachment

blank line

APPROVED:

blank line

DISAPPROVED:

blank line

DATE:



Memorandum

TO ADMINISTRATOR THROUGH DEPUTY ADMINISTRATOR AND EXECUTIVE DIRECTOR

Subject: **ACTION:** Memorandum Addressed to the
Federal Highway Administrator Through the
Deputy Administrator and Executive
Director

Date:

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-XX

blank line

To: (Name)
Administrator (HOA-1)
THROUGH: (Name)
Deputy Administrator (HOA-2)
(Name)
Executive Director (HOA-3)

blank line

blank line

Follow the instructions for preparing a memorandum addressed to the Federal Highway
Administrator.

blank line

2 Attachments

blank line

cc:

blank line

APPROVED:

blank line

DISAPPROVED:

blank line

DATE:



Memorandum

FOLDER ASSEMBLY

Subject: **INFORMATION:** or **ACTION:**

Date:

Folder Assembly

blank line

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

blank line

To: (Full Name)
(Title and Routing Symbol (HXX-XX))

blank line

blank line

This section shows the correct way to assemble a memorandum in a logical, neat package for signature. Keep all items together that belong with the original memorandum, and all items that belong with the grid. Use two binder clips on each side to assemble packages.

1. **Right side of folder.** Only items that are part of the original memorandum should be on the right side of a correspondence folder. Attach the original memorandum and any attachments on the right side of the folder. Do not staple attachments. Do not include a writer/distribution block on this side of the package. Attachments should be clipped (not stapled) to the original in the sequence they are mentioned in the memorandum.
 - a. **Executive Correspondence plastic cover sheet.** This sheet is used to protect the original memorandum.
 - b. **Original outgoing memorandum.** The original memorandum, even when there are several pages, is never stapled.
 - c. **Attachment(s).** Attachments are clipped (not stapled) in the sequence in which they are referenced in the memorandum, suitably captioned or tabbed.
 - d. **Envelope.** If the memorandum is to be mailed, an appropriate size, addressed envelope should be attached.
2. **Left side of folder.** Official file documents are assembled in the following order with the summary sheet on top.
 - a. **Summary Sheet:** One-page summary of the issue/problem/request and rationale of position taken in response (see Figure 5.25 for a Summary Sheet Form).

- b. **Grids:** The grid (Form DOT F 1320.65) is placed under the yellow Concurrence tab (Form FHWA-222B). The grid should be the same version as the original memorandum on the right side of the folder.
- c. **Voiding Grid Copies:** Voided grid copies should be differentiated from the active or current grid with a diagonal line drawn through them. Neatly type “previous concurrences valid” above or along side the active concurrence grid (example shown in Figure 5.21).
- d. **Incoming:** Staple a copy of the Correspondence Control Sheet on top of the incoming correspondence (if any) and place it under the pink Incoming Tab, Form FHWA 222C.
- e. **Background:** Include a copy of sections of legislation that are referenced in the memorandum and any other clarifying documents. Place the background material under the blue Background Tab, Form FHWA-222A.
- f. **Edits:** ALWAYS retain all edits made by offices other than the action office and place them behind the background material. Edits made by an Action Office before it goes to other offices for review do not need to be retained with the correspondence package.

Grid Copy

Previous
Concurrences
Valid

In Reply Refer to:
HXX-XX

Subject: **INFORMATION:** or **ACTION:**
Memorandum Addressed to Multiple Groups

From: (Name)
(Title of Signing Official)

To: (Full Name)
(Title and Routing Symbol (HXX-XX))

1. Official File Copies have been replaced by the Grid. The Grid, along with the contents of a correspondence package, will be retained by the originating office according to their retention schedule.
2. Exec Sec permanently retains a hard copy of the signed correspondence with its files as well as a scanned version on the electronic tracking system.
3. The originating office should retain any markup versions that were not included in the correspondence package until the outgoing correspondence has been signed and the package returned by Exec Sec.
4. Examples of where "Previous Concurrences Valid" can be typed or written.

Sincerely yours,

(Name & Title)

Previous Concurrences Valid

RTG SYMBOL

INITIALS/SIG

DATE

RTG SYMBOL

INITIALS/SIG

DATE

RTG SYMBOL

INITIALS/SIG

DATE

RTG SYMBOL

INITIALS/SIG

DATE

RTG SYMBOL

INITIALS/SIG

DATE

GRID

Figure 5.21

Memorandum

MEMORANDUM ADDRESSED TO MULTIPLE GROUPS

Subject: **INFORMATION:** or **ACTION:**
Memorandum Addressed to Multiple
Groups
blank line

Date:

From: (Name)
(Title of Signing Official)
blank line

In Reply Refer To:
HXX-XX

To: Associate Administrators
Chief Counsel
Chief Financial Officer
Director, Innovative Program Delivery
Directors of Field Services
Federal Lands Highway Division Engineers
Director of Technical Services
Division Administrators
blank line
blank line

1. For memorandums addressed to multiple groups, prepare one original (unless specifically instructed otherwise by Exec Sec) to be reproduced or sent via email after signature. Prepare one grid copy.
2. The originating office that prepared the memorandum to multiple groups will be responsible for sending the signed memorandum via email. When sending memorandum via email, scan the signed memorandum and attach it to the email. In the email Subject: line, enter the topic of the memorandum and in the body of the email refer to the subject of the memorandum and that it is attached.
3. Memorandums requiring a reply or other action should contain the word **ACTION:** (capitalized, bolded, and underlined) in the Subject: line. If a due date is requested, it should also be included in the Subject: line.

Example:

ACTION: Improved Staffpower Management Report
(Reply Due: 3/15/09)

4. Memorandums requiring no action should contain the word **INFORMATION:** (capitalized, bolded, and underlined) in the Subject: line.

5. If a memorandum addressed to multiple groups is signed by an FHWA Official other than the Federal Highway Administrator, Deputy Administrator, or Executive Director, then HOA-1, HOA-2, HOA-3 and Exec Sec should receive a copy. Indicate on the original as shown below. Show Exec Sec on the distribution block, so that they receive a copy.

Example:

cc: HOA-1, HOA-2, HOA-3



U.S. Department
of Transportation
Federal Highway
Administration

Memorandum

MEMORANDUM FOR SIGNATURE BY TWO OR MORE ADMINISTRATORS

Subject: **INFORMATION:** or **ACTION:**
Memorandum for Signature by Two
or More Administrators

Date:

blank line

From: (Name), Administrator
Federal Highway Administration

blank line

(Name), Administrator
National Highway Traffic Safety
Administration

blank line

(Name), Administrator
Federal Transit Administration

blank line

To: Assistant Secretary for Governmental Affairs

blank line

blank line

Typing of the titles in the From: line on memorandums prepared specifically for the

signatures of two or more Administrators may be done before obtaining their signatures. The

originating Administrator should be listed first with the other Administrators following.

In Reply Refer To:

HOA-1

NOA-1

TOA-1



Memorandum

MEMORANDUM TO FHWA FIELD OFFICES

Subject: **INFORMATION:** or **ACTION:**
Memorandum to FHWA Field
Offices

Date:

From: *blank line*
(Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: *blank line*
Mr. (Full Name)
Division Administrator (HDA-XX)
(City, State)

blank line
blank line

1. Memorandums to the FHWA field offices are always addressed to the Division Administrator. However, a memorandum or a formal letter may be written directly to an individual for the purpose of extending a personal invitation, expressing appreciation, or thanks. A copy should be made for the Director of Field Services and the Division Administrator as appropriate.
2. When replying to an incoming memorandum, use the routing symbol shown on the incoming memorandum.
3. Memorandums requiring a reply or other action should contain the word “**ACTION:** (capitalized, bolded and underlined) in the Subject: line. Memorandums requiring no action should contain the word **INFORMATION:** (capitalized, bolded and underlined) in the Subject: line.
4. Complete field distribution as shown on the copies for the Director of Field Services and Division Administrator. Attach a copy of the incoming correspondence to each field copy.

Example:

cc: DFS-NO
HDA-NY (2)

5. Two copies are sent directly to the Division Administrator. One copy should include the field distribution information, and the second copy should be a clean copy on FHWA letterhead and without distribution information. The unmarked copy is for the Division Administrator to forward to anyone he/she feels should receive a copy.
6. Attachment (if any)

SUMMARY SHEET
(Limit Information to 1-Page)

SUBJECT: State the title of the action/issue.

Blank Line

ISSUE: Clearly state the issue, problem, or request the writer/requester is asking FHWA to solve, fund, or assist them with solving.

Blank Line

FHWA POSITION: State in two or three sentences our response/action/proposed solution to the issue/problem/request.

Blank Line

BACKGROUND: Provide key facts that summarize the issue/problem/request and rationale for our position. Use this space to refer to specific tabs for detailed information highlighted on specific pages of accompanying documents.

Blank Line

POINT OF CONTACT: Include the name, routing symbol, and telephone number of individual preparing the response to the document.

Blank Line

SUPERVISOR: Include the name, routing symbol, and telephone number of Program Office Director or Division Chief.

This sheet should be placed inside the folder on the left side on top of the yellow Concurrence tab. The incoming correspondence should be placed under the pink Incoming tab. Any background material should be placed under the blue Background tab.

CHAPTER 6. ELECTRONIC TRANSMISSION OF CORRESPONDENCE

Par.

1. What is the electronic transmission of correspondence?
2. What are the types of electronic transmission?

1. **What is the electronic transmission of correspondence?**

- a. **Transmitting correspondence electronically.** This chapter addresses the various options and means of transmitting memorandums, letters, and other types of correspondence electronically. It is the policy of DOT and FHWA that all official correspondence be sent by the most efficient and cost-effective means available.
- b. **Formatting and records retention policies.** The policies governing the formatting of official correspondence will differ slightly when the information is electronically transmitted. However, the official version is the signed and dated original of the correspondence, with appropriate concurrences if required, which must be retained for the length of time specified in the Records Disposition Schedules (Contact the Federal Records Officer (HAIM-12) for your office's retention schedule).
- c. **Recipients of electronic correspondence.** Whatever electronic transmission you decide to use, do not send a backup hardcopy, fax, or telephone message. Recipients of electronic correspondence should not delay action in anticipation of a backup copy, paper or otherwise. To eliminate unnecessary hard copies being prepared, the originating office should note on the grid which offices will receive an electronic copy.
- d. **Signature levels.** The signature levels (see Chapter 2, Figure 2.3-1 - 2.3-3) for both the paper and electronic versions of official FHWA correspondence are the same. All electronic correspondence from the Washington Headquarters requiring action by the FHWA field offices must first be signed by the appropriate official before it is transmitted to the field offices. When sending correspondence (letters and memorandums) via email, scan in the document with the original signature and attach the scanned document to the email indicating that the signed document is attached.

2. **What are the types of electronic transmission?**

- a. **Electronic mail (email).** Sending mail electronically is the quickest method of transmitting formal and informal correspondence. Electronic files such as documents and spreadsheets can be attached to email messages. Also, distributing correspondence by email enables the recipient to easily forward

action and information copies electronically to the appropriate personnel without having to make paper copies. To facilitate reading email messages on the computer screen, use font sizes and margins that will enable the recipient to see each line completely on their screen without having the lines extend beyond the screen width or wrap automatically to the next line.

- b. **Guidelines for sending email.** The guidelines for sending electronic mail are posted on StaffNet at: <http://staffnet/computer/emailgde.htm>
- c. **Guidelines for sending email to all employees.** Messages addressed to the combination of FHWA-#ALLHQStaff and FHWA-#ALLFIELD Staff or FHWA-#ALLStaff require the approval of the FHWA Executive Director in advance.
- d. **Field offices distributions.** To avoid duplicative receipt of transmissions at a location, an official mailbox has been established for Associate Administrators, Directors of Field Services, Director of Technical Services, Division Administrators, and Federal Lands Highway Division Engineers. The National Mail Groups are:

NAME	MEMBERS
FHWA-#Leadership Team- Official Mailbox	Administrator, Deputy Administrator, Executive Director, Associate Administrators, Directors of Field Services, Director of Technical Services, DA Council Representatives, HOA Special Assistants, and the Exec Sec
FHWA-#ALLHQUNITS- Official Mailbox	Administrator, Deputy Administrator, Executive Director, Associate Administrators, and Exec Sec
FHWA-#ALLDFS-Personal	Directors of Field Services personal mailboxes
FHWA-#ALLFLH-Official Mailbox	Eastern, Central, Western Federal Lands Highway Division Engineers, and FLH Associate Administrator
FHWA-#ALLDA-Official Mailbox	Division Administrators, Directors of Field Services
FHWA-#ALLField-Official Mailbox	All Division official mailboxes, DFS personal mailboxes, Director of Technical Services, Resource Center, FLH Divisions official mailboxes, and HQ organizations outside the DC HQ : PMI Team, AAST, LAST, and HRD/TFHRC
FHWA #ALLHQStaff	All headquarters Federal Employees
FHWA-#ALLFIELDStaff	All field office Federal employees
FHWA-#ALLStaff	All FHWA Staff in Headquarters and Field

- e. **Facsimile.** Facsimile (fax) is the transmission of an exact copy of a document, graphic material, charts, and correspondence through use of special equipment in connection with telephone lines. Fax numbers for HQ and Field Offices are available on StaffNet at <http://staffnet/phonedir>

CHAPTER 7. STATIONERY

Par.

1. What is the definition of stationery?
 2. What is OST stationery?
 3. What is FHWA stationery?
 4. Where do I find Electronic Letterhead Templates?
 5. How do I order stationery?
-
1. **What is the definition of stationery?** Stationery includes letterhead paper, memorandum letterhead plain bond paper, and envelopes. The following items are forms:
 - a. FHWA-121 Memorandums
 - b. FHWA-1139 Postal Cards
 - c. FHWA-146 Mailing Labels
 2. **What is OST stationery?**
 - a. The DOT Secretary, Deputy Secretary, and General Counsel have special letterhead stationery. Check with HOAES when preparing letters for other OST offices about special letterhead stationery.
 - b. All other letters for OST signature use OST stationery with the DOT seal.
 3. **What is FHWA stationery?**
 - a. **Office of the Federal Highway Administrator letterhead.** Letters for signature in the Office of the Federal Highway Administrator are on blue letterhead that reads: U.S. Department of Transportation, Federal Highway Administration, Office of the Administrator.
 - b. **Other Washington Headquarters letterhead.** All other Washington Headquarters organizational elements use blue letterhead that reads: U.S. Department of Transportation, Federal Highway Administration.
 - c. **Field offices letterhead.** The field offices use black letterhead with the DOT seal that reads: U.S. Department of Transportation, Federal Highway Administration.
 4. **Where do I find electronic letterhead templates?** Word templates with the current logo are accessible on StaffNet at <http://staffnet/informs/tn0002.htm>

- a. arra_admin_09 – Letterhead for the Administrator, Deputy Administrator and the Executive Director.
 - b. arra_HQ_09 – Letterhead for all other Headquarters offices.
 - c. arra_memo_09 – Memorandum letterhead for all FHWA offices.
 - d. arra_dualadmin_09 – Letterhead when more than one DOT modal administrator is signing.
 - e. arra_field_09 – Letterhead for the field offices.
5. **How do I order stationery?** The items listed in paragraph 1 may be obtained from the OST Utilization and Storage Section (M-443.2) by submitting a written request.
- a. **OST letterhead.** Contact the FHWA Executive Secretariat for OST letterhead.
 - b. **Office of the Administrator letterhead.** Each office is responsible for ordering its supply of Office of the Administrator letterhead.

CHAPTER 8. ENVELOPES AND MAILING LABELS

Par.

1. Where can I obtain guidance on mailing policy and standards?
2. What are the procedures for addressing envelopes and mailing labels?
3. What are the procedures for using envelopes?

1. **Where can I obtain guidance on mailing policy and standards?** For guidance on mailing policy and standards, refer to <http://www.fhwa.dot.gov/legsregs/directives/orders/17601a.htm#par1> , dated September 30, 2004.
2. **What are the procedures for addressing envelopes and mailing labels?** Below are the procedures for addressing envelopes and mailing labels.
 - a. Single space the address.
 - b. Use the United States Postal Service (USPS) two letter State code on envelopes and mailing labels.
 - c. Leave two blank spaces between the State code and the ZIP Code.
 - d. The complete address should be in all capital letters followed by the ZIP Code.
 - e. Do not use dual addresses, if possible. Dual addresses, supplied by mailers, are those which include both a street address and a post office box to be used on the lines immediately above the last line (city, State, and ZIP Code). Use ZIP + 4 Code whenever possible for the delivery address:

472 EISENHOWER DRIVE	Location Address Line
PO BOX 1001	Delivery Address Line
MAYO MD 22041-1001	Last Line

This format and address/ZIP Code agreement is essential for an optical reader to read and access the ZIP Code database so the barcode printer can apply the proper barcode.

- f. Include a complete return address, including the office symbol.
- g. The attention line, if necessary, is typed as the first line on the envelope.

- h. If a box number and a post office station name or number are used, the box number must appear first:

MR. JOHN BROWN
BOX 2 POTOMAC STATION
ALEXANDRIA VA 22301

- i. If used, the route number must precede the box number:

MRS. JANE DOE
RURAL ROUTE 2 BOX 12
VANDERGRIFT PA 15690

- j. If designations for apartment, room, suite, or other unit are used, they should appear after the street address and on the same line. If it is not practical to enter such an item on the same line, it may appear in the line above the address, but never to the left or below:

MRS. SUE BROWN
600 VERNON STREET APARTMENT 2
CAMP SPRINGS, MD 20022

MRS. BETTY SMITH
800 CANAL STREET NW SUITE 506
WASHINGTON, DC 20502

MR. JOHN SMITH
APARTMENT 412
169 LINCOLN AVENUE
VANDERGRIFT, PA 15690

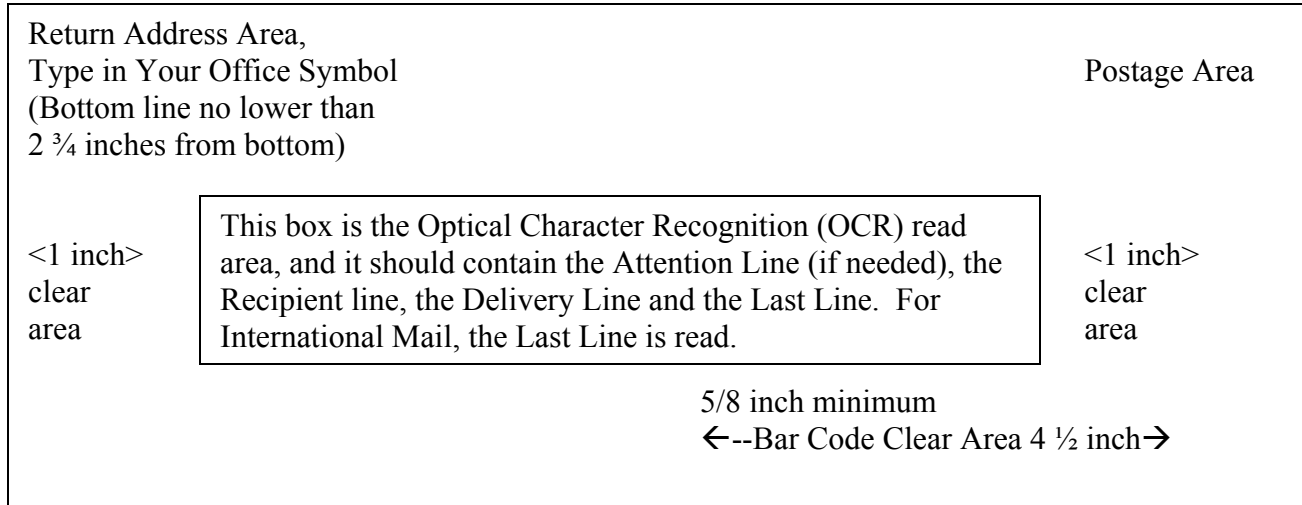
- k. For mail going to towns or villages without a street address, rural route, or box number, the next to bottom line of the address is left blank.

MR. WILLIAM JONES

VALLEY TX 75201

3. **What are the procedures for using envelopes?** To ensure efficient handling for FHWA correspondence, use either:
- a. Letter-size (#10) envelopes (6 1/8 x 11 1/2), to hold up to eight pages of folded correspondence, or
 - b. Large envelopes (9 1/2" x 12), and larger (flats), to mail more than eight sheets of correspondence or correspondence that transmits numerous attachments or enclosures.
 - c. See Page 4 for guidance on preparing an envelope and address label.

ENVELOPE AND ADDRESS LABEL PREPARATION GUIDE



- Use dark type on light background for best OCR readability.
- Address characters should not touch each other.
- The address lines must be parallel with the bottom of the envelope.
- The address must be typed or printed, all in capitals, with no punctuation.
- Do not hand-write addresses on envelopes or labels.
- The address block should be centered on the envelope.
- Use no punctuation and use two-letter state abbreviations.
- Keep a one-inch margin on each side of the address.
- Keep at least a minimum 5/8-inch clear area on the bottom of the envelope.
- When using window envelopes, the entire address block should always be visible even if the contents shift during mailing.

Following these guidelines will ensure that the letter will be readable by USPS equipment and will be handled quickly.

Envelopes with hand-written addresses, and other improperly prepared envelopes, shall be returned to the sending office for proper preparation.

APPENDIX A. GENERAL EDITORIAL RULES

1. **Reference Books.** The books listed below are the references that will be used by HOAES for correspondence:
 - a. For spelling questions, the latest **Webster's New Collegiate Dictionary** published by G & C Merriam Company of Springfield, Massachusetts, should be consulted as a first. When consulting a dictionary, the first entry (or the preferred usage) should be used.
 - b. For rules on style, consult the latest edition of the **U. S. Government Printing Office (GPO) Style Manual**.
 - c. The Federal Highway Administration has some long-held style rules, some of which are in Appendix D on the Preparation of Reports to Congress, and in examples shown below.
 - d. Many other useful reference books are available from bookstores. Some recommendations are:
The Gregg Reference Manual, Tribute Edition.
The Elements of Style, Third Edition, William Strunk, Jr., and E. B. White.
2. **Abbreviations.** Shown below are just two examples of specific FHWA abbreviation usage. Use the dictionary and the **GPO Style Manual** for other abbreviations.
 - a. When citing the United States Code (U.S.C.) in an abbreviated form, FHWA uses: 23 U.S.C. 101.
 - b. When citing the Code of Federal Regulations (CFR) in an abbreviated form, FHWA uses: 19 CFR 341.
3. **Capitalization.** The **GPO Style Manual** will be the reference book. Within the FHWA, certain words are always capitalized. Following is a listing of those words:

Act is capitalized when used with the full title or number of an act. When you refer to the same act later in the letter or paragraph without the full title or number, it becomes "the act."

Agency is capitalized when part of name; capitalized standing alone if referring to a Federal unit.

City is capitalized if it is part of a corporate or popular name, such as "New York City," if not, it is read as city of "New York."

County is capitalized when referred to as “Frederick County,” if not, it is read as “county of Frederick.”

Department is capitalized when referring to the U. S. Department of Transportation or any other Cabinet level Department.

Division is capitalized when referring to a specific division or making reference to a specific one, i.e., “The New York Division Office will host a dinner for its secretaries on April 25. The Division [reference back to a specific Division] would like to invite all secretaries and their spouses to dinner....”

Federal is always capitalized when referring to the Federal Government. Do not capitalize “federally.”

Federal Aid Highway Act of 1970 is always capitalized; but Federal-aid highway project and Federal-aid highway program are not.

Federal Lands Highway Program is always capitalized as it is a specific program under the Federal-aid highway program.

Forest is capitalized if it used to describe a Federal area. **Example:** the Modoc National Forest; but not “the national forest.”

Headquarters and/or Washington Headquarters is capitalized when referring to a Washington, DC, organization or office.

Interstate System of Highways and the following forms of Interstate are always capitalized: Interstate System, National System of Interstate and Defense Highways, National System of Interstate Highways, and Interstate Highway System.

Office is capitalized only when capitalizing Division or when referring to an office; i.e., the Office of Information and Management Services.

Nation is always capitalized when referring to the United States of America. However, national and nationwide are never capitalized.

State(s) is always capitalized when referring to any of the 50 States of the Union. The word “statewide” is never capitalized unless it is at the beginning of a sentence.

4. **Compound words.** The reference sources are the latest *GPO Style Manual* and the latest *Webster’s New Collegiate Dictionary*.
5. **Corrections.** With the use of computers, there should be no erasures on FHWA correspondence.

6. **Use of name and title in body of correspondence.** When using a person's name and title in the body of correspondence, use either of these samples. Be consistent throughout the correspondence.

Example:

Division Administrator John Brown, or Mr. John Brown, Division Administrator

7. **Punctuation.** Special rules of punctuation used in the FHWA are:
a. When using the full date line in a sentence, commas are used to separate the date and the year; i.e.,

Example:

Thank you for your letter of January 30, 2011, concerning...

- b. Do not type the month on one line and carry the date to the next; i.e.,
January
30, 2011.

- c. When a city and State reference is used in a sentence, commas are used to separate the city and State; i.e.,
The meeting took place in Pittsburgh, Pennsylvania, on January 30, 2011, at the Hilton Hotel.

Do not split a two-word city or two-word State between lines; i.e.,Silver
Spring,.....New
Jersey

8. **Spelling preferred in FHWA.** Reference sources on spelling will be the latest **Webster's Collegiate Dictionary** and the latest **GPO Style Manual**. When two spellings are given in the dictionary, the first spelling is the preferred usage. Do not forget the spell check feature on the computer.

9. **When not to divide a word.** Do not divide a word in the following instances:

- a. At the end of the first line of any paragraph.
b. At the end of more than two consecutive lines.
c. At the end of a page or on the next to last line of a paragraph.
d. At the end of a line when the part begun there does not suggest the whole word.

Example:

counter-offensive, not coun-teroffensive

- e. Between a one- or two-letter initial syllable and the rest of the word.

Examples:

identify around behavior

- 10. **Informal Notes.** When a formal or an informal note is received from the Federal Highway Administrator's staff or any office requesting action or information, a copy of the note will be returned to the writer of the note with the reply.

APPENDIX B. ACRONYMS

1. Spell out the first reference to any acronym used, and place the acronym in parentheses after it (e.g., Federal Highway Administration (FHWA)).
2. On internal FHWA memorandums when the acronym is recognized by everyone, it does not have to be spelled out. This does not apply to the memorandum to the Secretary.
3. A list of common FHWA acronyms and other Federal Government acronyms is included.
4. A list of preferred State highway agency acronyms is also included. These preferred acronyms are to be used in FHWA correspondence.

ACRONYMS

AA	Associate Administrator
AAA	American Automobile Association or Appraisers Association of America
AADT	Annual Average Daily Traffic
AAMVA	American Association of Motor Vehicle Administrators
AAR	Association of American Railroads
AARP	American Association of Retired Persons
AASHTO	American Association of State Highway and Transportation Officials
AAST	Atlanta Administrative Services Team
ABA	American Bus Association
ACEC	American Consulting Engineers Council
ACHP	Advisory Council on Historical Preservation
ACI	American Concrete Institute
ACIR	Advisory Commission on Intergovernmental Affairs
ACPA	American Concrete Pavement Association or American Concrete Pipe Association
ADA	Americans with Disabilities Act
ADA	Assistant Division Administrator
ADH	Appalachian Development Highways
ADHS	Appalachian Development Highway System
AGC	Association of General Contractors
AHATF	American Highway Association Trust Fund
AHUA	American Highway Users Alliance

AI	Asphalt Institute
AISI	American Iron and Steel Institute
ALAR	Appalachian Local Access Roads
ALF	Accelerated Loading Facility [part of Pavement Testing Facility (PTF)]
AMPO	Association of Metropolitan Planning Organizations
ANPRM	Advance Notice of Proposed Rulemaking
AOTR	Agreement Officer's Technical Representative
APBP	Association of Pedestrian & Bicycle Professionals
APTA	American Public Transportation Association
APWA	American Public Works Association
AQCR	Air Quality Control Region
AQMA	Air Quality Maintenance Area
ARC	Appalachian Regional Commission
AREA	American Railway Engineering Association
ARPA	Archeological Resource Protection Act
ARTBA	American Road and Transportation Builders Association
ASCE	American Society of Civil Engineers
ASLRA	American Short Line Railroad Association
ASTM	American Society for Testing and Materials, International
ATA	American Trucking Associations
ATA	Association of Transportation Archaeologists
ATSSA	American Traffic Safety Services Administration
AWP	Annual Work Plan

BAC	Blood Alcohol Concentration (or Content)
BAT	Best Available Technology
BCA	Bureau of Contract Appeals
BFO	Best and Final Offer
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
BMP	Best Management Practices
BNIP	Bridge Needs and Investment Process
BRRA	Bus Regulatory Reform Act
BTS	Bureau of Transportation Statistics
CA/T	Central Artery/Harbor Tunnel
CAA	Clean Air Act
CADRE	Critical Automated Data Reporting Elements
CAP	Capacity Assurance Plan
CAPE	Commercial Accident Prevention and Evaluation
CAS	Center for Auto Safety
CBD	Central Business District
CBO	Congressional Budget Office
CBRA	Coastal Barrier Resource Act
CCH	Commerce Clearing House
CCRL	Cement and Concrete Reference Laboratory
CDL	Commercial Driver's License
CDLIS	Commercial Driver's License Information System

CE	Categorical Exclusion
CEA	Council of Economic Advisors
CEQ	Council on Environmental Quality
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act (“Superfund”)
CERCLIS	CERCLA Information System
CERF	Civil Engineering Research Foundation
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CH	Critical Habitat
CHS	Citizens for Highway Safety
CMAQ	Congestion Mitigation and Air Quality
CMB	Concrete Median Barrier
CMV	Commercial Motor Vehicle
CMVSA	Commercial Motor Vehicle Safety Act of 1986
CO	Carbon Monoxide
CO ₂	Carbon Dioxide
COOP	Continuity of Operations Plan
CoP	Community of Practice
COTR	Contracting Officer’s Technical Representative
CPI	Continuous Process Improvement
CPLM	Civilian Personnel Law Manual
CR	Compliance Review

CRASH	Canadians for Responsible and Safe Highways or Citizens for Responsible and Safe Highways
CRP	Combined Road Plan
CRREL	Cold Region Research and Engineering Laboratory
CRS	Congressional Research Service
C-SHRP	Canadian Strategic Highway Research Program
CSS	Context Sensitive Solutions
CTIP	Coordinated Federal Lands Highway Technology Implementation Program
CTPP	Census Transportation Planning Package
CTS	Correspondence Tracking System
CTTAG	Cargo Tank Technical Advisory Group
CUTC	Consortium of University Transportation Centers
CVO	Commercial Vehicle Operations
CWA	Clean Water Act
CY	Calendar Year
CZ	Clear Zone
CZ	Coastal Zone
CZM	Coastal Zone Management
DA	Division Administrator
DBE	Disadvantaged Business Enterprise
DEACON	Drug Enforcement Assistance and Coordination
DFS	Director of Field Services
DHS	U.S. Department of Homeland Security
DIAP	Drug Interdiction Assistance Program

DLCSC	Driver Licensing and Control Subcommittee
DMV	Department of Motor Vehicles
DOA	U.S. Department of the Army
DOC	U.S. Department of Commerce
DOD	U.S. Department of Defense
DOE	U.S. Department of Energy
DOI	U.S. Department of the Interior
DOJ	U.S. Department of Justice
DOL	U.S. Department of Labor
DOT	U.S. Department of Transportation
DP	Demonstration Projects
DSI	Detailed Site Investigation
DVMT	Daily Vehicle Miles Traveled
EA	Environmental Assessment or Enterprise Architecture
EA/FONSI	Environmental Assessment/Finding of No Significant Impact
EAJA	Equal Access to Justice Act
EAP	Employee Assistance Program
ECS	Emergency Communications System
EDA	Economic Development Administration
EHS	Extremely Hazardous Substance
EHTR	Emergency Highway Traffic Regulation
EIS	Environmental Impact Statement
EJ	Environmental Justice

EO	Executive Order
EP	Experimental Project(s)
EPA	Environmental Protection Agency
ER	Emergency Relief
ESA	Endangered Species Act
FA	Federal-aid
FAA	Federal Aviation Administration
FACA	Federal Advisory Committee Act
FAI	Federal-aid Interstate
FAP	Federal-aid primary
FAPG	Federal-aid Policy Guide
FAR	Federal Acquisition Regulations
FARS	Fatal Accident Reporting System
FAS	Federal-aid secondary
FAU	Federal-aid urban
FAUS	Federal-aid urban system
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FH	Forest Highway
FHA	Federal Housing Administration
FHBM	Flood Hazard Boundary Map
FHWA	Federal Highway Administration
FIA	Federal Insurance Administration

FICCDC	Federal Interagency Coordinating Committee on Digital Cartography
FIF	Flood Insurance Fund
FIFRA	Federal Insecticide, Fungicide, and Rodenticide Act
FIP	Federal Implementation Plan
FIRM	Flood Insurance Rate Map
FMCSA	Federal Motor Carrier Safety Administration
FMCSR	Federal Motor Carrier Safety Regulations
FMIS	Federal Management Information System
FMSR	Federal Merit System Reporter
FMV	Fair Market Value
FMVECP	Federal Motor Vehicle Emission Control Program
FMVSS	Federal Motor Vehicle Safety Standards
FOIA	Freedom of Information Act
FOIL	Federal Outdoor Impact Laboratory
FOT	Field Operational Test
FPPA	Farmland Protection Policy Act
FR	Federal Register
FRA	Federal Railroad Administration
FSA	Flexible Spending Account
F-SHRP	Future Strategic Highway Research Program
FSP	Field Sampling Plan
FSS	Federal Specifications and Standards
FSupp	Federal Supplement

FTA	Federal Transit Administration
FTCA	Federal Tort Claims Act
FTE	Full-time Equivalent
FTP	Federal Test Procedure
FTR	Federal Travel Regulations
FWCA	Fish and Wildlife Coordination Act
FWPCA	Federal Water Pollution Control Act
FWS	Fish and Wildlife Service
FY	Fiscal Year
GAO	General Accountability Office
GCC	Global Climate Change
GIS	Geographic Information System
GLP	Good Laboratory Practice
GOE	General Operating Expense
GPS	Global Positioning System
GRIS	Geographical Roadway Information System
GRR	Great River Road
GSA	General Services Administration
GVWR	Gross Vehicle Weight Rating
GWPS	Groundwater Protection Standard
H/WSTAG	Hazardous Waste and Substance Technical Advisory Group
HABS	Historic American Building Survey
HAD	Office of the Associate Administrator for Administration

HAZMAT	Hazardous Materials
HBCU	Historically Black Colleges and Universities
HBRRP	Highway Bridge Replacement & Rehabilitation Program
HCC	Office of the Chief Counsel
HCM	Office of the Associate Administrator for Corporate Management
HCR	Office of the Associate Administrator for Civil Rights
HCS	Highway Capacity Software or Hazard Communication Standards
HEP	Office of the Associate Administrator for Planning, Environment and Realty
HERS	Highway Economic Requirements System
HETP	Highway Engineer Trainee Program
HF	High Frequency
HFCC	Human Factor Coordinating Committee
HfL	Highways for Life
HFL	Office of the Associate Administrator for Federal Lands Highway
HFO	Highway Field Operations
HHS	U.S. Department of Health and Human Services
HIF	Office of the Associate Administrator for Infrastructure
HIN	Office of the Director of Innovative Program Delivery
HMAC	Hazardous Materials Advisory Council
HMIS	Hazardous Materials Information System
HMPM	Hazardous Materials Program Manager
HMR	Hazardous Materials Regulations
HOA	Office of the Federal Highway Administrator

HOP	Office of the Associate Administrator for Operations
HOV	High Occupancy Vehicle
HPA	Office of the Associate Administrator for Public Affairs
HPD	Office of the Associate Administrator for Professional and Corporate Development
HPL	Office of the Associate Administrator for Policy and Governmental Affairs
HPMS	Highway Performance Monitoring System
HPNPA	High Priority National Program Area
HPTR	Highway Planning Technical Reports
HRT	Office of the Associate Administrator for Research, Development, and Technology
HSA	Office of the Associate Administrator for Safety
HSIP	Highway Safety Improvement Program
HSIRS	Highway Statistics Information Retrieval System
HSIS	Highway Safety Information System
HSM	Highway Safety Manual
H-T&I	House – Transportation and Infrastructure Committee
HTF	Highway Trust Fund
HUD	U.S. Department of Housing and Urban Development
HUF	Highway Users Federation
HUFSAM	Highway Users Federation for Safety and Mobility
HVUT	Heavy Vehicle User Tax
HW	Hazardous Waste
HWM	Hazardous Waste Management

HWTC	Hazardous Waste Treatment Council
IACET	International Association of Continuing Education & Training
IACP	International Association of Chiefs of Police
IADB	Inter-American Development Bank
IANA	Intermodal Association of North America
IBT	International Brotherhood of Teamsters
IBTTA	International Bridge, Tunnel, and Turnpike Association
ICC	Intercounty Connector
IESNA	Illuminating Engineering Society of North America
IHSDM	Interactive Highway Safety Design Model
IIHS	Insurance Institute for Highway Safety
I/M	Inspection and Maintenance
IMIS	Integrated Motorist Information System
IPCC	Intergovernmental Panel on Climate Change
IPWF	International Public Works Federation
IRF	International Road Federation
IRIS	Integrated Risk Information System (U.S. EPA)
IRM	Information Resource Management
IRS	Internal Revenue Service
IRWA	International Right-of-Way Association
IS	Interstate System
ISA	Initial Site Assessment
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991

ITE	Institute of Transportation Engineers
ITS	Intelligent Transportation System
IVHSA	Intelligent Vehicle-Highway Systems of America
IVSA	Intelligent Vehicle Society of America
KFACTOR	Percentage of Daily VMT in Peak Hour
KSA	Knowledge, Skills and Abilities
LAN	Local Area Network
LAST	Lakewood Administrative Services Team
LCV	Longer Combination Vehicles
LOS	Level of Service or Length of Service
LPA	Local Public Agency
LSR	Local Streets and Roads
LTAP	Local Technical Assistance Program
LTPP	Long Term Pavement Performance
LTS	Legislative Tracking System
LUST	Leaking Underground Storage Tank
MADD	Mothers Against Drunk Driving
MAGLEV	Magnetic Levitation
MARAD	Maritime Administration
MBE	Minority Business Enterprise
MCA	Motor Carrier Act
MCSA	Motor Carrier Safety Act
MCSAP	Motor Carrier Safety Assistance Program

MFRR	Minimum Financial Responsibility Regulations
MIDC	Mortgage Interest Differential Computation
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPG	Miles Per Gallon
MPH	Miles Per Hour
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
MSPB	Merit System Protection Board
MSW	Municipal Solid Waste
MTMC	Military Traffic Management Command
MUTCD	Manual on Uniform Traffic Control Devices
MVA	Motor Vehicle Administration
MVMA	Motor Vehicle Manufacturers' Association
MVMT	Million Vehicle Miles of Travel
MWAA	Metropolitan Washington Airports Authority
NAAQS	National Ambient Air Quality Standards
NAC	Noise Abatement Criteria
NACE	National Association of County Engineers
NACo	National Association of Counties
NADO	National Association of Development Organizations
NAPA	National Asphalt Pavement Association
NARA	National Archives and Records Administration

NARC	National Association of Regional Councils
NBI	National Bridge Inventory
NBIS	National Bridge Inspection Standards
NCAC	National Crash Analysis Center
NCHRP	National Cooperative Highway Research Program
NCP	National Contingency Plan
NCS	National Communications System
NCSHPO	National Conference of State Historic Preservation Officers
NDER	National Defense Executive Reserve
NDTA	National Defense Transportation Association
NEPA	National Environmental Policy Act
NESHAP	National Emission Standard for Hazard Air Pollutants
NETS	Network of Employers for Traffic Safety
NFIP	National Flood Insurance Program
NHI	National Highway Institute
NHPA	National Historic Preservation Act
NHS	National Highway System
NHTSA	National Highway Traffic Safety Administration
NIOSH	National Institute of Occupational Safety and Health
NITL	National Industrial Transportation League
NMCAC	National Motor Carrier Advisory Committee
NMFS	National Marine Fisheries Service
NN	National Network

NOAA	National Oceanic and Atmospheric Administration
NPL	National Priorities List
NPRM	Notice of Proposed Rulemaking
NPS	Nonpoint Source or National Park Service
NPTS	National Personal Transportation Study
NRC	National Response Center or National Research Council
NRECA	National Rural Electric Cooperative Association
NRHP	National Register of Historic Places
NSA	National Stone Association
NSBYP	National Scenic Byways Program
NSCI	National System Condition Index
NSEP	National Security Emergency Preparedness
NSPE	National Society of Professional Engineers
NTIS	National Technical Information Service
NTP	National Toxicology Program or National Transportation Policy
NTW	National Transportation Week
OAAA	Outdoor Advertising Association of America
OAC	Office of Outdoor Advertising Control
OAS	Organization of American States
OECD	Organization for Economic Cooperation and Development
OFCCP	Office of Federal Contract Compliance Programs
OIC	Officer in Charge
OIG	Office of the Inspector General

OJT	On-the-Job Training
OLI	Operation Lifesaver, Inc.
OMB	Office of Management and Budget
OPA	Other Principal Arterial
OPM	Office of Personnel Management
OSHA	Occupational Safety and Health Administration
OST	Office of the Secretary of Transportation (S-1) Office of the Deputy Secretary of Transportation (S-2) Office of the Under Secretary for Policy (S-3) Executive Secretariat (S-10) Departmental Office of Civil Rights (S-30) Office of Small and Disadvantaged Business Utilization (S-40) Office of the Chief Information Officer (S-80) Office of Public Affairs (A) Office of the Assistant Secretary for Budget and Programs/Chief Information Officer (B) Office of the General Counsel (C) Office of the Assistant Secretary for Governmental Affairs (I) Office of the Inspector General (J) Office of the Assistant Secretary for Administration (M) Office of the Assistant Secretary of Policy (P) Office of the Assistant Secretary for Aviation and International Affairs (X)
PAC	Presidential Advisory Committee or Political Action Committee
PAHC	Pan American Highway Congress
PBCAT	Pedestrian & Bicycle Crash Analysis Tools
PBIC	Pedestrian & Bicycle Information Center
PCA	Portland Cement Association
PCB	Portland Concrete Barrier
PCBs	Polychlorinated Biphenyls
PCP	Private Carriers of Passengers

PDP	Professional Development Program
PE	Preliminary Engineering
PEC	Permanent Executive Committee
PFCRA	Program Fraud Civil Remedies Act
PI	Periodic Inspection
PIARC	Permanent International Association of Road Congresses
PIH	Pan American Institute of Highways
PIL	Policy Interpretation Library
PL	Public Law
PLH	Public Lands Highway
PMG	Pavement Management Group
PMRS	Personnel Management Recognition System
PMS	Pavement Management System or Personnel Management System
POV	Privately Owned Vehicle
PRP	Potentially Responsible Party
PS&E	Plans, Specifications, and Estimates
PSI	Preliminary Site Investigation
PTDIA	Professional Truck Drivers Institute of America
PTF	Pavement Testing Facility
PTSA	Property Transaction Site Assessment
QA	Quality Assurance
QAPP	Quality Assurance Project Plan
QC	Quality Control

QRS	Quick Response System
R&D	Research and Development
R&T	Research and Technology
RAC	Response Action Contractor or Research Advisory Committee (AASHTO)
RAP	Remedial Action Plan or Relocation Assistance Program
RC	Resource Center
RCA	Record of Coordination and Approval
RCRA	Resource, Conservation and Recovery Act
REA	Rural Electrification Administration
RFP	Request for Proposal
RHP	Replacement Housing Payment
RI/FS	Remedial Investigation/Feasibility Study
RIN	Regulatory Information Number
RITA	Research and Innovative Technology Administration
RMCL	Recommended Maximum Contaminant Level
ROADS	Recruitment Online Application System
ROD	Record of Decision
ROW	Right-of-Way
RPI	Railway Progress Institute
RRL	Regulation Reform Legislation
RTAG	Radioactive Technical Advisory Group
RTOR	Right-Turn-On-Red
SAC	Structures Advisory Council

SAE	Society of Automotive Engineers
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
SAP	Sampling and Analysis Plan
SARA	Superfund Amendments and Reauthorization Act
SAS	Statistical Analysis System
SBA	Small Business Administration
SBIR	Small Business Innovation Research
SCOE	Standing Committee on Environment (AASHTO)
SCOH	Standing Committee on Highways (AASHTO)
SCOP	Standing Committee on Planning (AASHTO)
SCOR	Standing Committee on Research (AASHTO)
SCS	Soil Conservation Service
SD	State Director
SEP	State Enforcement Plan
SES	Senior Executive Service
SHA	State Highway Agency
SHPO	State Historic Preservation Officer (or Office)
SHRP	Strategic Highway Research Program
SHVs	Specialized Hauling Vehicles
SIC	Standard Industrial Classification
SIP	State Implementation Plan
SITE	Site Impact Traffic Evaluation
SITE	Superfund Innovative Technology Evaluation

SOV	Single Occupant Vehicle
SOW	Statement of Work
SPF	Simplified Project Forecasting
SPR	State Planning and Research
SR	State Route
SREA	Society of Real Estate Appraisers
SS	Safety Specialist
STAA	Surface Transportation Assistance Act
STARC	State Area Commanders
STIP	Statewide Transportation Improvement Program
STURAA	Surface Transportation and Uniform Relocation Assistance Act
TA	Technical Advisory
TAC	Technical Advisory Committee
TAG	Technical Advisory Group
TAM	Transportation Asset Management
TAR	Transportation Acquisition Regulation
TAT	Technical Assistance Team
TCD	Traffic Control Device
TCM	Transportation Control Measure
TCP	Traffic Control Plan
TCSP	Transportation & Community System Preservation
TEA-21	Transportation Equity Act for the 21 st Century
TIFIA	Transportation Infrastructure Finance and Innovation Act

TIP	Transportation Improvement Program
TMA	Transportation Management Association
TMC	Travel Management Center
TMDL	Total Maximum Daily Load
TMIP	Travel Model Improvement Program
TMV	Toxicity, Mobility or Volume
TPF	Transportation Pooled Fund
TPQ	Threshold Planning Quality
TQM	Total Quality Management
TRB	Transportation Research Board
TRIP	The Road Information Program
TRRL	Transportation Road Research Laboratory (United Kingdom)
TS&W	Truck Size and Weight
TSA	Transportation Security Administration
TSCA	Toxic Substances Control Act
TSI	Transportation Safety Institute
TSM	Transportation System Management
TSP	Telecommunications Service Priority (System)
TSP	Thrift Savings Plan
TSP	Transportation Safety Planning
TST	Technical Services Team
TTAP	Tribal Technical Assistance Program
TTI	Texas Transportation Institute

TTMA	Truck Trailer Manufacturers Association
TTSA	Tandem Truck Safety Act
TVA	Tennessee Valley Authority
TWS	Truck Weight Study
UGPTI	Upper Great Plains Transportation Institute
ULCC	Utility Location and Coordination Council
UMTRI	University of Michigan Transportation Research Institute
UPWP	Unified Planning Work Program
URAA	Uniform Relocation Assistance Act
USACOE	U.S. Army Corps of Engineers
USC	United States Code
USCA	United States Code Annotated
USCM	U.S. Conference of Mayors
USDA	U.S. Department of Agriculture
USFS	U.S. Forest Service
USGS	U.S. Geological Survey
USPS	U.S. Postal Service
UST	Underground Storage Tank
UTC	University Transportation Center
UTPP	Urban Transportation Planning Package
UTPS	Urban Transportation Planning System
UVC	Uniform Vehicle Code
VA	U.S. Department of Veterans Affairs

VE	Value Engineering
VHT	Vehicle Hours of Travel
VMT	Vehicle Miles Traveled or Vehicle Miles of Travel
VPH	Vehicles Per Hour
VRM	Visual Resource Management
VSW	Vehicle Size and Weight
WBE	Women's Business Enterprise
WIPP	Waste Isolation Pilot Program
WMATA	Washington Metropolitan Area Transit Authority

STATE HIGHWAY DEPARTMENT ACRONYMS

Alabama	ALDOT	Montana	MDOT
Alaska	DOT & PF	Nebraska	NDOR
Arizona	ADOT	Nevada	NDOT
Arkansas	AHTD	New Hampshire	NHDOT
California	Caltrans	New Jersey	NJDOT
Colorado	CDOT	New Mexico	NMDOT
Connecticut	ConnDOT	New York	NYSDOT
Delaware	DelDOT	North Carolina	NCDOT
D.C.	DDOT	North Dakota	NDDOT
Florida	FDOT	Ohio	ODOT
Georgia	GDOT	Oklahoma	ODOT
Hawaii	DOT	Oregon	ODOT
Idaho	ITD	Pennsylvania	PennDOT
Illinois	IDOT	Puerto Rico	DTOP
Indiana	INDOT	Rhode Island	RIDOT
Iowa	IowaDOT	South Carolina	SCDOT
Kansas	KDOT	South Dakota	SDDOT
Kentucky	KYTC	Tennessee	TDOT
Louisiana	DOTD	Texas	TxDOT
Maine	MaineDOT	Utah	UDOT
Maryland	SHA	Vermont	VTrans
Massachusetts	MassHighway	Virginia	VDOT
Michigan	MDOT	Washington	WSDOT
Minnesota	Mn/DOT	West Virginia	WV DOT
Mississippi	MDOT	Wisconsin	WisDOT
Missouri	MoDOT	Wyoming	WYDOT

APPENDIX C. EXTERNAL, INTERNAL FORMS OF ADDRESS AND ADDRESSING A LETTER TO A FOREIGN COUNTRY

1. External forms of address

- a. The standard addresses are the conventional forms of address in general use. Use them as patterns for other addresses. They may be varied under certain circumstances.
 - (1) The Honorable may be replaced by a title such as General, Dr., or His Excellency, as appropriate.
 - (2) Use of The Honorable
 - (a) All Presidential appointees and Federal- and State-elected officials are addressed as The Honorable.
 - (b) All Mayors are addressed as The Honorable. However, as a general rule, county and city officials are not addressed as The Honorable.
 - (c) A person once entitled as Governor, Senator, Judge, General, The Honorable, His Excellency, or similar distinctive title may retain the title throughout his/her lifetime.
 - (3) The title Madam is used before such formal terms as President, Vice President, Chairman, Secretary, Ambassador, and Minister when the position is occupied by a woman.
 - (4) Use the title Senator for a female member of the Senate, or Senator-elect and use the title of Congresswoman for a female member of the U. S. House of Representatives, Congresswoman-elect.
 - (5) If correspondence is received from a foreign government official and it is uncertain how the person should be addressed (The Honorable or His Excellency), contact the FHWA Executive Secretariat for assistance. Another source of information is the Department of State, Executive Secretariat, which may be able to answer the inquiry.
- b. General rules to observe when addressing communications to individuals by name and/or title are as follows.

- (1) Spell out all titles in the address except Dr., Mr., and Mrs. Do not use two titles with the same meaning. **For example:**

Do not use Mr. John Doe, Civil Engineer, or Dr. Paula White, M.D., on the same line.
Use: JOHN DOE, P. E., or PAULA WHITE, MD

- (2) If it is not known whether the addressee is a man or woman, use Mr. with the name.
- (3) Use Ms. when uncertain whether to use Mrs. or Miss.
- (4) Address a person holding a Ph.D. degree as Dr. (Full Name) rather than as The Reverend, Dean, Professor, etc.

(5) Rules for Addressing Children

When responding to correspondence obviously from a child, use the following forms:

Female – Always use Miss

Male

Ages 1 – 12 Master John Doe
Dear John:

Ages 12 – 18 John Doe
Dear John:

Ages 18 + Mr. John Doe
Dear Mr. Doe:

- (6) When any official has military rank or a doctoral degree, use the proper title instead of Mr., Mrs., Miss, or Ms.

2. Internal forms of address

- a. The following addresses are to be used for correspondence to organizations within DOT.
 - (1) Standard Addresses for Internal DOT Correspondence.
 - (2) Standard Addresses for Internal FHWA Correspondence.
- b. The names of Secretarial Officers, Assistant Secretaries, heads of operating administrations, and heads of lower organizational elements may be obtained from the DOT Telephone Directory at <http://hqdirectory.dot.gov/orgselect.cfm?type=org>
- c. Names and addresses of FHWA Key Field Personnel (Directors of Field Services, Resource Centers and Division Administrators) may be obtained

from the FHWA Key Field Personnel Directory at
<https://fhwaapps.fhwa.dot.gov/foisp/keyfield.jsp>

- d. Names and addresses of Governors may be obtained from
<http://www.nga.org/portal/site/nga/menuitem.b14a675ba7f89cf9e8ebb856a11010a0>
- e. Names and addresses of State departments of transportation may be obtained from <http://www.transportation.org/?siteid=37&pageid=332>

3. **What are the procedures for addressing international mail?** Below are the guidelines from the U.S. Postal Service for addressing international mail. If additional guidance is needed check the USPS Web site for international addresses, <http://www.usps.com/international/addressingintlmail.htm>

- a. Destination Address:
 - (1) Full address should be in uppercase letters.
 - (2) The last line of the address block must only include the complete county name (no abbreviations) written in uppercase letters.
 - (3) An address in a foreign language is permitted if the names of the city province, and country are also indicated in English.
 - (4) If possible, the address on the envelope should have no more than five lines.
 - (5) Below are examples provided by the U.S. Postal Service:

MR THOMAS CLARK
117 RUSSELL DRIVE
LONDON WIP 6HQ
GREAT BRITAIN

MS PAULA APPLE
APARTADO 3068
46807 PUERTO VALLARTA JALISCO
MEXICO

EXCEPTION: For addresses to Canada, there must be two blank spaces between the province (ON) and the postal code (K1A 0B1).

MS HELEN SAUNDERS
1010 CLEAR STREET
OTTAWA ON K1A 0B1
CANADA

b. Sender's Return Address:

- (1) The return address showing the Sender's complete name (no first name initials unless trademarked).
- (2) Sender's name and address, including Zip Code and country of origin, should be shown in the upper left corner of the address side on all mail.

Example:

Mrs. Joyce Browning
 6142 N. 18th Avenue
 Alexandria, VA 22301
 USA

ADDRESSEE	ADDRESS ON LETTER	SALUTATION AND COMPLIMENTARY CLOSE
THE WHITE HOUSE		
The President	The President The White House Washington, DC 20500	Dear Mr./Madam President: Respectfully, or The President: Respectfully submitted,
Spouse of the President	Mrs. (Full Name) or Mr. (Full Name) The White House Washington, DC 20500	Dear Mrs./Mr. (Surname): Sincerely,
Assistant to the President	The Honorable (Full Name) Assistant to the President The White House Washington, DC 20500	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Former President	The Honorable (Full Name) (Local Address) (ZIP Code)	Dear President (Surname): Sincerely,
The Vice President	Formal: The Vice President United States Senate Washington, DC 20510 Informal: The Honorable (Full Name) The Vice President of the United States Washington, DC 20501	Dear Mr./Madam Vice President: Sincerely, Dear Mr./Madam Vice President: Sincerely,
Former Vice President	The Honorable (Full Name) (no title) (Local Address) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Director, Office of Management and Budget	The Honorable (Full Name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
THE JUDICIARY		

The Chief Justice	The Chief Justice The Supreme Court Washington, DC 20543	Dear Chief Justice: Sincerely,
Associate Justice	Justice (Surname) The Supreme Court Washington, DC 20543	Dear Justice (Surname): Sincerely,
Retired Justice	The Honorable (Full Name) (Local Address) 00000	Dear Mr./Mrs./Miss/Ms. Justice: Sincerely,
Presiding Justice	The Honorable (Full Name) Presiding Justice (Name of Court) (Local Address) 00000	Dear Mr./Mrs./Miss/Ms. Justice: Sincerely,
Judge of a Court	The Honorable Judge of the (Name of Court; if a U.S. District Court, Give District) (Local Address) 00000	Dear Judge (Surname): Sincerely,

The Clerk of the Supreme Court	The Clerk of the Supreme Court The Supreme Court Washington, DC 20543	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Justice of the Peace	The Honorable (Full Name) Justice of the Peace (Local Address) 00000 or Justice of the Peace (Name) District (Local Address) 00000	Dear Judge (Mr./Mrs./Miss/Ms.) (Surname): Sincerely or Dear Sir: Sincerely,
Constable (or Sheriff)	Mr. (Full Name), Constable or The Constable of (District) (Local Address) 00000	Dear Mr./Mrs./Miss/Ms. (Surname): or Dear Sir: Sincerely,
Lawyer	Mr. (Full Name) Attorney at Law (Local Address) 00000 or (Full Name), Esq. (Local Address) 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely, or Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
THE CONGRESS		
Senate		
President of the Senate (See Vice President)	The Honorable (Full Name) President of the Senate Washington, DC 20510	Dear Mr./Madam President: Sincerely,
President pro tempore	The Honorable (Full Name) President pro tempore of the Senate United States Senate Washington, DC 20510	Dear Mr./Madam President Sincerely,
United States Senate (Washington office) or (at District office)	The Honorable (Full Name) United States Senate Washington, DC 20510 or The Honorable (Full Name) United States Senator (Local Address) 00000	Dear Senator (Surname) Sincerely,
Senator-elect	The Honorable (Full Name) United States Senator-elect (Local Address, If given) 00000 or The Honorable (Full Name) Senator-elect United States Senate Washington, DC 20510	Dear Senator-elect (Surname) Sincerely, or Dear Senator-elect (Surname): Sincerely,
Former Senator	The Honorable (Full Name) (No Title) (Local Address) 00000	Dear Senator (Surname): Sincerely,

Majority Leader or Minority Leader	The Honorable (Full Name) Majority/Minority Leader United States Senate Washington, DC 20510	Dear Senator (Surname): Sincerely,
Committee Chairman	The Honorable (Full Name) Chairman Committee on _____ United States Senate Washington, DC 20510	Dear Mr./Madam Chairman: Sincerely,
Subcommittee Chairman ¹	The Honorable (Full Name) Chairman Subcommittee on (Name) Committee on (Parent Committee) United States Senate Washington, DC 20510	Dear Mr./Madam Chairman: Sincerely,
Chairman of a Joint Committee	The Honorable (Full Name) Chairman Joint Committee on (Name) Washington, DC 20510	Dear Mr./Madam Chairman: Sincerely,
Secretary of the Senate	The Honorable (Full Name) Secretary of the Senate Washington, DC 20510	Dear Mr./Ms. (Surname): Sincerely,
Secretary/Administrative Assistant to a Senator	Mr. (Full Name) Secretary/Administrative Assistant to The Honorable(Full Name) United States Senate Washington, DC 20510	Dear Mr./Ms. (Surname) Sincerely,
Chaplain of the Senate	The Reverend (Full Name) United States Senate Washington, DC 20510	Dear (Title): ² Sincerely,

¹ If the complete address exceeds five lines, omit the name of the parent committee from the letter. However, the complete address should always be included on the envelope.

² The title is Dr., Mr., etc., as appropriate. The title Reverend is not used with the surname alone but may be used with another title; e.g., Reverend Dr. Smith or Rev. Mr. Smith.

THE CONGRESS**House of Representatives**

Speaker of the U.S. House of Representatives	The Honorable (Full Name) Speaker of the U.S. House of Representatives Washington, DC 20515	Dear Mr./Madam Speaker: Sincerely,
United States Representative (Washington office) or (at District office)	The Honorable (Full Name) U.S. House of Representatives Washington, DC 20515 or The Honorable (Full Name) Member, U.S. House of Representatives (Local Address)(ZIP Code)	Dear Congressman/woman (Surname): Sincerely,
Representative-elect	The Honorable (Full Name) Representative/Congressman-elect U.S. House of Representatives Washington, DC 20515 or The Honorable (Full Name) Representative/Congressman-elect (Local Address, If given) 00000	Dear Representative/Congressman-elect: Sincerely,
Majority Leader or Minority Leader	The Honorable (Full Name) Majority/Minority Leader U.S. House of Representatives Washington, DC 20515	Dear Mr./Madam Leader: Sincerely,
Former Representative	The Honorable (Full Name) (Local Address) 00000	Dear Representative/Congressman (Surname): Sincerely,
Committee Chairman	The Honorable (Full Name) Chairman Committee on (Name) U.S. House of Representatives Washington, DC 20515	Dear Mr./Madam Chairman: Sincerely,
Subcommittee Chairman ³	The Honorable (Full Name) Chairman Subcommittee on (Name) Committee on (Parent Committee) U.S. House of Representatives Washington, DC 20515	Dear Mr./Madam Chairman: Sincerely,
Clerk of the House	The Honorable (Full Name) ⁴ Clerk of the U.S. House of Representatives Washington, DC 20515	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,

³ See Footnote ¹⁴ If the Clerk's name is not known, use only his/her title in the address and Dear M. Clerk: in the salutation.

Chaplain of the House	The Reverend (Full Name) Chaplain of the U.S. House of Representatives Washington, DC 20515	Dear (Title) (Surname): ⁵ Sincerely,
Office of a Deceased Representative	Ms. (Full Name) Chief of Staff/Administrative Assistant to the late (Full Name) U.S. House of Representatives Washington, DC 20515	Dear Mr./Mrs./Miss/Ms. (Surname): ⁶ Sincerely,
Resident Commissioner	The Honorable (Full Name) Resident Commissioner From (Name of Area) U.S. House of Representatives Washington, DC 20515	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
LEGISLATIVE AGENCIES		
Comptroller General (Head of the General Accounting Office)	The Honorable (Full Name) Comptroller General of the United States General Accounting Office Washington, DC 20548	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Public Printer (Head of U.S. Government Printing Office)	The Honorable (Full Name) Public Printer U.S. Government Printing Office Washington, DC 20401	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Librarian of Congress (Head of the Library of Congress)	The Honorable (Full Name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
EXECUTIVE DEPARTMENTS		
Members of the Cabinet (Addressed as Secretary)	The Honorable (Full Name) Secretary of (Name of Department) Washington, DC 00000	Dear Mr./Madam Secretary: Sincerely,
Attorney General (Head of the Department of Justice)	The Honorable (Full Name) Attorney General Washington, DC 20530	Dear Mr./Madam Attorney General: Sincerely,
Under Secretary of a Department	The Honorable (Full Name) Under Secretary of (Name of Department) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Deputy Secretary of a Department	The Honorable (Full Name) Deputy Secretary of (Name of Department) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Assistant Secretary of a Department	The Honorable (Full Name) Assistant Secretary for (Name of Office)(Name of Department) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,

⁵ See Footnote²

⁶ If it is not known whether the addressee is a man or a woman, use either the full name such as “Dear Leslie Doe” or “Dear M. Doe.”

INDEPENDENT ORGANIZATIONS		
Director of the Office of Management and Budget	The Honorable (Full Name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Postmaster General (Head of the U.S. Postal Service)	The Honorable (Full Name) Postmaster General Washington, DC 20260	Dear Mr./Madam Postmaster General: Sincerely,
Head of a Federal Agency, Authority, or Board	The Honorable (Full Name) (Title), (Name of Agency) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Head of a Major Organization with an Agency (If the Official is Appointed by the President)	The Honorable (Full Name) (Title), (Name of Organization) (Name of Agency) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
President of a Commission	The Honorable (Full Name) President, (Name of Commission) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Chairman of a Commission	The Honorable (Full Name) Chairman, (Name of Commission) Washington, DC 00000	Dear: Mr./Madam Chairman: Sincerely,
Chairman of a Board	The Honorable (Full Name) Chairman, (Name of Board) Washington, DC 00000	Dear: Mr./Madam Chairman: Sincerely,
OTHER FEDERAL GOVERNMENT AGENCIES		
Commissioner of Internal Revenue	The Honorable (Full Name) Commissioner of Internal Revenue Department of the Treasury Washington, DC 20224	Dear: Mr./Mrs./Miss/Ms. (Surname): Sincerely,
District Director of Internal Revenue	Mr. (Full Name) District Director of Internal Revenue (Local Address) 00000	Dear: Mr./Mrs./Miss/Ms. (Surname): Sincerely,

AMERICAN MISSIONS

American Ambassador	The Honorable (Full Name) American Ambassador (City), (Country)	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Ambassador: (Informal) Sincerely,
American Ambassador (With Military Rank)	(Full Rank) (Full Name) American Ambassador (City), (Country)	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Ambassador: or Dear (Rank) (Surname): (Informal) Sincerely,
Former American Ambassador	The Honorable (Full Name) (Local Address) 00000	Dear Mr./Mrs./Miss/Ms. Ambassador: Sincerely,
American Minister	The Honorable (Full Name) American Minister (City), (Country)	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Minister: (Informal) Sincerely,
American Minister (With Military Rank)	(Full Rank) (Full Name) American Minister (City), (Country)	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Ambassador: or Dear (Rank) (Surname): (Informal) Sincerely,
American Consul General or American Consul	(Full Name) American Consul General or American Consul (City), (Country)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,

MISSIONS TO THE UNITED STATES

Foreign Ambassador in the United States	His Excellency (Full Name) Ambassador of (Country) (Local Address) 00000	Excellency: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Ambassador: (Informal) Sincerely,
Foreign Minister in the United States	The Honorable (Full Name) Minister of (Country) (Local Address) 00000	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Minister: (Informal) Sincerely,
Foreign Charge d' Affaires in the United States	Mr./Mrs./Miss/Ms. (Full Name) Charge d' Affaires of (Country) (Local Address) 00000	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Charge d' Affaires: (Informal) Sincerely,

THE ORGANIZATION OF AMERICAN STATES

Secretary General of the Organization of American States	The Honorable (Full Name) Secretary General of the Organization of American States Pan American Union Washington, DC 20006	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Secretary General: (Informal) or Dear Mr. (Dr.) (Surname): Sincerely,
Assistant Secretary General of the Organization of American States	The Honorable (Full Name) Assistant Secretary General of the Organization of American States Pan American Union Washington, DC 20006	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms., (Dr.) (Surname): (Informal) Sincerely,
United States Representative on the Council of the Organization of American States	The Honorable (Full Name) United States Representative On the Council of the Organization Of American States Department of State Washington, DC 20520	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms., (Dr.) (Surname): (Informal) Sincerely,

United Nations

Communications to the United Nations are addressed to the United States Representative to the United Nations, through the Department of State. The exceptions to this are communications that are sent directly to the United States Representative including those addressed to the Economic and Social Council, the Disarmament Commission, the Trusteeship Council, and the delegation to the General Assembly (when it is in session). Subject to the exceptions, direct communication with the United Nations is inappropriate. When necessary, the communication should be sent to the Secretary General of the United Nations through the United States Representative by means of a cover letter.

Secretary General of the United Nations	His Excellency (Full Name) Secretary General of the United Nations New York, New York 10017	Excellency: (Formal) Very truly yours, Dear Mr./Madam Secretary General: (Informal) Sincerely,
United States Representative to the United Nations	The Honorable (Full Name) United States Representative to the United Nations New York, New York 10017	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,
Chairman, United States Delegation to the United Nations 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, New York 10117	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,
Senior Representative of the United States to the General Assembly of the United Nations	The Honorable (Full Name) Senior Representative of the United States to the General Assembly of the United Nations New York, New York 10017	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,
Senior Military Advisor to the United States Delegation to the United Nations General Assembly	(Full Rank) (Full Name) Senior Military Advisor United States Delegation to the United Nations General Assembly New York, New York 10017	Dear (Rank) (Surname): Sincerely,
United States Representative to the Economic and Social Council	The Honorable (Full Name) United States Representative on the Economic and Social Council of the United Nations	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,
United States Representative to the United Nations Disarmament Commission	The Honorable (Full Name) United States Representative on the Disarmament Commission of the United Nations New York, New York 10017	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,
United States Representative to the Trusteeship Council	The Honorable (Full Name) United States Representative on the Trusteeship Council of the United Nations New York, New York 10017	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,

STATE AND LOCAL GOVERNMENTS		
Governor of a State	The Honorable (Full Name) Governor of (Name of State) (Local Address) 00000	Dear Governor (Surname): Sincerely,
Acting Governor of a State	The Honorable (Full Name) Acting Governor of (Name of State) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Lieutenant Governor of a State	The Honorable (Full Name) Lieutenant Governor of (Name of State) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Secretary of State of a State	The Honorable (Full Name) Secretary of State of (Name) (Local Address) 00000	Dear Mr./Madam Secretary: Sincerely,
Chief Justice of the Supreme Court of a State	The Honorable (Full Name) Chief Justice Supreme Court of the State of (Name) (Local Address) 00000	Dear Mr./Madam Chief Justice: Sincerely,
Attorney General of a State	The Honorable (Full Name) Attorney General State of (Name) (Local Address) 00000	Dear Mr./Ms. Attorney General: Sincerely,
Treasurer, Comptroller, or Auditor of a State	The Honorable (Full Name) State Treasurer (Comptroller) (Auditor) State of (Name) (Local Address) 00000	Dear Mr./Ms. (Surname) Sincerely,
President of the Senate of a State	The Honorable (Full Name) President of the Senate of the State of (Name) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
State Senator	The Honorable (Full Name) (Name of State) Senate (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Speaker of the House of Representatives or the Assembly or the House of Delegates of a State ⁷	The Honorable (Full Name) Speaker of the House of Representatives (or Assembly or House of Delegates) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,

⁷ In most States, the lower branch of the legislature is the House of Representative. 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.

State Representative, Assemblyman, or Delegate	The Honorable (Full Name) (Name of State) House of Representatives (or Assembly or House of Delegates) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
State Secretaries of Transportation	Mr./Ms. (Full Name) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Mayor	The Honorable (Full Name) Mayor of (Name of City) (Local Address) 00000	Dear Mayor (Surname): Sincerely,
President of a Board of Commissioners	The Honorable (Full Name) President, Board of Commissioners of (Name of City) (Local Address) 00000	Dear Mr./Ms.(Surname): Sincerely,
ECCLESIASTICAL ORGANIZATIONS⁸		
ROMAN CATHOLIC CHURCH		
The Pope	His Holiness the Pope Vatican City, Italy	Your Holiness: (Formal) Sincerely, Most Holy Father: (Usual) Sincerely,
Cardinal	His Eminence (Christian Name) Cardinal (Surname) Archbishop of (Province) (Local Address) 00000	Your Eminence: (Formal) Sincerely, Dear Cardinal (Surname): (Informal) Sincerely,
Archbishop	The Most Reverend (Full Name) Archbishop of (Province) (Local Address) 00000	Your Excellency: (Formal) Sincerely, Dear Archbishop (Surname): (Informal) Sincerely,
Bishop	The Most Reverend (Full Name) Bishop of (Province) (Local Address) 00000	Your Excellency: (Formal) Sincerely, Dear Bishop (Surname): (Informal) Sincerely,
Monsignor ⁹	The Very Reverend Monsignor (Full Name) (Local Address) 00000	Very Reverend Monsignor: (Formal) Sincerely, Dear Monsignor (Surname): (Informal) Sincerely,
Priest	The Reverend ¹⁰ (Full Name) (Add Initials of Order, If Any) (Local Address) 00000	Reverend Sir: (Formal) Sincerely, Dear Father (Surname): (Informal) Sincerely,

⁸ Additional ecclesiastical information may be found in *The World Almanac and Book of Facts* available in the Departmental Library, the GSA Retail Store, and in other publications available from the DOT Library.

⁹ There are two classes of Monsignori one (Domestic Prelates) are addressed as *The Right Reverend*. The other (Papal Chamberlains) are addressed as *The Very Reverend*. The Official Directory will give the correct designations. In the absence of definite information, it is always courteous to address any Monsignor as *The Right Reverend*.

¹⁰ In all cases, *The Reverend* should not be used with a surname only, as *The Reverend Smith*. To say *The Reverend Smith* is like saying *The Respected Smith*. Hence, there must always be an intervening Christian name or initial, or a title such as *Dr., Mr., Ms., or Professor* between *The Reverend* and the surname.

Superior of a Sisterhood	The Reverend Mother Superior (Name of Institution) (Local Address) 00000	Dear Reverend Mother: (Formal) Sincerely, Dear Mother (Name): (Informal) Sincerely,
Sister of a Sisterhood	Sister (Full Name) (Name of Organization) (Local Address) 00000	Dear Sister (Full Name): Sincerely,
Superior of a Brotherhood	Brother (Name) Superior (Name of Institution) (Local Address) 00000	Dear Brother: Sincerely,
Member of a Brotherhood	Brother (Full Name) (Name of Organization) (Local Address) 00000	Dear Brother (Full Name): Sincerely,
PROTESTANT EPISCOPAL CHURCH¹¹		
Bishop	The Right Reverend (Full Name) Bishop of (Name) (Local Address) 00000	Right Reverend Sir: (Formal) Sincerely, Dear Bishop (Surname): (Informal) Sincerely,
Archdeacon	The Venerable (Full Name) Archdeacon of (Name) (Local Address) 00000	Venerable Sir: (Formal) Sincerely, My Dear Archdeacon (Surname): (Informal) Sincerely,
Dean	The Very Reverend (Full Name) Dean of (Church) (Local Address) 00000	Very Reverend Sir: (Formal) Sincerely, Dear Dean (Surname): (Informal) Sincerely,
Canon	The Reverend (Full Name) Canon of (Church) (Local Address) 00000	Reverend Sir: (Formal) Sincerely, My Dear Canon (Surname): (Informal) Sincerely,
Rector	The Reverend (Full Name) The Rector of (Name) (Local Address) 00000	Reverend Sir: (Formal) Sincerely, Dear (Dr. or Mr./Ms.) (Surname): (Informal) Sincerely,
CLERGY OF OTHER DENOMINATIONS		
Methodist Bishop	The Reverend (Full Name) Methodist Bishop (Local Address) 00000	Reverend Sir/Madam: (Formal) Sincerely, Dear Bishop (Surname): (Informal) Sincerely,
Presbyterian Moderator	The Moderator of (Name) (Local Address) 00000 or The Reverend (Full Name) Moderator of (Name) (Local Address) 00000	My dear Mr./Ms. Moderator: (Formal) Sincerely, Dear (Dr. or Mr./Ms.) (Surname): (Informal) Sincerely,
Rabbi (With Doctoral Degree)	Rabbi (Full Name) (Local Address) 00000	Dear Dr. (Surname): or Dear Rabbi (Surname): Sincerely,

¹¹ The names of the clergy of the Episcopal Church may be found in *The Episcopal Church Annual*.

Rabbi (Without Doctoral Degree)	Rabbi (Full Name) (Local Address) 00000	Dear Rabbi (Surname): Sincerely,
Mormon President ¹²	The President Church of Jesus Christ of Latter Day Saints (Local Address) 00000	Sir: (Formal) Sincerely, Dear Bishop (Surname): (Informal) Sincerely,
Mormon Elder ¹²	Elder (or Brother)(Full Name) Church of Jesus Christ of Latter Day Saints (Local Address) 00000	Dear Elder (Surname): Sincerely,
Seventh-Day Adventist President ¹²	The President General Conference of Seventh-day Adventists	My Dear Mr. President: (Formal) Sincerely, Dear President (Surname): (Informal)
Seventh-Day Adventist Elder ¹²	Elder (Full Name) General Conference of Seventh-day Adventists (Local Address) 00000	Dear Elder (Surname): Sincerely,
Minister, Pastor, or Rector (with Doctoral Degree)	The Reverend (Full Name) (Title), (Name of Church) (Local Address) 00000	Dear Dr. (Surname): Sincerely,
Minister, Pastor, or Rector (Without Doctoral Degree)	The Reverend (Full Name) (Title), (Name of Church) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Chaplain (Military Services)	Chaplain (Full Name) (Rank, Service Designation) (Post Office Address of Organization and Station) (Local Address) 00000	Dear Chaplain (Surname): Sincerely,
EDUCATIONAL INSTITUTIONS		
President of a University or College (With Doctoral Degree)	Dr. (Full Name) President, (Name of Institution) (Local Address) 00000	Dear Dr. (Surname): Sincerely
President of a University or College (Without Doctoral Degree)	Mr. (Full Name) President, (Name of Institution) (Local Address) 00000	Dear Mr. (Surname): Sincerely,
President of a Theological Seminary	The Very Reverend (Full Name) President, (Name of Institution) (Local Address) 00000	Dear President (Surname): or Dear Dr. (Surname):

¹² The title *Reverend* is not used in either the Mormon Church or the Seventh-day Adventist. Mr. may be used for any of their ecclesiastical ranks, or preferably Elder for their pastors.

President of a Religious School (Protestant)	The President of (Name of Institution) (Local Address) 00000 or The Reverend (Full Name) President of (Name of Institution) (Local Address) 00000	My dear Sir: (Formal) Sincerely, Dear Sir: (Informal) Sincerely or My dear President (Surname): (Formal) Sincerely, Dear Dr. (Surname): (Informal) Sincerely,
Dean of a University or College (With Doctoral Degree)	Dr. (Full Name) Dean, School of (Name) (Name of Institution) (Local Address) 00000	Dear Dr. (Surname): Sincerely,
Dean of a University or College (Without Doctoral Degree)	Dean (Full Name) School of (Name) (Name of Institution) (Local Address) 00000	Dear Dean (Surname): Sincerely,
Professor (With Doctoral Degree)	Dr. or Professor (Full Name) Department of (Name) (Name of Institution) (Local Address) 00000	Dear Dr. (Surname): or Dear Professor (Surname): Sincerely,
Professor (Without Doctoral Degree)	Professor (Full Name) Department of (Name) (Name of Institution) (Local Address) 00000	Dear Professor (Surname): Sincerely,
Professor in a Theological Seminary	The Reverend Professor (Full Name) (Name of Institution) (Local Address) 00000	Dear Professor (Surname): or Dear Dr. (Surname): Sincerely,
Associate Professor or Assistant Professor	Mr. (Full Name) Associate (or Assistant) Professor Department of (Name) (Name of Institution) (Local Address) 00000	Dear Professor (Surname): Sincerely,
Superintendent of Schools (State and Local)	The Superintendent of (Name) (Local Address) 00000 or Dr. (Mr. or Ms.) (Full Name) Superintendent of (Name Schools) (Local Address) 00000	Dear Sir/Madam: Sincerely, Dear Dr. (Mr. or Ms.) (Surname): Sincerely,
Board of Education or Members, Board of Education (State and Local)	The Board of Education or Mr./Ms. (Full Name) Member, (Location) Board of Education (Local Address) 00000	Gentlemen/Ladies/Gentlemen and Ladies: Sincerely, Dear Mr./Ms. (Surname): Sincerely,
School Board or Member of School Board	The (Location) School Board or Mr./Ms. (Full Name) Member, (Location) School Board (Local Address) 00000	Gentlemen/Ladies/Gentlemen and Ladies: Sincerely, Dear Mr./Ms. (Surname): Sincerely,

Principal of a School	Mr./Ms. (Full Name) Principal of (School) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Teacher	Mr./Ms. (Full Name) (School) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
MILITARY		
ARMY, AIR FORCE, MARINE CORPS		
General, Lieutenant General, Major General, Brigadier General	(Full Grade) (Full Name), (Abbreviation of Service Designation) Title (Post Office Address of Organization and Station) 00000	Dear General (Surname): Sincerely,
Colonel, Lieutenant Colonel	(Same as Above)	Dear Colonel (Surname): Sincerely,
Major	(Same as Above)	Dear Major (Surname): Sincerely,
Captain	(Same as Above)	Dear Captain (Surname): Sincerely,
First Lieutenant, Second Lieutenant	(Same as Above)	Dear Lieutenant (Surname): Sincerely,
Chief Warrant Officer, Warrant Officer	(Same as Above)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Sergeant Major	(Same as Above)	Dear Sergeant Major (Surname): Sincerely,
Master Sergeant, Gunnery Sergeant, Technical Sergeant, Staff Sergeant, Sergeant	(Same as Above)	Dear Sergeant (Surname): Sincerely,
Corporal, Lance Corporal	(Same as Above)	Dear Corporal (Surname): Sincerely,
Specialist, Classes 4 to 9	(Same as Above)	Dear Specialist (Surname): Sincerely,
Private First Class, Private	(Same as Above)	Dear Private (Surname): Sincerely,
Recruit	(Same as Above)	Dear Recruit (Surname): Sincerely,
Airman First Class, Airman Second Class, Airman Third Class, Basic Airman	(Same as Above)	Dear Airman (Surname): Sincerely,
Retired Officer	(Full Grade) (Full Name), (Abbreviation of Service Designation), Retired (Local Address) 00000	Dear (Rank) (Surname): Sincerely,
NAVY, COAST GUARD		
Admiral, Vice Admiral, Rear Admiral	(Full Grade) (Full Name), (Abbreviation of Service Designation) Title (Post Office Address of Organization and Station) 00000	Dear Admiral (Surname): Sincerely,
Commodore	(Same as Above)	Dear Commodore (Surname): Sincerely,

Captain	(Same as Above)	Dear Captain (Surname): Sincerely,
Commander, Lieutenant Commander	(Same as Above)	Dear Commander (Surname): Sincerely,
Lieutenant	(Same as Above)	Dear Lieutenant (Surname): Sincerely,
Ensign	(Same as Above)	Dear Ensign (Surname): Sincerely,
Chief Warrant Officer, Warrant Officer	(Same as Above)	Dear Chief Warrant Officer (Surname): Sincerely, Dear Warrant Officer (Surname): Sincerely,
Chief Petty Officer	(Same as Above)	Dear Chief Petty Officer (Surname): Sincerely,
Petty Officer First Class, Petty Officer Second Class, and Petty Officer Third Class	(Same as Above)	Dear Petty Officer (Surname): Sincerely,
Seaman, Seaman Apprentice, and Seaman Recruit	(Same as Above)	Dear Seaman (Surname): Sincerely,
Fireman, Fireman Apprentice, and Fireman Recruit	(Same as Above)	Dear Fireman (Surname): Sincerely,
Airman, Airman Apprentice, and Airman Recruit	(Same as Above)	Dear Airman (Surname): Sincerely,
Construction Man, Construction Man Apprentice, Construction Man Recruit	(Same as Above)	Dear Construction Man (Surname): Sincerely,
Hospitalman, Hospitalman Apprentice, Hospitalman Recruit	(Same as Above)	Dear Hospitalman (Surname): Sincerely,
Dentalman, Dentalman Apprentice, and Dentalman Recruit	(Same as Above)	Dear Dentalman (Surname): Sincerely,
Stewardsman, Stewardsman Apprentice, Stewardsman Recruit	(Same as Above)	Dear Stewardsman (Surname): Sincerely,
Retired Officer	(Full Grade) (Full Name), (Abbreviation of Service Designation), Retired (Local Address) 00000	Dear (Rank) (Surname): Sincerely,

MILITARY MAIL (OVERSEAS)

Army	<p>Show full grade; full name, including first name and middle name or initial; social security account number; organizations; and APO number and post office through which mail is to be routed. Example:</p> <p>Gen. Kenneth A. O'Brien, Jr., 300-900-0241 801st Infantry Regt. APO New York 09801</p>	
Air Force	<p>Show full grade; full name, including first name and middle name or initial; social security account number; Postal Service Center (PSC) box number if served by PSC, or organization if not served by PSC (and box number, if appropriate); and APO number and the post office through which the mail is to be routed. Example:</p> <p>Personnel Served by PSC</p> <p>A1C James LaVar Green, FR-891-04-1978 PSC Box 913 APO New York 09109</p> <p>Personnel Served by Unit Mail Room</p> <p>Sgt. Montgomery Stanback, FR-801-04-0278 124-24 Elect Instl. Sq., Box 139 APO San Francisco 96274</p>	

<p>Navy and Marine Corps</p>	<p>Show full name, including first name and middle name or initial, rank or rating, service number, shore base organization unit with Navy number, or mobile unit designation or name of ship, and the fleet post office (FPO) through which the mail is to be routed. Example:</p> <p>NAVY Mary D. Woodard QMSN 680-92-79 USN USS Irvin Wallace (DD729) FPO San Francisco 96601</p> <p>Mary D. Woodard, AQF-1, 319 04 02 USN U.S. Naval Air Facility FPO New York 09521</p> <p>USMC Maj. William K. Lewis, 139042 USMC Staff, Fleet Marine Force Pacific FPO San Francisco 96602</p> <p>Lt. Joseph S. Woodard, 020478, USMC U.S. Marine Corps Air Facility FPO San Francisco 96672</p> <p>Dependents Residing with Military Personnel</p> <p>Miss Mary D. Woodard c/o Sgt. Paul L. Woodard, 021-04-1978 Company A, 1st Bn. 16th Inf. APO New York 09036</p>	
<p>Army and Air Force</p>	<p>Show grade; full name, including first name and middle name or initial; social security account number; organization; military installation; and the State and the ZIP Code. Examples:</p> <p>Personnel Served by PSC</p> <p>Sgt. Keith P. Watkins, FR-212-03-1978 PSC Box 1978 Vandenberg AFB CA 93437</p> <p>Personnel Served by Unit Mail Room</p> <p>A1C Melvin C. Schott, FR-002-04-1978 1 Strat Aerosp Div, Box 107 Vandenberg AFB CA 93437</p>	

Navy and Marine Corps	<p>Show full name including first name and middle name or initial, rank or rating, service number, organization, military installation and the ZIP Code. Example:</p> <p>Bill T. Hennessee, SK2, 513 02 64 USN U.S. Naval Supply Depot Great Lakes, IL 60088</p> <p>M/SGT Bill T. Hennessee, 0204197 USMC Headquarters Battalion Headquarters U.S. Marine Corps Henderson Hall Arlington, VA 22214</p> <p>Dependents Residing with Military Personnel</p> <p>Master Darrell L. Hennessee c/o Sgt. William Hennessee, 081-32-1978 Company M. 9th Bn., 9th Inf. Fort Gordon, GA 30905</p>	
CORPORATIONS, COMPANIES, AND FEDERATIONS		
A Company or Corporation	(Name of Company or Corporation) (Local Address) 00000	Ladies and Gentlemen: Sincerely,
A Federation	(Name of Official) (Title), (Name of Federation) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
MEDICAL ¹³		
Physician	<p>(Full Name), (Appropriate Abbreviation) (Local Address) 00000</p> <p>Abbreviations¹⁴ C.B. Bachelor of Surgery D.O. Doctor of Osteopathy D.P.H. Doctor of Public Health M.B. (for B.M.) Bachelor of Medicine M.D. Doctor of Medicine Pod. D. Doctor of Podiatry</p>	Dear Dr. (Surname): Sincerely,
Two Physicians	<p>Drs. (Full Name) and (Full Name) (Local Address) 00000</p> <p style="text-align: center;">or</p> <p>Drs. (Same Surname) (Local Address) 00000</p>	<p>Dear Drs. (Surname) and (Surname): Sincerely,</p> <p style="text-align: center;">or</p> <p>Dear Drs. (Surname): Sincerely,</p>

¹³ Titles may be used in connection with Dr., except M.D., D.D., or other degree letters that mean Doctor.

¹⁴ These abbreviations do not constitute a complete listing but consist of the most frequently used to serve as a guideline. Appropriate abbreviations may be found in a standard dictionary and other reference books available from the DOT Library and the GSA Retail Store. Reference should also be made to incoming correspondence, if any, for correct degree letters and titles.

Dentist	(Full Name), (Appropriate Abbreviation) (Local Address) 00000 Abbreviations B.D.S. Bachelor of Dental Surgery D.D.S. Doctor of Dental Surgery D.M.D. Doctor of Dental Medicine M.D.S. Master of Dental Surgery	Dear Dr. (Surname): Sincerely,
Veterinarian	(Full Name), (Appropriate Abbreviation) (Local Address) 00000 Abbreviations B.V.Sc. Bachelor of Veterinary Science D.V.M. for V.M.D. Doctor of Veterinary Medicine	Dear Dr. (Surname): Sincerely,
Pharmacist	Mr./Ms. (Full Name), (Appropriate Abbreviation) (Local Address) 00000 or (Full Name), (Appropriate Abbreviation) (Local Address) 00000 Abbreviations Phar.B Bachelor of Pharmacy Phar.D Doctor of Pharmacy Phar.M. Master of Pharmacy Ph.C. Pharmaceutical Chemist R.Ph. Registered Pharmacist	Dear Mr./Ms. (Surname): Sincerely, or Dear Dr. (Surname): Sincerely,
Nurse	Mr./Ms. (Full Name), (Appropriate Abbreviation) (Local Address) 00000 Abbreviations L.P.N. Licensed Practical Nurse P.N. Practical Nurse R.N. Registered Nurse	Dear Mr./Ms. (Surname): Sincerely,
OTHER ADDRESSES		
SINGLE		
A Man	Mr. (Full Name) (Local Address) 00000	Dear Sir: Sincerely, or Dear Mr. (Surname): Sincerely,
An Unmarried Woman ¹⁵	Ms. (Full Name) (Local Address) 00000	Dear Ms. (Surname): Sincerely,
A Married Woman or Widow	Mrs. (Husband's Full Name) (Local Address) 00000	Dear Mrs. (Surname): Sincerely,

¹⁵ In modern usage, women may be addressed by Ms., Mrs., and/or Miss. Married women may assume the name of their husbands or retain the name they had before marriage. In some instances, married couples combine their surnames with a hyphen. In all cases it is the preference of the addressee, when known, that should be followed. Incoming correspondence, if any, should be referenced. For Secretarial correspondence, the Executive Secretariat may be contacted. In the case of local correspondence when such questions arise, a telephone call to the addressee's office may be made to obtain the information. The plural of Ms. is either Mses. Or Mss.

Multiple ¹⁶ Two or More Men	Messrs. (Surname) and (Surname) (Local Address) 00000 or Mr. (Full Name) and Mr. (Full Name) (Local Address) 00000 or The Messrs. (Surname) (Local Address) 00000	Gentlemen (Surname): Sincerely, or Dear Mr. (Surname) and Mr. (Surname): Sincerely,
Two or More Men of the Same Name	Messrs. (Given Name) and (Given Name) (Surname) (Local Address) 00000 or The Messrs. (Surname) (Local Address) 00000	Dear Messrs. (Surname): Sincerely, or Gentlemen: Sincerely,
Two or More Unmarried Women	The Meses. (Surname) and (Surname) (Local Address) 00000 Miss (Full Name) and Miss (Full Name) (Local Address) 00000	Ladies (or Mesdames): Sincerely, Dear Misses (Surname) and (Surname): Sincerely,
Two or More Women	Ms. (Full Name) and Mrs. (Full Name) (Local Address) 00000	Ladies (or Mesdames): Sincerely,
One Man and One Woman	Mr. (Full Name) and Ms. (Full Name) (Local Address) 00000 or Mr. and Ms. (His Surname and Her Surname Separated by a Hyphen) (Local Address) 00000	Dear Mr. (Surname) and Ms. (Surname): Sincerely, or Dear Mr. And Mrs. (Surname- Surname)
Men and Women ¹⁷	Ms. (Full Name), Mrs. (Full Name) and Mr. (Full Name) (Local Address) 00000 or Mrs. (Full Name), Mr. (Full Name) and Mrs. (Full Name) (Local Address) 00000	Mesdemes and Dear Sir: Sincerely, or Dear Madam and Gentlemen: Sincerely,
SINGLE ADDRESSEES		MULTIPLE ADDRESSEES
The Secretary The Deputy Secretary General Counsel Assistant Secretary for (organizational title)		Secretarial Officers:

¹⁶ A letter to two or more persons may be addressed as illustrated, or to only one of them when the letter is mentioned by name in the opening paragraph.

¹⁷ When the names of both men and women occur in the inside address, the individual whose name appears first should be addressed first in the salutation.

Administrator, Federal Aviation Administration Administrator, Federal Highway Administration Administration, National Highway Traffic Safety Administration Administrator, Federal Railroad Administration Administrator, Federal Transit Administration Administrator, Saint Lawrence Seaway Development Corporation Administrator, Maritime Administration Administrator, Federal Motor Carrier Safety Administration Administrator, Pipeline and Hazardous Materials Safety Administration Administrator, Research and Innovative Technology Administration		Heads of Operating Administrations:
Chief Counsel Chief Financial Officer Director, Innovative Program Delivery		Chief Counsel: Chief Financial Officer Director
Associate Administrator for Policy and Governmental Affairs Associate Administrator for Infrastructure Associate Administrator for Planning, Environment, and Realty Associate Administrator for Operations Associate Administrator for Federal Lands Highway Associate Administrator for Safety Associate Administrator for Research, Development and Technology Associate Administrator for Administration Associate Administrator for Civil Rights Associate Administrator for Public Affairs Associate Administrator for Professional and Corporate Development		Associate Administrators:
<u>Offices</u> under <u>all</u> Associate Administrators	All Program Offices	
Offices under <u>one</u> Associate Administrator Example: Director, Office of Human Resources Director, Office of Information and Management Services Director, Office of Acquisition Management	Example: All Administration Program Offices:	
Director of Field Services – North Director of Field Services – South Director of Field Services - West	Directors of Field Services:	
Office of Technical Services	Director of Technical Services:	
Alabama Division Office (each State has a Division Office plus Puerto Rico and the District of Columbia)	Division Administrators:	
Eastern Federal Lands Highway Division Office Central Federal Lands Highway Division Office Western Federal Lands Highway Division Office	Federal Lands Highway Division Engineers:	

APPENDIX D. PREPARATION OF REPORTS TO CONGRESS

General Remarks

Reports to Congress that originate in authorization acts (e.g., SAFETEA-LU, TEA-21 and ISTEA) are coordinated within FHWA by the Office of Legislation and Strategic Planning (HPLS). The authorization act reports are sent to the HPLS Reports Coordinator who will keep a log of reports received, assure that the Office of Policy and Governmental Affairs and the Office of the Chief Counsel reviews the reports for policy and legislative implications, and will track the reports through the review process until signed by the Secretary of Transportation.

Reports to Congress that originate in appropriation acts are coordinated within FHWA by the Office of the Chief Financial Officer (HCF).

Contact the appropriate office for instructions on preparation of a Report to Congress.

Congressional Reports Manual of Style

Acronyms

- When using acronyms, be sure to spell out the word and enclose the acronym in parenthesis the first time the word appears in the document. Do not enclose an acronym in parentheses if it will not be used again in the document.
- The abbreviation “U.S.” is used when it precedes the word Government or the name of a Government organization or when used as an adjective. “United States” is spelled out when used as a noun.

Example: (Adjective) U.S. foreign policy is a major issue during the debates.

(Noun) The United States has the safest road system anywhere.

- When using organizational acronyms, avoid using “the” preceding the acronym unless the acronym is used as a modifier.

Example: OST and the SLSDC Administrator

- When an acronym begins with *a, e, f, h, i, m, n, o, r, s, x*, or the indefinite article “an” is used.

Example: An NPRM is expected to be published in the **Federal Register** shortly.

- Beginning a sentence with an acronym is acceptable.

Example: The Federal Highway Administration (FHWA) is part of the Department of Transportation. FHWA administers the Federal-aid Highway Program.

Capitalization

- The words “Government,” “Nation,” “Administration,” and “Federal” are capitalized when referring to the U.S. Government; adverbs such as “federally” and “nationally” are not capitalized.

Example: SAFETEA-LU helps the Nation compete in the global economy.

The federally funded program requires congressional approval.

The Department is known nationally for its transportation policies.

- Department, when used to describe the U.S. Department of Transportation, is capitalized; departmental is not. The same rule applies to Congress/congressional and Secretary/secretarial and Federal/federally.
- References to the seasons-spring, summer, fall, or winter-are not capitalized.

Hyphenation

- **Compound Words/Numbers**

Example:

Incorrect

anti-lock
decision-making
non-occupant
co-sponsored
state-wide
non-profit
county-wide
anti-theft
re-examine
mid-continent
multi-purpose
drug-testing

Correct

antilock
decisionmaking
nonoccupant
cosponsored
statewide
nonprofit
countywide
antitheft
reexamine
midcontinent
multipurpose
drug testing

- The following words are hyphenated:

5-ton trucks	State-mandated compliance
1-day bench trial	pay-as-you-go approach
FHWA-sponsored event	part-time/full-time

- Use a hyphen between the elements of compound numbers from twenty-five to ninety-nine and in adjective compounds with a numerical first element.

Example: twenty-one; twenty-first; 6-footer; 3-to-1 ratio; 10-minute delay.

Footnotes

- Use the Microsoft Word footnote feature to correctly place footnotes on a page.
- Footnotes to charts, graphs, and other illustrations are to be placed immediately beneath such illustrative material.

Format

- Begin all lines of text at the left margin.
- Do not right justify margins.
- Do not indent paragraphs.
- Do not refer to preliminary or interim data in reports; use the actual data.
- Spell out the word “percent” instead of using the “%” symbol in body of text; however, the % symbol is acceptable in charts and tables.
- Be consistent when using bullets, dashes or stars; use one or the other throughout the document. When using the bullet, dash, or star, type flush to the left margin with two spaces following the bullet, dash, or star. The first letter following each bullet, dash, or star should be lower-case.

Example: Of particular interest are:

- typing financial documents
 - communicating requirement.
- Do not leave headings or single sentences alone at the bottom or top of pages; sentences should contain at least two lines at the beginning or end of pages.
 - Ensure that charts, graphs, and tables are printed straight on the page.
 - Charts and tables referred to in reports should follow as closely as possible behind the text where mentioned; if the chart or table does not immediately follow the text, please indicate the page number on which the charts or tables appear.
 - Avoid referring to “the agency” in sentences; refer to the organization by name.

Legislative Citation

- “Et al.” and “et seq.” are set in small caps; a period is placed only after al. and seq.
- Legal references should be typed exactly as they appear in legislation.

Example: P.L. 102-240, Section 1040 (d) (1)
Title 49, U.S.C., Section 308 (c)

- If a report is overdue, update references to timeframes that have expired. References to dates in the future may be overtaken by events if the time for clearance is not factored in by drafters and considered by reviewers.

Example: If a report is written in January, but does not get cleared until July and contains sentence, “An NPRM will be drafted in the spring of 2004,” this sentence needs to be updated since spring has passed before the report is finalized.

Punctuation

- Use a comma preceding the final element in a series, such as and or, to indicate the termination of the series. (Preference only, but be consistent.)

Example: The U.S. Department of Transportation is composed of nine operating administrations, including the Federal Highway Administration, and the Federal Railroad Administration.

- The semicolon is not used where a comma will suffice.
- Place a comma after the year in complete dates within sentences.

Example: Concerns were expressed at a May 23, 2011, hearing before the committee.

- Use commas to set off clauses within a sentence.

Example: The U.S. Department of Transportation, which is based in Washington, DC, is composed of nine operating administrations.

Spacing

- There are no spaces between dashes and the words surrounding them.

Example: The U.S. economy at all levels--local, regional, and national--is contracting.

- Be sure to add two spaces after a colon or period, two lines between single-spaced paragraphs, and three lines between double-spaced paragraphs.

Table of Contents

- If the report is voluminous and/or contains numerous acronyms, be sure to include a Table of Contents and/or a list of acronyms.
- When listing chapters, tables, or figures followed by a number and period, the periods are aligned to the right.

Example: I. Budget Authority
II. Permanent Civilian Employment

Transmittal Letter

- In transmittal letters, reports are “titled” not “entitled.” Begin all letters as follows:

Example: Enclosed is the U.S. Department of Transportation’s fiscal year (FY) 2001 annual report titled “Hazardous Materials Transportation.”

- The last sentence of the letters lists other Congressmen/women who will be receiving copies.

Example: A copy of this report has also been sent to the President of the Senate.

A copy of this report has also been sent to the Chairman and Ranking Minority Members, Senate Committee on Environment and Public Works.

For Reports Transmitted by the Secretary

- Using Secretarial letterhead, transmittal letters addressed to Congress, the President, and to the Chairman and Ranking Minority Members of Committees are addressed as follows:

The Honorable Joseph R. Biden, Jr.
President of the Senate
Washington, DC 20510

Dear Mr. President:
Salutation: Sincerely yours,

The Honorable John A. Boehner
Speaker of the U.S. House of Representatives
Washington, DC 20515

Dear Mr Speaker:
Salutation: Sincerely yours,

The Honorable Barbara Boxer
Chairman
Committee on Environment and Public Work
United States Senate
Washington, DC 20510

Dear Madam Chairman:
Salutation: Sincerely yours,

The Honorable Jerry Lewis
Ranking Member
Committee on Appropriations
U.S. House of Representatives
Washington, DC 20515

Dear Congressman Lewis:
Salutation: Sincerely yours,

- The Secretary’s salutation “Sincerely yours” is typed at the center point of the letter. Space down seven times to create six blank lines, and type the Secretary’s name.

APPENDIX E. WORD USAGE

ACCEPT/EXCEPT

ACCEPT to take or receive (something offered).

EXCEPT to exclude or leave out.

AFFECT/EFFECT

AFFECT is a verb and cannot be used as a noun. Affect means “to alter or to change.” Things can be affected adversely or favorably, but the word itself indicates only “alter” or “change.” Associate affect with alter, since both affect and alter begin with the same letter.

EFFECT can be used as a verb or a noun. As a verb, it means “accomplish” and is related to “success.” A word beginning with the same letter as the as the verb “effect” is “execute,” and the meanings are closely related when we think of “executing” as carrying out plans.

EFFECT as a noun means the immediate result, consequence, impact, or outcome. When using words like “the,” “this,” “these,” “an,” “that,” “those,” “any,” “some,” “such,” “favorable,” and “unfavorable” in front of the problem word, always use the noun, which begins with an “e.”

AMONG/BETWEEN

Among is used when referring to three or more objects.

Between is used when referring to two objects.

Examples Are:

The lottery payoff will be divided among the winning ticket holders.

What is the difference between concrete and asphalt?

AMOUNT

Means weight, lump sum, money, etc. (See **NUMBER**)

BIANNUAL/BIENNIAL

BIANNUAL Occurs twice a year.

BIENNIAL Occurs every 2 years.

BOTH/EACH

BOTH Means “two considered together.”

EACH Means “individual items considered separately.”

BRING/TAKE

BRING Refers to “action toward the speaker.”

TAKE Refers to “action away from the speaker.”

CAN/MAY

CAN Means “is able to.” (capable of accomplishing)

MAY Means “allowed” (has permission to) and can be used to mean “it is possible that.”

CANNOT

Is the preferred usage in FHWA as opposed to “can not.”

CAPITAL/CAPITOL

CAPITAL Refers to cities, towns, chief in importance or influence, offenses, punishable by death, sources of wealth or profit, tops of columns, and uppercase letters.

CAPITOL Always refers to a building/edifice.

CITE/SITE

CITE Means to commend or praise, quote, refer to, or call upon formally (as in summon).

SITE Means location (i.e., place, scene, point of something).

CONCUR

Means to agree, approve, or happen together. Use “with” (e.g., with another person about something) or “in” (e.g., in an idea, plan, or opinion).

NOTE: Never use “concur that.”

CONSENSUS

Means “group opinion” NOTE: Never use “consensus of opinion.”

CONSIDERABLE/CONSIDERABLY

CONSIDERABLE Is an adjective which means “large, important, significant.”

CONSIDERABLY Is an adverb which means “increased.”

E.G., I.E.

Don’t confuse the use of e.g. (for example) and i.e. (that is).

NOTE: When used in a sentence both should have a semicolon before and a comma after:

Employee benefits; i.e., annual leave, sick leave, and retirement plan are shown on the itemized statement.

ENSURE/INSURE/ASSURE

ENSURE Means “to make certain.”

INSURE Means “to protect against loss.”

ASSURE Means “to give someone confidence,” the object of this verb should always refer to a person.

EXAMPLES

I want to ensure (make certain) that nothing will go wrong.

I want to assure you (give you confidence) that nothing will go wrong.

I want to insure this necklace (protect it against loss) for \$5,000.

FARTHER/FURTHER

FARTHER Refers to actual distance (physical distance)

FURTHER Refers to figurative distance and means to a greater degree or to a greater extent (time, quantity, and degree)

FEWER/LESS

FEWER Is used to refer to items that can be numbers or counted.

LESS Is used to refer to items that can be weighed or measured and to money.

FOLLOW UP/FOLLOW-UP

FOLLOW UP *To follow up on your recommendation.*

FOLLOW-UP As an adjective/unit modifier or as a noun:

Noun - *The follow-up of the report was delayed.*

Adjective - *A follow-up review has been scheduled with the Maryland Division Office by the Office of Program Review.*

IMPLY/INFER

IMPLY Means to suggest or hint.

INFER Means to draw a conclusion—assume, deduce.

IN/INTO

IN Denotes location within (enclosure).

INTO Denotes motion from the outside to the inside.

NUMBER Means countable items.

PERCENT Spell out percent instead of using the symbol (%) except in tables, footnotes, charts, etc.

PRACTICAL/PRACTICABLE

PRACTICAL Means useful, successful, or appropriate.

PRACTICABLE Refers to something that is feasible or usable but not yet tested/proven.

PRINCIPAL/PRINCIPLE

PRINCIPAL Refers to an important person or thing (adjective), a sum of money (noun), or an item of utmost importance (adjective).

PRINCIPLE Refers to a concept, law, doctrine, rule, or code of conduct (noun). Principle is not used as an adjective.

UNIQUE

Refers to something that is distinctively characteristic (one of its kind) or without equal. Do not use with a unit modifier such as “most,” “very,” or “more.”

WHICH/WHO/THAT

WHICH Refers to animals, places, and things or introduces a non-essential phrase or clause.

WHO Refers to persons but may be used with animals and some things called by name.

THAT Refers to animals or things and sometimes to persons or introduces a non-essential phrase or clause.

EXAMPLES

The boy who was fishing is my son.

The boy which (or that) sat beside him looked listless.

Sometimes that and who are interchangeable.

A child (that) (who) sucks his thumb is often insecure.

That man (that) (who) sold his business was financially insecure.

NOTE: **WHOSE** (the possessive form of who) is often used to avoid the awkward use of “which” (even in referring to animals, places, and things.)

APPENDIX F. NUMBERS

Whether to express a number in figures or in words is often a troublesome choice. Here are some general guidelines in making that choice. Also, see the latest *GPO Style Manual*.

1. Use figures for 10 and for all numbers above 10.

10 children 140 children

2. Units of measurement and time, actual or implied, are expressed in figures even when the number is 10 or below.

6 years old 4:30 p.m. June 2003
3 pints 7 days 2 inches

3. Use figures to express sums of money.

\$4.95 \$6 35 cents

4. When a sentence has two or more related numbers and one number is 10 or over, use figures for all the numbers.

Each of 15 major commodities (9 metal and 6 nonmetal) was in supply.

Each of nine major commodities (five metal and four nonmetal) was in supply.

5. Use figures to express most decimal fractions. If the value is less than one, place a zero before decimal point.

6. Fractions standing alone are generally spelled out (three-fourths of an inch). Mixed fractions are always expressed in figures (3 ½ cans). Fractions used as a unit modifier 1/2 –inch pipe are expressed in figures.

7. Use figures to indicate definite percentages.

3 percent 5.5 percent 22 percent

8. Use figures to precede the words million and billion when stating a specific quantity of something.

\$3 billion debt 24 million people

9. In phrases where consecutive numbers might be confusing, the shortest number is written as a word and the longest as a figure.

9 two-story houses two 7-month contracts

10. Use the same form for all numbers that occur in the same context.

5 sheep, 3 horses, 45 pigs, and 101 goats

11. Use words for all numbers that are indefinite expressions.

He has been with the company since the early fifties.

12. Use figures to indicate degrees of latitude and longitude and to indicate temperature.

45°S 98.6°

13. Use figures to indicate time of day when followed by either p.m. or a.m.

5 a.m. 4:30 p.m.

14. For emphasis, when the time of day is followed by o'clock use figures. In formal correspondence, such as when writing to the White House, Members of Congress, Ambassadors, etc. use words.

3 o'clock (emphasis) three o'clock (formal)

Do not use "a.m. or p.m." together with "o'clock."