



Style Guide

SECOND EDITION
SPRING 2019

Version 2.0

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INTRODUCTION

This guide is a reference tool for City staff to use when preparing communications. This is one of many communication guides and tools available on the the City's Communication Resource webpage. Find them all at <http://atwork/Communications/default.aspx>

The intent is for the City to adopt a consistent look, feel, identity, and tone. The work each City staff member produces represents the quality of work created by the City as a whole. High quality work lends credibility to the content of a document, as well as to our organization. City standards require all completed documents to conform to the City Style Guide.

Questions?

Please direct questions related to this guide to commteam@cityofsalem.net

Hard copies of this guide can be ordered at <http://atwork/Training/ReferenceGuides/Lists/Style%20Guide%20Orders/NewForm.aspx>.

CITY-CENTRIC STANDARDS

REFERENCE GUIDE

If this guide does not address a standard, The Chicago Manual of Style (CMS) should be used. An online version of the CMS can be accessed with a Salem Public Library card at the following website:

<http://0-www.chicagomanualofstyle.org.kermit.ccrils.org/16/contents.html>

If you do not have a library card, department library cards are available- Contact Circulation Services at the Salem Public Library to obtain information regarding your department's library card.

QUALITY PRODUCTS

All final documents should be clearly written, adequately proofed, and free of errors prior to distribution. This includes all correspondence, contracts, staff reports, reports, newsletters, fliers, posters, door hangers, press releases, or any other form, document, or printed material intended for distribution.

CONSISTENT BRANDING

The City of Salem is comprised of many departments but represents one city government. It is City of Salem's goal to be unified through consistency of message, tone, and quality.

BRANDING AND IDENTITY

1. Fonts and Typography

Readability of a document by its intended user should be the goal for all City documents.

When designing a document, it is best to limit the fonts to a headline font and a body copy font. When formatting a document and choosing a font, please keep in mind the intent of the text and type of document (e.g. report, table, press release, correspondence, flyer, manual, newsletter, or staff report).

The following fonts are recommended for printed materials:


Serif Fonts

Times New Roman 12 point
Book Antiqua 12 point
Georgia 12 point

Sans Serif Fonts

Arial 12 point
Verdana 12 point
Trebuchet MS 12 point
Futura 12 point
Source Sans Pro 12 point
Calibri 12 point

2. Logos

The  logo is the entry point to the City brand.

Any document or publication distributed outside the City (whether electronically or printed material) should contain an appropriate City logo. The logo should be alone, no smaller than 1.5" wide, and displayed on a clear space with no other text within half an inch on all sides. It should not be combined with other type or design elements. The logo size may vary depending on the size of the document or publication. If the program that you are using cannot give the dimensions of images, you will need to print your document out and physically measure it.



a. City Logo Color Palette and Font Type

The City of Salem's official logo color is Pantone 286U.

The font type is Kabel MD BT.

Additional palettes are as follows:

CMYK Build is 100/72/0/0

RGB Build is 0/93/170



PANTONE
286 U

b. Downloadable Logos

At this link, you will find versions suitable for word processing, presentation, high-quality printing, and websites/online use:

<\\allcity\civiccommon\Graphics\CityLogos>

c. Logo Versions

The City of Salem logo can be used in the approved City blue, black, or white. When using any of these colors, be sure that there is enough contrast between the logo and the background.



d. Protecting the Logo

Always use original City of Salem logo artwork. It should never be edited, recreated, or combined with other graphic or typographic elements, such as the following examples:

- Improper logo resolution. Use the correct resolution for documents: 300 dpi for print and 72 dpi for web.
- Do not stretch or distort the logo. It must be clearly presented in the correct proportions. In most programs, holding the shift key down while scaling an image will keep it proportional.

3. Photography, Illustrations, and Copyright

a. Photography

Photography can be used for meaningful or decorative purposes. Photography should be bright, clear, vivid, and sharp.

Images must be the correct resolution for your project: Typically 300 dpi for print, and 72 dpi for electronic distribution. The resolution for printing can vary, depending on what your image will be printed on. For example, if your image will be published in a newspaper, then the standard resolution is between 150 to 200 dpi, vs 300 dpi for higher-quality printing.

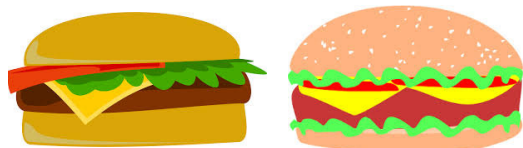
The City's Image Repository is found in the Communication section of the intranet:

[//atwork/Communications/default.aspx](http://atwork/Communications/default.aspx)

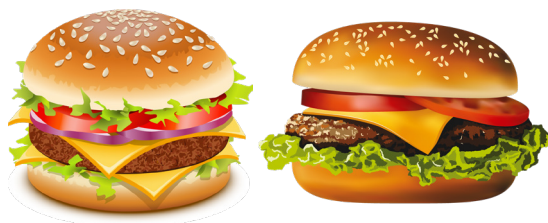
b. Clipart

Clipart used to be something that would come on a Microsoft CD set. These often included basic illustrations with little detail or sense of volume. Today's Clipart can look almost as realistic as a photograph. When using Clipart, choose art that will speak to your audience and match your layout.

Unacceptable Clipart



Acceptable Clipart



c. Copyright and Photo Release

Documents, photos, graphics, and Clipart are subject to copyright laws. A Copyright Release Form must be completed by the copyright owner before the material can be used. Original forms should be sent to Document Services to be archived with the copyrighted image. The form can be obtained here:

<\\Allcity\civiccommon\Graphics\Forms>.

Make sure the City owns the license or has written permission to use the image. Companies like Getty Images, Adobe Stock, and Shutterstock are examples of stock photo sites offering images you can buy, download, and use that are royalty-free (*RF – the right to use copyright material or intellectual property without the need to pay royalties or license fees for each use, per each copy or volume sold or some time period of use or sales*). Do not use Google image search and download the file without knowing if the image is copyrighted or registered, and whether it has the correct resolution.

City employees and volunteers do not need model releases or signed permission forms for photos or video they take in public spaces while they are working for the City in an official capacity. Employees and volunteers should however, generally respect wishes to not use images of a person or their child when requested.

If a situation arises in which a photo release form is needed, it can be found at <\\Allcity\civiccommon\Graphics\Forms>.

STYLE AND USAGE

TONE

Tone is the writer's opinion and emotion toward the reader and subject matter. The tone in written word is as important as the tone in verbal conversation.

When creating documents, email, or correspondence, ensure the content is appropriate as well as the tone. Be honest, authentic, sincere, and professional.

Writers should consider the following items when preparing to write and determining appropriate tone:

- **Why is this document being written?** Consider the purpose of the document in order to determine how the message should be expressed.
- **Who is the reader?** Whether a coworker or resident, it is essential to consider the reader before writing any document. The message will be more effective if the document is tailored to reach a specific audience.
- **What kind of tone should be used?** Writers should strive for an overall tone that is confident, courteous, and sincere. A writer's tone should use inclusive language and be written at an appropriate level of simplicity.

KEEP IT SIMPLE

Use short, concise sentences and paragraphs. Be direct; avoid bureaucratic terms, jargon, acronyms, and buzzwords. Delete unnecessary adjectives and adverbs.

- Thank you for sending me resolutions from the Economic Improvement District Subcommittee.
- I appreciate your providing me with copies of the official resolution from the Economic Improvement District (EID) Subcommittee clarifying the intent of its suggested amendments.

CHOOSE THE ACTIVE VOICE

Whenever possible, write in the active voice rather than passive. Word order is subject-verb-object.

- The committee will review all applications for new permits in early June.
- In early June, all applications for new permits will be reviewed by the committee.

EMPHASIZE THE POSITIVE

People are generally more receptive to positive messages.

- You must pay the required fee to receive the service.
- If you fail to pay the required fee, you will not receive the service.

AVOID BIASED LANGUAGE

Language should be gender-neutral.

Instead of:

Chairman

Councilman

Fireman

Manpower

Workman

Try:

Chair

Councilor

Firefighter

Workforce, Staff, Personnel

Worker, Employee

USE PLAIN WORDS AND PHRASES

The table below is a selection of common words that can replace more complex words.

Instead of:

accomplish

activate

attempt

endeavor

Try:

do

begin

try

try

Instead of:

in lieu of
 indicate
 inquire
 objective
 necessitate
 strategize
 utilize

Try:

instead of
 show, suggest, hint, employ
 ask
 goal, obtain, gain, come by
 need, require
 plan
 use

When referring to people living in Salem generally, be precise in your language and use the word residents instead of citizens, unless you specifically mean citizens, as in when discussing matters related to voting.

DELETE UNNECESSARY WORDS

Many words can be cut without any loss to the intended meaning.

Instead of:

adequate number of
 at the present time
 in respect of
 in the absence of
 in the event that
 in view of the fact
 on the part of
 until such time
 with reference to
 with respect to
 with the exception of

Try:

enough
 now
 for
 without
 if
 because
 by
 until
 about
 on, for, from, about, as for
 except

AGE-RELATED AND DISABILITY TERMS

Use preferred terms related to age and disability. Choose words that are not demeaning.

<u>Instead of:</u>	<u>Try:</u>
Aged, Elderly	Seniors, older adults
Differently abled	Person with a disability
Disabled (the)	People with disabilities
Physically challenged	Person with a physical disability
Kids	Children
Teens	Youth, young adults

EMAIL TIPS

There are certain professional standards expected for email use. Here are some things to keep in mind regarding professional email conduct:

- **Know your audience.** It is important to not be too casual in emails as the content could appear unprofessional. Emails can also be forwarded or inadvertently sent to the wrong party, so always keep the content professional. In order to avoid confusion, when communicating with external customers, use traditional spelling, grammar, and punctuation rather than internally accepted abbreviations.
- **Keep messages brief and to the point.** Just because the writing is grammatically correct does not mean it has to be long. It can be frustrating to the reader to wade through an email message that is twice as long as necessary. Concentrate on one subject per message whenever possible.
- **Use sentence case for body text.** Avoid using all capital letters, colors, or embedded objects to accentuate a point. To emphasize important words, use asterisks or bold formatting.

Examples:

USING ALL CAPITAL LETTERS LOOKS AS IF YOU ARE SHOUTING.

using all lowercase letters looks lazy.

Using sentence case and **bold** for emphasis creates a more readable email.

- **Use TO, CC (Courtesy Copy), and BC (Blind Copy) appropriately.** The key to sending productive emails is following basic email etiquette for the use of TO, CC, and BC.
 - TO is used for people being addressed directly.
 - CC is used for people being addressed indirectly—contacts that need to know information.
 - BC is used when sending a message to multiple email addresses. This option allows each person to see only their own address and reduces the size of the email. Avoid using BC to keep others from seeing who has been copied on a message.
- **Use email for the purpose intended.** Do not forget the value of face to-face or even voice-to-voice communication.
- **Remember City email is not private.** City email can be retrieved, examined, and used in a court of law. Never put anything in an email message you would not put on a postcard.
- **Use the subject line to indicate content and purpose.** Insert a concise title that accurately conveys the message.
- **Remember tone cannot be heard in email.** Use professional tone. Email communication cannot convey the nuances of verbal communication.
- **Email signatures should follow email signature guidelines located in the Communication Section on the intranet:**
<http://atwork/Communications/default.aspx>
Email signatures may contain disclaimers regarding information being shared.
- **Make email action-oriented.** If the point of the email is action, the goal should be to end the email with an “action item” so the receiver knows exactly what to do after reading it.
- **Review the email before sending it.** If the email is read at least twice before sending it, better emails will naturally be sent. Emails that are sent without review could have mistakes and look unprofessional.

RESPONSIBILITY STATEMENTS

1. Readability of Documents and Publications

Ensuring the readability of all documents is the author's objective and responsibility.

- Limit the use of all uppercase, underscored all uppercase, and underscored text whenever possible, as it is difficult for sight impaired individuals to read. For emphasis, the use of sentence case bold text is preferred.
- Small type (font sizes less than 10 point) should be avoided on documents to enable readability for the sight impaired.
- Accommodations should be made to provide documents in a larger type size for the sight impaired when requested.

2. Standard Statements

The City complies with city, state, and federal regulations regarding discrimination, Title VI of the Civil Rights Act of 1964, Americans with Disabilities Act of 1990, and other related statutes and regulations in all programs and activities.

a. General Statement

The following phrase must be used on the center bottom of all City of Salem letterhead:

- ❖ **Reasonable accommodation and accessibility services will be provided upon request** ❖
Servicios razonables de alojamiento y accesibilidad se facilitarán por petición

b. Discrimination & Accommodation Statements

Depending on the intent, content, and type of document, additional responsibility statements may need to be included at the beginning, end, or in the body text of a document.

Note: For further information regarding public meetings and accessibility, refer to Administrative Policy and Procedures: APP 2.1 Public Meetings; and, APP 2.2 Ensuring Accessibility for Public Meetings. For information regarding Title VI, refer to the City online training and toolkit.

<http://atwork/Training/TitleVI/default.aspx>.

The following statements can be added to City documents as applicable. Please ensure contact information is accurate (replace xxx-xxx-xxxx with your department contact phone number).

Nonspecific Document

Si necesita ayuda para comprender esta información, por favor llame xxx-xxx-xxxx.

If you need help understanding this information, please call xxx-xxx-xxxx.

Public Meeting—Accessible Location

This is an open, public meeting at an accessible location. Accommodations are available, upon request, for persons with disabilities. Services may be requested for sign language interpretation or languages other than English. To request accommodations or services, please call (TTD/TTY 503-588-6439) at least two business days prior to the meeting.

Public Meeting—General**English**

This is an open, public meeting and accommodations are available, upon request, to ensure access for individuals seeking to participate. Services may be requested for sign language interpretation, languages other than English, or persons with disabilities. To request accommodations or services, please call (TTD/TTY 503-588-6439) at least two business days prior to the meeting.

Spanish

Este es una junta abierta al público y servicios especiales están disponibles sobre petición para asegurar acceso para individuos que quieran participar. Servicios pueden ser solicitados para interpretación de lenguaje de señas, lenguajes aparte de inglés o personas con discapacidades. Para pedir acomodaciones o servicios, por favor llame xxx-xxx-xxxx (TTD/TTY 503-588-6439) a lo menos dos días hábil antes de la junta.

Nondiscrimination Statement

The following statement should be included as part of all public documents, including publications and outreach materials pertaining to services, programs, and projects.

English

It is the City of Salem's policy to assure that no person shall be discriminated against on the grounds of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity, or source

of income, as provided by *Salem Revised Code Chapter 97*. The City of Salem also fully complies with Title VI of the Civil Rights Act of 1964, and related statutes and regulations, in all programs and activities.

Spanish

Es la política de la Ciudad de Salem asegurar que ninguna persona será discriminada por motivos de raza, religión, color, sexo, estado civil, situación familiar, origen nacional, edad, discapacidad mental o física, orientación sexual, identidad de género, ni fuente de ingresos, de acuerdo con el *Salem Revised Code Chapter 97*. La Ciudad de Salem también cumple plenamente con el Title VI of the Civil Rights Act of 1964, y los estatutos y reglamentos relacionados, en todos los programas y actividades.

Nondiscrimination and Accommodation Verbiage

It is the City of Salem's policy to assure that no person shall be discriminated against on the grounds of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity, and source of income, as provided by *Salem Revised Code Chapter 97*. The City of Salem also fully complies with Title VI of the Civil Rights Act of 1964, Americans with Disabilities Act of 1990, and related statutes and regulations, in all programs and activities. Accommodations are available, upon request, for persons with disabilities or those needing sign language interpretation, or languages other than English. To request accommodations or services, please call xxx-xxx-xxxx (TTD/TTY 503-588-6439) at least two business days in advance.

FORMATTING

ADDRESS BLOCK

The following addressing standards are per United States Postal Service (USPS) guidelines. Use a simple sans serif font for addressing when possible.

1. Inside Address

The inside address is where the correspondence is being sent. The inside address should always be on the left margin using left justification. The following elements should be included, when applicable, in the order listed:

- Barcode (if applicable)
- Name, Position Title
- Attention Line
- Business Name
- Street Address
- Post Office Box Number or Rural Route Number
- City, State, and ZIP Code
- Country (if not in the United States)

Example:

Jane Jones, Project Manager
Sample Homes
1111 Main ST SE, Suite 10
Salem OR 97306-1234

Note: If a window envelope is used, the inside address will become the envelope/delivery address and therefore, the inside address must be formatted the same as an envelope/delivery address, including using all capital letters, abbreviations, and no punctuation. (Refer to Appendix A for further information.)

Example:

JANE JONES PROJECT MANAGER
SAMPLE HOMES
111 MAIN ST SE STE 10
SALEM OR 97306-1234

2. Envelope/Delivery Address

Addresses on envelopes should be at least 10 point type in all capital letters, using abbreviations, no punctuation, and left justified. (Refer to Appendix A for further information.)

The following elements should be included with the delivery address, when applicable, in the order listed:

- Barcode (if applicable)
- Name, Position Title
- Attention Line
- Business Name
- Street Address
- Post Office Box Number or Rural Route Number
- City, State, and ZIP Code
- Country (if not in the United States)

Example:

JANE JONES PROJECT MANAGER
 SAMPLE HOMES
 1111 MAIN ST SE STE 10
 SALEM OR 97306-1234

Following is a detailed list of inside and delivery address elements listed in the sequence they should be typed:

- **Barcode.** A barcode is required for all mail to qualify for postal discounts. Contact Document Services to obtain assistance to create and print qualified barcodes.
- **Name of Person and Position Title.** When using the name of a person in an inside address or elsewhere in a letter, follow that person's preference in spelling, capitalization, punctuation, and spacing of the name. Do not abbreviate. As a City standard, no gender title such as Mr., Ms., Mrs., will be used in the inside address.
 - A position title, such as Vice President or Manager, should be included in an inside address. If the title is short, type on the same line as the person's name after the name. If the title is long, type it on the line below the person's name. If the title extends to a second line, indent the second line two spaces. Capitalize every word in a title except prepositions (e.g., "of") and conjunctions (e.g., "and") containing less than four letters.

Examples:

Peter Fernandez, P.E., Public Works Director
 City of Salem
 555 Liberty ST SE, Room 325
 Salem OR 97301-3513

Mike Gotterba, CSP,
 Emergency Preparedness and Communications Manager
 City of Salem
 555 Liberty ST SE, Room 325
 Salem OR 97301-3513

- **Attention Line.** Do not use attention lines for individuals. When a letter is addressed directly to an organization, an attention line is sometimes used to route the letter to a specific division or department. If an attention line is used, it should be typed as the second line of the address preceded by the word Attention followed by a colon. For the delivery address you may use the abbreviation ATTN, but do not use any punctuation.

Example:**Inside Address**

Peter Fernandez
 Attention: Public Works
 City of Salem
 555 Liberty ST SE, Room 325
 Salem OR 97301-3513

Delivery Address

PETER FERNANDEZ
 ATTN PUBLIC WORKS
 CITY OF SALEM
 555 LIBERTY ST SE, ROOM 325
 SALEM OR 97301-3513

If you have used an attention line in the inside address, and there is no personal name, the letter is considered to be addressed to the organization rather than to the person named in the attention line. Therefore, use one of the organizational salutations rather than a person's name.

Examples:

To Whom It May Concern
 Ladies and Gentlemen

- **Business Name.** The business name is to be typed on the line after the addressee's name or business title. Unless part of a legal business name, use the word "and," not an ampersand (&) in all correspondence.
- **Street Address.** Always type the street address on a line by itself, including the apartment, building, suite, or room number, immediately preceding the city, state, and ZIP Code. When possible, use ZIP+4.

Example:**Inside Address**

3300 Main ST, Bldg 2

Delivery Address

3300 MAIN ST BLDG 2

- Abbreviate directionals when they appear in an address (N, NE, NW, S, SE, SW). (See Appendix A for further information on abbreviation of directions in delivery addresses.)

Example:**Inside Address**

3300 Illinois ST NE

Delivery Address

3300 ILLINOIS ST NE

- **Post Office Box.** Post office box should be typed on the line above the city, state, and ZIP Code.

Example:**Inside Address**

PO Box 1518

Delivery Address

PO BOX 1518

- **City, State, ZIP Code.** The city, state, and ZIP Code must always be typed on one line immediately below the street address. Type the city, state, and ZIP Code without punctuation and with only one space between city and state and two spaces between state and ZIP Code (see Appendix A for the two-letter state abbreviation).

Example:**Inside Address**

Salem OR 97301-3513

Delivery Address

SALEM OR 97301-3513

- **Country.** Type the full country name in English as the last line of the address.

Example:**Inside Address**

Joyce Browning
 2045 Royal Road
 London WIP 6HQ
 England

Delivery Address

JOYCE BROWNING
 2045 ROYAL RD
 LONDON WIP 6HQ
 ENGLAND

3. Envelope/Return Address

The return address should follow the same addressing requirements as the outside envelope delivery address and should be printed in black ink.

The following elements should be included with the return address, when applicable, in the order listed:

- City Logo
- Department Name
- Division
- Address
- City, State, Zip

STREET NAMES IN TEXT

The full street name, including street direction, is always used. However, when a street name is used repeatedly in a larger report or document, a shortened version of the street can be used if it is defined after the first use.

Example:

Barnes Road SE (Barnes)

ORIGINAL SIGNATURES

Original signatures must be in blue ink. This will assist in determining original documents from copied documents. This applies to all documents, including staff reports, letters, memos, and contracts. It also applies to documents created outside of the City for signature by City staff.

MARGINS

Text margins are one inch on all four sides for body text; however, copy fitting may require the use of more narrow margins as described in G. Any reference information or document file name should be in the footer, .25 inches from the bottom of the edge.

MARGIN JUSTIFICATION

Left justification should be used for all correspondence (memos, letters, contracts, and staff reports). For other types of printed documents (manuscripts, newsletters, fliers, and manuals) there is no standard for justification; however readability of the document needs to be considered. Please note documents posted on the web must meet City web standards.

When using margin justification, the final document must be in a presentable form with no obvious stretching or crowding of the letters to fit within a line. Particular attention should be given to lines with all capitals to ensure enough space is between words for readability. Adjust the word/letter spacing to eliminate any crowding and/or stretching.

DRAFT DOCUMENT PREPARATIONS

All draft documents should be clearly marked with the word DRAFT on each page. Microsoft Word has a watermark that can be used for this purpose. To make sure the document can be read through the watermark, change the shading to 5 percent. An inked DRAFT stamp may also be used to mark each page.

COPYFITTING

The following steps should be taken when a document needs to be copyfit to decrease the number of pages or to fit a document on one page. Use these steps in the order given until the desired page layout is accomplished. Always keep the reader in mind.

- **Leading.** Leading is the space from the baseline of one line to the baseline of the next line. In Microsoft Word, select Format, Paragraph, Indents and Line Spacing, Spacing, Line Spacing, select Exactly, and enter value. As an example when using a 12 point font entering a value of 11 point will reduce the leading by one point. Do not decrease this spacing too much as it makes the

text appear to be crowded together.

- **Top and Bottom Margins.** Margins can be changed to a minimum of .5-inch top/.25-inch bottom, if filename is included as footer, otherwise .5 inch if no footer is included. Keep in mind the final destination of the document to ensure a binding margin on the top edge. If the document is printed front and back, the top and bottom edge should be large enough to accommodate binding.
- **Left and Right Margins.** These may be changed to a minimum of .5-inch left/.5-inch right for correspondence. Other documents can have a minimum of .25-inch left/right margin. Keep in mind the final destination of documents to ensure a binding margin on the left side. If the document is printed two-sided, the left and right side should be large enough to accommodate binding.
- **Type Size.** Type size can be changed to a minimum of ten points, excluding filename and footer information. (Please remember counties may not record a document with a type size smaller than eight points.)
- **Closing Notations.** A long list of cc's can be put in two balanced columns or listed in paragraph form. List the cc's in the following order: outside City, outside department, director, assistant director, division head(s) alphabetically, all other staff alphabetically, and file last. (See Section 5, Letter Formatting, for further information.)

TWO-SIDED PRINTING

Two-sided printing is preferred for all documents except letters. For letters, the following guidelines apply:

- Letters two pages in length are to be printed single-sided with page one on City letterhead.
- Letters three or more pages in length can be printed two-sided with page one on City letterhead.

Note: Bulk mailing may be printed two-sided on letterhead with succeeding pages printed two sided on plain paper.

SPACING BETWEEN SENTENCES

The use of one space is recommended after the punctuation at the end of a sentence. In some cases, the deciding factor to use one space or two should be the appearance of the breaks between sentences. If the use of one space does not provide enough of a visual break, two spaces may be used.

NUMBERED AND BULLETED LISTS

Type the list single-spaced with one blank line above and below the list as a whole. Indent list .5-inch on both sides. If any item in the list requires more than one line, leave a blank line between all items in the list; align any text wraps with the first word in the line above.

When using bullets or numbered lists, ensure formatting is consistent throughout the document. Use one of the following formats:

1. **Capital letter and full stop/period (*most common format*)**

How to jump-start your attitude:

- Start the day with good thoughts.
- Greet everyone you meet cheerfully.
- Smile.

2. **Lowercase letter and no end mark**

How to jump-start your attitude:

- start the day with good thoughts
- greet everyone you meet cheerfully
- smile

3. **Punctuate like a sentence with semicolons (*only when the list contains commas*)**

How to jump-start your attitude:

- start the day with good, happy thoughts;
- greet everyone you meet cheerfully; and
- smile.

If an item in the list is more than one line, leave a blank line between each bulleted item.

How to jump-start your attitude:

- start the day with good thoughts;
- greet everyone you meet cheerfully, saying something positive, spreading some good news around; and
- smile.

UNNUMBERED OR UNMARKED LISTS

Type the list single-spaced with one blank line above and below the list as a whole. Indent the list .5- inch on both sides. If any item in the list requires more than one line, leave a blank line between each item in the list; align any text wraps with the first word in the line above.

Example:

EBMS, Health Insurance
Kaiser Permanente, Health Insurance
Moda Health, Dental Insurance

LIST OF ITEMS IN A SENTENCE

When a list is contained within document text, the proper format is: (1) first item; (2) second item; and so forth.

Example:

Three of the City's insurance providers are: (1) EBMS; (2) Kaiser Permanente; and (3) Moda Health.

ATTACHMENTS AND ENCLOSURES

Enclosure(s) are items included in an envelope with a letter and typically are not stapled directly to the letter. Enclosures are documents or items that are in addition to a letter and generally are standalone items that do not require the letter to explain what the items are or how to interpret them.

An attachment is a document that is part of another document. It adds to or further describes information in the document it is attached to. Some examples include a spreadsheet that provides a visual explanation of financial forecasts or a chart that gives a graphic view of trends.

For City documents, use the term enclosure(s) with letters and attachment(s) for memorandums and other types of documents, such as statements, reports, and notices.

TRANSLATION OF TITLES OF WORKS AND LOGOS

- **Titles of Works.** Titles of works, (e.g., books, magazines, newspapers, codes, rules, or other public work) should not be translated unless a translated version of the work exists. For example, if body text of a document is being translated to Spanish and it includes a reference to Salem Revised Code, the words "Salem Revised Code" would not be translated to Spanish as this work is not currently translated in that language.
- **Logos.** Logos are a symbol or emblem used to identify a service and/or organization. Logos can be purely graphic, letters only, or a mix between a graphic mark and the name of the organization. As a City standard, logos, organizational names, and product names should not be translated. This applies to City logos and organizational names.

LETTER FORMATTING

LETTER STYLE

Letters are used for external correspondence and should be block style. A sample letter showing the proper placement of all elements is included in this style guide. Preferred font and type size for letters is listed below:

Serif Fonts

Times New Roman 12 point

Book Antiqua 12 point

Georgia 12 point

When inserting a table or graphic title into a letter, the following sans-serif fonts may be used:

Sans Serif Fonts

Arial 12 point

Verdana 12 point

Trebuchet MS 12 point

Futura 12 point

Source Sans Pro 12 point

Calibri 12 point

PAPER

Print the first page of all letters on City/department letterhead. Subsequent pages should be printed on plain paper.

LETTER PAGE FORMAT ADJUSTMENTS

Use the following adjustments to change letter length to improve its appearance.

- **Short Text Body.** When typing a short letter, spacing should be adjusted between the date and inside address elements so the letter appears vertically centered. Use the center page function on the Format Page menu. This command will take into account

all text and formatting codes to center the material equally between the top and bottom margin. If necessary, leave up to nine lines between the date line and inside address instead of the standard four lines. Adjustment can also be made between each of the closing elements if it appears necessary (between the complimentary closing and signature line, signature line, and reference initials, etc.).

- **Long Text Body.** Reduce the amount of space between the date and inside address and/or the complimentary closing and signature line. Instead of sacrificing the proper spacing of letter elements, add a second page with at least two lines of the last paragraph of the letter and the closing elements.

SUCCEEDING PAGES HEADER

Correspondence of two or more pages requires a header containing the addressee name (identical to inside address), date, and page number. This header will be placed at the left margin at the top of each succeeding page.

Example:

Peter Fernandez, P.E., Public Works Director
March 21, 2013
Page 2

HEADING AND OPENING ELEMENT REQUIREMENTS

- **Date.** The date consists of the month (written in full, never abbreviated or represented by numbers), the day (written in numbers, followed by a comma), and the complete year (written in numbers). The date is placed at the top of the page on the left margin and is the first element listed on the letter.

Example:

March 21, 2013

- **Confidential Correspondence.** A confidential notation indicates the letter should be read only by the addressee. Place the notation CONFIDENTIAL in all capital letters two lines below the date at the left margin.

- **Correction.** Corrected correspondence is a letter sent out with the word CORRECTION on the far right across from the date. In the first line of the subject line, state what the correction is; then add the rest of the original subject line with the corrected information and the rest of the original letter with the correction in place.
- **Revised Correspondence.** Place REVISED below the date at the left margin.
- **Inside Address.** The inside address is the address where the correspondence is being sent.
- **Subject Line.** Type a subject line two lines below the inside address with the word Subject in uppercase with a colon. Indent five spaces and type the subject text in bold type sentence case.

Example:

SUBJECT: **Orchard Heights Road NW Widening Project**

- **Salutation.** The salutation is placed at the left margin on the second line below the subject line and ends with a colon. If you choose to not use a salutation, the complimentary closing must also be left off. In the salutation, follow these guidelines:
 - Abbreviate only the titles Mr., Ms., Mrs., and Dr. All other titles should be written out.
 - Capitalize the first word as well as any nouns and titles in the salutation as follows:

Ladies and Gentlemen:

To Whom It May Concern:



<p>These are two of the most commonly used salutations to fit different circumstances with gender and unknown gender.</p>

MESSAGE (BODY TEXT) ELEMENT REQUIREMENTS

- Begin the text of the letter on the second line below the salutation. The body text should be left justified.
- Use single spacing with one blank line between paragraphs.
- Center tables between left and right margins.
- Double indent (indent both sides) .5 inch for extra information, such as quotes.

CLOSING ELEMENT REQUIREMENTS

- **Complimentary Closing.** The complimentary closing is placed at the left margin on the second line below the message, followed by a comma. Capitalize only the first word of the complimentary closing. If a salutation is not used, the complimentary closing is also not used. The standard complimentary closing for the City is Sincerely.

Examples:

Sincerely,

Best wishes,

- **Signature Block: Signer's Name, Degree/Designation, and Title.** Type the signer's name and degree/designation (if known or applicable) on the fourth line below the complimentary closing. The signer's title is typed on the line following the signer's name. If the letter is short, you may use up to six lines between the complimentary closing and the signer's name.

Example:

Sincerely,

Peter Fernandez, P.E.
Public Works Director

- When two people sign a letter, arrange the two signature blocks side-by-side, separated by one tab space.

Example:

Sincerely,

Peter Fernandez, P.E.
Public Works Director

Robert D. Chandler, Ph.D., P.E.
Assistant Public Works Director

- **Enclosure.** If one or more items are to be included in the envelope with the letter, indicate by typing the word Enclosure for one item and enclosures for two or more items, at the left margin, two spaces below the title line in the signature block.

Note: Always use the word Enclosure(s) in a letter. Do not use the word Attachment(s).

Example:

Jane Smith
Accounting Supervisor

Enclosures:

1. Check 5423 for \$500
2. Invoice A37512

- **Enclosure Notation.** If appropriate, use the notation ENCLOSURE 1 placed in the upper right-hand corner on the first page of the first enclosure, ENCLOSURE 2 on the first page of the second enclosure, and so forth.

Note: Do not add the enclosure notation on documents that do not warrant the notation, such as self-addressed, stamped envelopes or checks.

- **Delivery Notation:** If a letter is to be delivered in a special way, type an appropriate notation on the line below the enclosure. If there is no enclosure, type the notation on the second line below the title in the signature block.

Example:

Jane Smith
Accounting Supervisor

Enclosures:

1. Check 5423 for \$500
2. Invoice A37512

By Certified Mail

- **Copy Notation:** A copy notation lets the addressee know that one or more persons will also be sent a copy of the letter. The initials cc are used for this notation.

Type “cc” at the left margin in lower case letters followed by a colon on the line below the last notation. If several people are receiving copies, arrange the list in the following order as applicable:

Individuals Outside the City (alpha order by last name)

Mayor

Councilor (by ward number)

Neighborhood Associations (alpha order by chair last name)

City Manager

Deputy City Manager

Other Department Directors (alpha order by department name)

Other City Staff (alpha order by last name under their Department Director)

Originating Department Director

Originating Department Assistant Director

Originating Department Division Head (alpha order by last name)

Other Originating Department Staff (alpha order by last name not under Division)

File

Example:

Enclosures:

1. Check 5423 for \$500

2. Invoice A37512

By Hand Delivery

cc: Mary Jones, Jones Company
Mayor Anna M. Peterson
Councilor Laura Tesler, Ward 2
Councilor Dan Clem, Ward 8
Alan Alexander, Sunnyslope Neighborhood Association
Dan Russo, Northgate Neighborhood Association

Linda Norris, City Manager
 Kacey Duncan, Deputy City Manager
 Connie Munnell, Human Resources Director
 Kirstin Madigan, Human Resources Analyst
 B.J. Toewe, Library Administrator
 Peter Fernandez, P.E., Public Works Director
 James Bonnet, P.E., City Engineer
 Francis Kessler, Operations Division Manager
 Rex Amstutz, Erosion Control Specialist
 Ralph Lambert, P.E., Senior Project Manager
 File: Westech Engineering, COR

Do not include addresses in the cc list.

- **Blind Copy Notation.** In very limited circumstances, a blind copy notation may be used. The initials bc are used for this notation. If you do not want the addressee to know one or more persons are also being sent a copy of the letter, use a blind copy notation.
 - Print the original letter plus any copies on which the regular copy notation is to appear.
 - Print the blind copies one at a time, with a blind copy notation showing the name of the designated recipient.
 - Type the blind copy notation on the line below the last item in the letter.
 - The format of a blind copy notation should follow the format of a copy notation.

The file copy should show all the blind copy notations.

Example:

Enclosures:

1. Check 5423 for \$500
2. Invoice A37512

By Certified Mail

cc: Mary Jones, Jones Company
 Dan Russo, Northgate Neighborhood Association
 Linda Norris, City Manager
 Peter Fernandez, P.E., Public Works Director,
 w/enclosures
 Francis Kessler, Operations Division Manager
 File: Westech Engineering, COR

bc: Mary Jones, Jones Company



PUBLIC WORKS DEPARTMENT

555 Liberty Street SE / Room 325 • Salem OR 97301-3513 • Phone 503-588-6211 • Fax 503-588-6025

Esta carta contiene información acerca de un proyecto en su vecindario. Si usted necesita lo siguiente traducido en Español, por favor llame 503-588-6211.

This letter contains information about a project in your neighborhood. If you need the following information translated, please call 503-588-6211.

November 1, 2013

**SUBJECT: Waln Creek Improvements—Woodside Drive SE
Notice of Public Meeting
Project Number 713202**

Dear Salem Property Owner/Resident:

The City of Salem has performed an internal study to assess flooding on Waln Creek. A number of options were evaluated, the selected option being the replacement of the two 5-foot diameter culverts below Woodside Drive SE. Pending anticipated permitting and right-of-way negotiation, the replacement work is scheduled to occur Summer 2014.

The City has scheduled an open-house public meeting on Thursday, November 7, 2013, from 6:30 p.m. to 7:30 p.m., at the City of Salem Public Works Department, 555 Liberty Street SE, Room 325. This meeting will provide an opportunity for property owners in the vicinity of Waln Creek at Woodside Drive SE to be aware of the steps taken by the City to alleviate flooding concerns and to review drafts of the construction plans prepared by the City's design consultant, Project Delivery Group. Staff from the City and Project Delivery Group will be present at the meeting to answer questions and discuss any concerns.

If you have any questions, please contact me at 503-588-6211 or thsu@cityofsalem.net.

Sincerely,

Terry Hsu, P.E.
Stormwater Engineering Program Manager

Hand-Delivered

cc: Councilor Rich Clausen, Ward 4; TJ Sullivan, South Gateway Neighborhood Association; Linda Norris, City Manager; Kacey Duncan, Deputy City Manager; Peter Fernandez, P.E., Public Works Director; James L. Bonnet, P.E., City Engineer; File: P.N. 713202, Design Correspondence

This is an open, public meeting at an accessible location. Special accommodations are available, upon request, for persons with disabilities. Services may be requested for sign language interpretation or languages other than English. To request accommodations or services, please call 503-588-6211 at least two business days prior to the meeting.

**Engineering Division
Parks and Transportation
Services Division**
555 Liberty Street SE / Room 325
Salem OR 97301-3513
Phone 503-588-6211
Fax 503-588-6025

Operations Division
1410 20th Street SE / Building 2
Salem OR 97302-1209
Phone 503-588-6063
Fax 503-588-6480

Parks Operations
1460 20th Street SE / Building 14
Salem OR 97302-1209
Phone 503-588-6336
Fax 503-588-6305

**Willow Lake Water Pollution
Control Facility**
5915 Windsor Island Road N
Keizer OR 97303-6179
Phone 503-588-6380
Fax 503-588-6387

❖ **Accommodation And Accessibility Services Will Be Provided Upon Request** ❖
Servicios de alojamiento y accesibilidad se facilitarán a petición

MEMO FORMATTING

MEMO STYLE

Memos are for internal use only; they are not used for communication to those outside the City. A sample memo showing the proper placement of all elements is included in this style guide.

Use block style. Follow the standards for letters to process these documents except as noted below.

When creating a memo, consider the type of memo to be created: (1) without a through line; (2) with one through line; or (3) with two or more through lines.

MEMO ELEMENTS

- **Attachments.** Use the word Attachments instead of Enclosures on memos. List attachments in the same manner as enclosures are placed in a letter format. When attaching more than one item, identify the items to be attached (in order of mention in the memo and as identified in the memo).

Example:

Attachments:

1. Check 5423 for \$500
2. Invoice A37512

Identifying each attachment item is also helpful for checking that each item is included when the memo is sent.

When attaching only one item, remove the “s” from the word Attachments and identify the item without numbering it.

Example:

Attachment: Check 5423 for \$500

- **Attachment Notation.** If the memo has attachments, the notation ATTACHMENT 1 should be placed in the upper right-hand corner on the first page of the first attachment, ATTACHMENT 2 on the first page of the second attachment, and so on.

Note: Do not add the attachment notation on documents that do not warrant the notation, such as checks.

- **Multiple Addressees.** When a memo is addressed to multiple staff members, format as follows:

To: Peter Fernandez, P.E., Public Works Director
Public Works Department

Robert D. Chandler, Ph.D., P.E.,
Assistant Public Works Director
Public Works Department

SUCCEEDING PAGES HEADER

Memos of two or more pages require a header containing the addressee name(s) as they appear on the first page, date, and page number. This header will be placed at the left margin of each succeeding page.

Example:

Peter Fernandez, P.E., Public Works Director
November 18, 2013
Page 2



MEMO

TO: James L. Bonnet, P.E., City Engineer
Public Works Department

FROM: Keith H. Kuenzi, P.E., Assistant City Engineer
Public Works Department

DATE: July 11, 2012

**SUBJECT: Request for Plat Certification
Replat Case No. REP 12-01
Lot 11 and 12 of Block 24 of Highland Avenue Addition**

City Engineer certification is requested per Salem Revised Code 63.052 of the above mentioned Plat.

Background

1. On June 5, 2012, the planning administrator granted conditional approval to Replat Lot 11 and 12 of Block 24 of the Highland Avenue Addition (Conditions Attached).
2. Summary of key engineering conditions related to approving the final plat: No public improvements are required as a condition of development.

Findings

Both reconfigured lots remain fully served with street access, water and sewer service to the lot line, and approved points of disposal for stormwater.

Attachments:

1. Draft Final Plat
2. Planning Administrator Decision

cc: Gerard A. Pappe, P.L.S., City Surveyor
File: REP 12-01

STAFF REPORT FORMATTING

STAFF REPORT STYLE

A Staff Report is a report that provides details and recommendations to City Council and is available to the public. A sample Staff Report showing the proper placement of all elements is included in this style guide.

Use block style. Follow the standards for letters to process these documents except as noted below.

STAFF REPORT ELEMENTS

- **Font Type and Size.** The staff report is created using Arial font, 12 point.
- **First Page Header.** The first page header contains the City Council meeting date, the agenda item number, and the department file number, if applicable.

Example:

FOR CITY COUNCIL MEETING OF: January 29, 2013

AGENDA ITEM NO.: 4.A

PUBLIC WORKS FILE NO.: 123456

- **Body.** The body of the staff report contains the following:
 - Issue
 - Policy Decision (only included if there is a specific City Council policy related to this file or action)
 - Recommendation
 - Background
 - Facts and Findings
- **Attachment Notation.** If the staff report has attachments, the notation ATTACHMENT 1 shall be placed in the upper right-hand corner on the first page of the first attachment, ATTACHMENT 2 on the first page of the second attachment, and so on.

SUCCEEDING PAGES HEADER

The header for the succeeding pages is Arial font, 10 point, and includes the following:

- Subject line (worded exactly the same as subject line on first page)
- Second subject line (if needed)
- City Council Meeting of (meeting date)
- Page number

Example:

PacTrust Deferral Agreement

City Council Meeting of January 28, 2013

Page 16

AUTHOR SIGNATURE BLOCK

The author of the staff report is to sign in the signature block located on the right hand side of the last page of the staff report. The signature block includes the following:

- Signature line
- Author's Name
- Author's Position Title

Example:

Robert D.Chandler, Ph.D., P.E.

Assistant Public Works Director

FOR CITY COUNCIL MEETING OF: December 9, 2013
AGENDA ITEM NO.: _____
PUBLIC WORKS FILE NO.: _____

TO: MAYOR AND CITY COUNCIL
THROUGH: LINDA NORRIS, CITY MANAGER
FROM: PETER FERNANDEZ, P.E., PUBLIC WORKS DIRECTOR
SUBJECT: NOTICE OF PROPOSED ADMINISTRATIVE RULEMAKING FOR OPERATIONS AND MAINTENANCE OF STORMWATER FACILITIES

ISSUE:

Notice of proposed administrative rulemaking to establish requirements for operating and maintaining stormwater facilities pursuant to *Salem Revised Code* 70.060 and 71.010. This notice is given pursuant to SRC 20J.040(a)(3).

RECOMMENDATION:

Information only.

SUMMARY AND BACKGROUND:

Salem Revised Code (SRC) 70.060 and SRC 71.010 authorize the Public Works Director to adopt administrative rules and procedures as necessary to administer and enforce the provisions of SRC Chapter 70 (Utilities General) and SRC Chapter 71 (Stormwater). SRC 70.117 and SRC 71.075 require stormwater facilities be properly operated and maintained.

Proposed Administrative Rule 109-011 provides procedures for operating and maintaining stormwater facilities. These procedures, which are specific to the type of stormwater facility, include inspections, routine maintenance activities, corrective actions, and recordkeeping. The procedures are designed to help ensure stormwater facilities operate as designed to provide stormwater pollutant removal and/or flow control.

Proposed Administrative Rule 109-011 provides Facility Maintenance Forms which, in addition to providing minimum requirements for operations and maintenance of stormwater facilities, provide a means for documenting completion of the requirements. The following types of facilities are addressed in proposed Administrative Rule 109-011:

1. Stormwater Planters;
2. Rain Gardens;
3. Vegetated Filter Strips;
4. Swales (Vegetated, Grassy, and Street);
5. Detention Basins;

Notice of Proposed Administrative Rulemaking for Operations and Maintenance of Stormwater Facilities

Council Meeting of December 9, 2013

Page 2

6. Subsurface Gravel Treatment Wetland ;
7. Constructed Treatment Wetlands;
8. Manufactured Treatment Technology;
9. Green Roofs;
10. Sand Filters;
11. Pervious Pavement;
12. Underground Detention Tanks, Vaults, and Pipes;
13. Conveyance: Piped;
14. Conveyance: Open Channel;
15. Soakage Trenches; and
16. Drywells.

FACTS AND FINDINGS:

The proposed Administrative Rule Chapter 109, Division 011 will become effective January 1, 2014. The Administrative Rules can be accessed through the following web page link:

<http://www.cityofsalem.net/Departments/PublicWorks/Pages/stormwater-code.aspx>

The Notice of Administrative Rule Making (attached) will be posted December 9 through December 23, 2013. Interested parties will have 15 days to provide comment to staff. Subject to review by Council, the rule will become effective January 1, 2014. Adoption of Administrative Rules does not require Council approval. Council may elect to review the proposed Administrative Rule; however, the scope of Council's review is limited to: (1) whether the rule is within the scope of the provision of the Code authorizing adoption; and (2) whether the rule is duplicative of, or conflicts with, another rule or other Federal, State, or local law or regulation, or is outside of the range of staff's rulemaking authority. The Legal Department has reviewed the proposed rules for consistency with the Code pursuant to SRC 20J.080.

Robert D. Chandler, Ph.D., P.E.
Assistant Public Works Director

Attachment: Notice of Proposed Administrative Rulemaking

Wards: All

November 25, 2013

PRESS RELEASE FORMATTING

PRESS RELEASE STYLE

Press releases provide information to the public regarding various issues or alerts. Follow the process outlined in the Non-Emergency News Release Guide found on the Communications Resource Page <http://atwork/Communications/Instructions/News%20release%20process.pdf>

Use Associated Press (AP) style for all press releases. When preparing your press release use the template found on the Communications Resource Page: <http://atwork/Communications/templates/News%20Release%20Template.docx>

HELPFUL HINTS FOR WRITING PRESS RELEASES

- **Headline.** When writing your headline, make sure it clearly communicates what you want the public to know.
 - Keep it short. No more than one phrase or sentence.
 - Make it memorable and eye-catching.
 - Refrain from using exclamation points.
- **Sub-Headline.** When writing a sub-headline (optional), do not repeat information already identified in the headline. Instead, expand on it. It can be longer than the headline and should express a complete thought.
- **Location and Date.** Identify the location and date of the story. List the city and state under the headline/sub-heading. Follow with today's date, including month, day, and year.
- **Body.** Write the body of the press release. Provide engaging information about the event.
 - Include where, when, who, what, why, and how (e.g., how to register; how to volunteer).
 - Use short paragraphs of two to four sentences.
 - Try to keep the press release to 400-500 words.
 - Write -more- at the bottom of the page if there are multiple pages.
- **Write in third person.** Do not use words like I, me, or you. Instead refer to yourself by name, as if talking about someone else.



FOR IMMEDIATE RELEASE

Tuesday, May 28, 2019

MEDIA CONTACT:

503-763-3459 | media@cityofsalem.net

Battle Creek Park Master Plan Process Begins

Salem, Ore. — The City of Salem is beginning the process to develop a master plan for Battle Creek Park, a 56-acre undeveloped park site located in south Salem at the former Battle Creek Golf Course. The Salem community is invited to come to the first of three public meetings on Wed., Jun. 5 at 6:30 p.m. at South Salem Senior Center, 6450 Fairway Ave SE. Attendees will learn more about the project and can share their priorities for future development of the park.

The master plan will guide future park development including potential recreational amenities and proposed features that will help control flooding. The community is invited to take an [online survey](#) between June 6, 2019 and June 26, 2019 about what they would like to see in the park.

Planning Battle Creek Park presents big opportunities and major constraints. Due to its designation as an urban park, a wide-range of popular recreational uses could be considered, including a dog park, disk golf course, skate park, and ball fields. The park may also feature restored or protected natural areas with paths that provide opportunities to access nature.

Sign up to [receive email updates](#) about Battle Creek Park’s Master Plan, or visit CityofSalem.net/park-planning.

#

CAPITALIZATION

GOVERNMENT BODIES

Capitalize federal and state only when it is part of the official name of an agency, act, or some other proper noun.

Examples:

The Federal Reserve Board

The State Department of Administrative Services

Federal government and government terms (referring specifically to the United States government) are written in small letters because they are considered terms of general classification.

Example:

Subject to federal, state, or local laws

Always capitalize City when referring to the agency (e.g., City of Salem). Do not capitalize city when referring to the location (e.g., city limits).

Department, division, and section, are capitalized when they follow the name of the organization and are used as an accepted part of the name. When preceding the name, these words are usually lower case.

Examples:

Public Works Department consists of three divisions.

Two Public Works divisions, Engineering and Operations, are collaborating.

The Engineering Division has two sections.

The Inspection Section is responsible for warranty inspections.

The City has 11 departments.

The Operations Division is the largest division within Public Works.

STAFF / POSITION TITLES

Capitalize staff titles when used as a proper noun or when used with the staff member's name.

Examples:

Jane Jones, Human Resources Analyst

The Human Resources Analyst conducted an investigation.

Do not capitalize staff or position titles when being referred to generally.

Example:

The Support Services Section is comprised of a buyer, office assistants, staff assistants, and desktop publishing specialists.

PROPER NOUNS

Proper nouns are always capitalized (e.g., White House).

TITLES AND HONORIFICS PRECEDING A NAME

Titles and honorifics are capitalized when immediately preceding the person's name (e.g., Governor John Kitzhaber).

CAPITALIZING TITLES OF WORKS OR ARTICLES

Titles of works or articles should be capitalized and italicized using the following rules:

- Capitalize all major words in the title and subtitle.
- Do not capitalize a, an, or the, unless it is the first or last word in the title or subtitle.
- Do not capitalize prepositions unless they are used as adverbs or adjectives (e.g., *Going Down*; *Thoughts on Problem Solving*).
- Do not capitalize and, but, for, or, nor, to, at, if, is, in, or as unless it is the first or last word in the title or subtitle.
- Proper names should be capitalized as they are in general usage; this includes treatment of particles such as de or von.

- Never capitalize the second part of a species name, even if it is the last word in a title.
- Capitalize both parts of a hyphenated compound, unless the second part falls under one of the other rules above.
- When periodical names are mentioned in the text, a leading “the” is not italicized or capitalized, even if it is part of the publications official name.

Example:

Up until his death, Christopher Hitches wrote literary essays for both the Atlantic and Vanity Fair.

GEOGRAPHIC AREAS

Geographic areas or place names are always capitalized (e.g., the Rocky Mountains, the White House). Plurals of geographic areas or place names are capitalized when they are part of a single name or used with a list of names (e.g., Rocky and Adirondack Mountains).

GROUPS OF PEOPLE

The full names of administrative and legislative bodies, departments, and offices are normally capitalized (e.g., the US Congress); however, adjectives derived from full names and generic names for such bodies are usually lowercase (e.g., congressional).

ACRONYMS

An acronym is an abbreviation formed from the first letter or letters of full names and read as single words or initials (e.g., DEQ; PAC; OSHA). Acronyms should be used when they will help the reader by making written text simpler and less cumbersome. The City’s standard is to only use acronyms to substitute a full name if the full name is used three or more times in a document. Acronyms should be spelled out for the first use followed by the acronym contained in parentheses. Use the acronym for all subsequent references.

Example:

Department of Environmental Quality (DEQ)

Use judgment before using many acronyms in a document as readers may have difficulty understanding text with heavy use of acronyms.

INITIALS

Capitalize initials and do not use periods with an entire name replaced by initials (e.g., JFK; MLK).

ABBREVIATIONS

An abbreviation is a shortened version of a word or phrase used to help readers by making text simpler and less cumbersome. To maximize clarity, abbreviations should be used sparingly. Although abbreviations are sometimes useful for long, technical terms in writing, communication is usually garbled rather than clarified if an abbreviation is unfamiliar to the reader.

Example:

Geren Island Treatment Plant (Geren) is appropriate

Geren Island Treatment Plant (GITP) is unfamiliar and confusing

The following should not be abbreviated:

- Words such as through (thru) and night (nite).
- Days of the week or months of the year; Saturday (Sat), January (Jan).
- States' names; Oregon (Ore), Washington (Wash). Use the United States Postal Service's approved two-letter abbreviations when appropriate (e.g., inside and delivery addresses).

NUMERICAL EXPRESSIONS

NUMBERS LESS THAN TEN

Numbers one through ten should be spelled out.

NUMBERS GREATER THAN TEN

Numbers 11 and over should be expressed by Arabic numbers.

When representing large numbers (1,000 or greater), use commas to separate each group of three digits. Use a comma after every third digit from right to left.

Example:

9,435

NUMBERS AND SENTENCE FORMATTING

In general, avoid beginning a sentence with a number. If it is unavoidable, completely spell out the number. Hyphenate numbers 21-99 when spelling them out.

Examples:

twenty-one; ninety-nine, and one hundred forty-eight

TELEPHONE NUMBERS

Area codes are required in Oregon, even for local numbers; therefore, numbers are separated by hyphens. Do not use other punctuation in place of hyphens.

Example:

503-588-6211

HYPHENS AND NUMBERS

1. Measurements

Hyphenate measurements serving as adjectives preceding a noun. In the following examples, the measurements are compound adjectives describing nouns.

Examples:

The bandage is a two-inch-long strip of gauze.

Laura handed me a 15-foot pole.

An 18-inch monitor is too big for my desk.

Emergency room nurses work 12-hour shifts.

Anthony swung his five-pound hammer.

Connect measurements with hyphens when the numbers represent a range and function as an adjective preceding a noun.

Example:

We knew the tsunami might create 80-to-90-foot tidal waves.

When numbers are used as nouns, do not use a hyphen.

Examples:

Suzanne won the race by a solid 15 feet.

The room was 17 feet long.

Twelve hours later, he was exhausted.

Anthony's hammer weighs five pounds.

2. Fractions

Hyphenate spelled-out fractions when used as modifiers, unless the numerator or denominator is already hyphenated. Whole numbers are not linked to the fraction with hyphens.

Examples:

one-half empty; two-thirds majority

fifty-six hundredths; four twenty-fifths

five and three-tenths inches

3. Sports Scores

Even though sports scores do not indicate a range, they still require a hyphen.

Examples:

The game ended in a 21-21 tie.

Sprague won in double overtime, 10-7.

MONEY AND PERCENTAGES

Whole dollar amounts should not include the decimal point and two zeros unless this amount occurs in the same context with an amount consisting of dollars and cents.

Examples:

She owed a total of \$43.

She owed \$23.50 for water, plus \$19.50 for sewer, for a total of \$43.00.

Use figures for measurements in technical documentation (e.g., 4 inches), or when used with the word percent, (e.g., 4 percent).

TIME

The proper format for time is lower case with periods—a.m. is ante meridiem (before noon) and p.m. is post meridiem (afternoon).

Examples:

4:00 p.m.

9:30 a.m.

Include zeros when expressing time, including when listing varying times (e.g., 4:00 p.m., 5:15 p.m., and 5:45 p.m.; 4:00-5:45 p.m.). Discretion is allowed when confronted with graphic design constraints.

DATES

The correct format for dates in text is month (written in full, never abbreviated or represented by numbers), the day (written in numbers followed by a comma), and the complete year (written in numbers).

Example:

November 18, 2013

If also referring to a day of the week, the day is written first followed by a comma and then the steps above. If using a date in the middle of a sentence there should be a comma after the year.

Examples:

Monday, November 18, 2013

On Monday, November 19, 2013, the playground equipment will be installed.

Dates in columns and tables can be written in the MM/DD/YYYY format.

Example:

11/18/2013

YEARS

Years are written out in numeric format and are not followed by a comma unless appropriate for the sentence structure.

Example:

2013

Budget fiscal years are written out as specified by the City's Budget Office. The current specification is abbreviation for fiscal year (FY) and then YYYY-YY format.

Example:

FY 2013-14

SYMBOLS IN BODY TEXT

The City standard is to have no abbreviations or symbols within body text. Always use directional (N, S, E, W, NE, SE, NW, SW, etc.) and two-letter state abbreviations within an address. Use the full state name in body text. Write out degree instead of using the degree symbol. (Exception: 40°F instead of 40 degrees Fahrenheit.) Within statistical manuals or reports, or in table text, symbols such as percent and degree are allowed.

Examples:

The address is 555, Liberty ST SE, Salem, Oregon, 97301.

The oven is set for 375 degrees.

PUNCTUATION

SERIAL (OXFORD) COMMA

The City standard is to use a serial comma, sometimes referred to as an Oxford comma. The serial comma precedes the conjunction before the final item in a list of three or more items. Serial commas are used to resolve ambiguity. The omission of the serial comma can suggest a stronger connection between the last two items in a series than actually exists.

Examples:

The meal consisted of soup, salad, and macaroni and cheese.

The award will be presented to Jack, Jill, and Jane at the evening presentation.

COLON

Colons denote amplification or illustration; a colon may function as a semicolon to emphasize the second clause illustrates the first.

Example:

She couldn't miss the parallels between his case and hers: he, too, had his car stolen.

A colon must always be preceded by a complete independent clause.

Example:

The menu included a variety of items: turkey, sweet potatoes, and green beans.

When a colon is used to introduce a list or a single sentence, the word after it is lowercase; when a colon introduces two or more related complete sentences, the word after it is capitalized.

Examples:

The DVD came with two extras: a poster and a booklet.

She considered her options: She could leave immediately. She could hide in the kitchen until the evening was over. She could face down her embarrassment and join the party.

A colon is used to separate the main title from the subtitle of a work; in this case, the first word after the colon is always capitalized.

Example:

Star Wars: A New Hope

SEMICOLON

Semicolons are used to join two independent clauses without a conjunction; the use of a semicolon rather than a period indicates a close relationship between the two clauses.

Example:

He stole the car; he went to jail.

To join two clauses using transitional adverbs such as *however* or *therefore*; the adverb should be followed by a comma.

Example:

The students were very unhappy about tuition increases; however, they didn't feel complaining would change things.

Semicolons are also used to separate items in a series or list when the items themselves include commas or are long or complex.

Example:

The agenda included a brief introduction by the head of the committee; a talk by an invited speaker, whose work had been the subject of some controversy; a brief question-and-answer period; and a reception where those attending could interact with the speaker.

HYPHENS AND DASHES

Although a variety of dashes are used in published works, writers will most often use hyphens, en dashes, and em dashes; em dashes are frequently referred to simply as dashes.

Do not put spaces around hyphens, en dashes, or em dashes.

Hyphens join compound modifiers appearing before a noun, join some compound words, or separate words across a line. Hyphens may also be used when certain prefixes are attached to words that do not usually have

them (e.g., cross-functional) or for clarity when a prefixed word may have more than one meaning (e.g., recreate or re-create).

An en dash is primarily used to connect ranges of numbers or dates.

Example:

The information you want can be found on pages 375-384.

Em dashes can be used instead of commas or parentheses to set off information or to add emphasis; however, they should be used sparingly. Em dashes are a longer form of the hyphen or dash.

Example:

Her best friend—at least she thought the girl was her best friend—turned her in.

APOSTROPHE AND POSSESSIVE FORMS

The City recommends generally following the alternative practice for words ending in “s.” The alternative practice is simply omitting the possessive “s” on all words ending in “s” and adding an apostrophe only.

Example:

local business’ interests

QUOTATION MARKS

Quotation marks are used to set off material representing quoted or spoken language. Quotation marks also set off the titles of things that do not normally stand out alone.

Following are some basic rules for using quotation marks.

- Periods and commas always go inside quotation marks, even inside single quotes.

Examples:

The sign changed from “Walk,” to “Don’t Walk,” to “Walk” again within 30 seconds.

She said, “Hurry up.”

- The placement of quotation marks with quotes follows logic. If a question is in quotation marks, the question mark should be placed inside the quotation marks.

Examples:

She said, "Will you still be my friend?"

Do you agree with the saying, "All's fair in love and war"?
(Here the question is outside the quote. Only one ending punctuation mark is used with quotation marks; therefore, no period after war is used.)

- When you have a question that is outside quoted material as well as a question that is inside quoted material, use only one question mark and place it inside the quotation mark.

Example:

Did she say, "May I go?" (Outside question: Did she say; inside question: May I go)

- Use single quotation marks for quotes within quotes. Note the period goes inside all quotation marks.

Examples:

He said, "Dena said, 'Do not treat me that way.'"

She said, "He said, 'Hurry up.'"

- Use quotation marks to set off a direct quotation only.

Examples:

"When will you be here?" he asked.

He asked when you will be there.

- When you are quoting something that has a spelling or grammar mistake or presents material in a confusing way, insert the term *sic* in italics and enclose it in brackets. *Sic* means, "This is the way the original material was."

Example:

She wrote, "I would rather die than [*sic*] be seen wearing the same outfit as my sister."

SHOWING PARTIAL QUOTATION

If one or more words are omitted within a quoted sentence, insert the ellipsis symbol (...) with one space before and after to indicate the omission.

Example:

“During the past 50 years ... we have witnessed many changes.”

If one or more words are omitted at the end of a quoted sentence, use ellipsis symbol followed by the necessary terminal punctuation for the sentence as a whole.

Example:

“During the past 50 years Consumers have become more concerned.”

If a displayed quotation starts in the middle of a quoted sentence, use ellipsis symbol at the beginning of the sentence.

Example:

“... during the past 50 years.”

SLASH

A slash is a punctuation mark most commonly used as a substitute for the word “or,” indicating a choice is present.

Examples:

and/or; he/she

Additionally, the slash may be used to replace the hyphen or en dash to make a clear, strong joint between words or phrases, such as “the Hemingway/Faulkner generation.”

The slash may also be used to indicate a line break when quoting multiple lines from a poem, play, or headline.

1. Use

- **Indicating an alternative.** The slash can be used between words to indicate an alternative.

Examples:

Each member of the Board cast his/her vote.

Please submit the form with a copy of your identity card and/or passport.

- **Clarifying and Joining Two Words.** The slash can be used to clarify and join two words, and serves to emphasize the relationship between the two terms.

Example:

Patty is our secretary/receptionist.

- **Fractions.** The slash is used in numeric fractions.

Examples:

1/3; 2/5

- **Per.** The slash may be used to mean “per” when describing measurements.

Examples:

Lifeguards make \$12/hour.

The eggs cost \$2/dozen.

- **Abbreviations.** The slash is often used in abbreviations.

Examples:

w/o (without)

w/ (with)

c/o (care of)

n/a (not applicable)

2. Spacing Before and After the Slash

Generally, there is no space before or after a slash. However, one space before and after a slash may be used to ease readability or when either of the terms before or after the slash contains more than one word.

Examples:

STAFF / POSITION TITLES (*ease in readability*)

workshop list / workshop dates

PROOFREADING

Proofreading is performed to review grammatical and typographical errors, tone, content, and readability. Following are some guidelines when proofreading documents.

- **Break Time.** When proofing, ensure there has been a break between writing/typing and proofreading. A short, five minute break from the document will provide a fresh eye and mind.
- **Allow Enough Time.** Proofreading should not be rushed. Always take time to read the document carefully and slowly to make sure errors are not overlooked.
- **Put Yourself in Their Shoes.** When proofing, consider the audience point of view. This will help make sure content and tone are appropriate.
- **Read Out Loud.** Many times reading out loud will help catch errors as it forces the proofreader to read every word.
- **Do the Math/Check the Numbers.** Documents containing numbers and math need to be verified. Take time to do the math to ensure numbers are totaled correctly. Also review project numbers, budget numbers, addresses, fax and phone numbers, and web addresses to ensure information is accurate.
- **Have Someone Else Proof.** Ask a coworker to proof the document. They will provide a fresh perspective to catch mistakes that may have been missed.

COMMON PROBLEMS TO WATCH FOR

- **Homonyms.** Words that share the same spelling or pronunciation, but have different meanings (accept/except; complement/compliment).
- **Contractions and Apostrophes.** These words can easily be misused (their/they're; its/it's; your/you're).
- **Check the Punctuation.** Do not forget to check capitalized words, missing or extra commas, and use of periods, colons, and semicolons.
- **Verify Hypertext Links.** Click on the hypertext link to verify it leads to the desired location.

CITY STANDARD PRODUCTS

All stationery (business cards, letterhead, and envelopes) are processed and printed by the City's Document Services Section. To order stationery, please follow your department ordering process.

BUSINESS CARDS

A standard format for business cards has been established. The back of the card may have altered information and formatting based on business requirements. Providing the City's website and email address is optional.

Business Cards Standard layout

The official City of Salem logo is printed on all business cards. City Logo and blue screened background are preprinted in City Blue. All other information is black only.

Name

Right Justified
All CAPS
14 pt. Kabel MD BT medium with 13pt. leading
Relevant special certifications may follow name

Official Position Name

Right Justified
Upper/Lower case
12 pt. Kabel MD BT medium with 13 pt. leading

Address Block (left side)

City of Salem, Oregon
Left Justified
All CAPS
8 pt. Kabel Dm BT Demi with 9 pt. leading

Department

Left Justified
ALL CAPS
8 pt. Kabel Md BT Medium with 9 pt. leading

Division

Left Justified
Upper/Lower case
8 pt. Kabel Md BT Medium with 9 pt. leading

Address

Left Justified

Upper/Lower case

8 pt. Kabel Md BT Medium with 9 pt. leading (*This standard follows the outside envelope Delivery address requirements*)

City/State/Zip

Left Justified

Upper/Lower case

8 pt. Kabel Md BT Medium with 9 pt. leading (*This standard follows the outside envelope Delivery address requirements*)

Phone Block (right side)

Relevant phone numbers should be listed (office, cell, fax).

Providing the City's website and email address is optional.

LETTERHEAD

All City of Salem letterhead will contain the following elements:

Header

City of Salem Logo (*required*)

Department Name (*required*)

Division Name (*required*)

Address, Phone, Fax (*required*)

Email and/or Web Address (*required*)

Footer

Satellite Office Addresses (*if applicable*)

Affirmative Action and Equal Opportunity Statements (*if applicable*)

Responsibility Statement (*required*)

ENVELOPES

Envelopes will be printed with a return address including the City of Salem logo and department site address. Envelopes may be printed in black or City blue.

Standard for Envelopes

24# White wove with Diagonal seam

Standard Size options include:

#9 Regular

#9 Window (left hand only)

#10 Regular

#10 Window (left hand only)

Contact Document Services for special order sizes and colors.

PAPER

The City is committed to using the highest quality, environmentally friendly paper. The acceptable rate for recycled content ranges from 30-100 percent depending on the paper stock and its use. All paper products used by the City must have a minimum of 30 percent recycled content while business cards are made from 100 percent recycled materials.

All department paper orders should be placed by emailing copycenter@cityofsaalem.net. By centrally ordering and managing paper, the City saves money using only specific products chosen for consistency, sustainability, and quality; ordering in large quantities; and combining delivery services.

Standard paper products include:

- **Brights.** Boise Brites, 24 pound weight, 30 percent recycled.
- **Business Cards.** Classic Linen Cover, 80 pound weight, 100 percent recycled.
- **Color Copies.** Earth Choice Opaque Offset, 24 pound white, 30 percent recycled.
- **Color Paper.** Domtar Colors Multipurpose, 20 pound weight, 30 percent recycled.
- **Letterhead.** Aspen 30, 20 pound weight, 30 percent recycled.
- **Newsletters.** Earth Choice Opaque Offset, 70 pound weight, 30 percent recycled.
- **Office Paper.** Aspen 30, 20 pound weight, 30 percent recycled.

TEMPLATES

Examples of templates listed in this section are located in the Forms section at the end of this book.

PRINTED LETTERHEAD TEMPLATE

Letters are to be printed on City/department letterhead.

Note: Electronic letterhead should be used in limited situations. All letters must be signed; therefore, an electronic signature must be inserted into an electronic letter. It is preferable when sending a letter electronically, the letter be printed, signed, scanned as a PDF, and then sent electronically. If electronic letterhead is needed, please contact your department subject matter specialist or Document Services.

PRINTED MEMO TEMPLATES

Memos are printed on plain paper.

PRINTED STAFF REPORT TEMPLATE

Staff reports are printed on plain paper.

PRINTED PRESS RELEASE TEMPLATE

Press releases are printed on department letterhead or are created on electronic letterhead.

APPENDIX A: POSTAL INFORMATION

UNITED STATES POSTAL SERVICE (USPS) OFFICIAL STATE ABBREVIATIONS

STATE	ABBREVIATION
Alabama	AL
Alaska	AK
American Samoa	AS
Arizona	AZ
Arkansas	AR
California	CA
Colorado	CO
Connecticut	CT
Delaware	DE
District of Columbia	DC
Federated States of Micronesia	FM
Florida	FL
Georgia	GA
Guam	GU
Hawaii	HI
Idaho	ID
Illinois	IL
Indiana	IN

STATE	ABBREVIATION
Iowa	IA
Kansas	KS
Kentucky	KY
Louisiana	LA
Maine	ME
Marshall Islands	MH
Maryland	MD
Massachusetts	MA
Michigan	MI
Minnesota	MN
Mississippi	MS
Missouri	MO
Montana	MT
Nebraska	NE
Nevada	NV
New Hampshire	NH
New Jersey	NJ
New Mexico	NM
New York	NY
North Carolina	NC
North Dakota	ND
Northern Mariana Islands	MP

STATE	ABBREVIATION
Ohio	OH
Oklahoma	OK
Oregon	OR
Palau	PW
Pennsylvania	PA
Puerto Rico	PR
Rhode Island	RI
South Carolina	SC
South Dakota	SD
Tennessee	TN
Texas	TX
Utah	UT
Vermont	VT
Virgin Island	VI
Virginia	VA
Washington	WA
West Virginia	WV
Wisconsin	WI
Wyoming	WY

In international addresses, type the name of the country on a separate line in all capital letters. Do not abbreviate the name of the country.

In a Canadian address, the name of the province or territory may be spelled out or abbreviated. However, Canada Post has expressed a preference for the abbreviated form in order to keep the city, province, and postal code all on one line.

STREET SUFFIX STANDARDS

The following are USPS recommendations for street suffix abbreviations.

DESCRIPTION	ABBREVIATION
Avenue	AVE
Boulevard	BLVD
Circle	CIR
Court	CT
Creek	CRK
Drive	DR†
Freeway	FWY
Highway	HWY
Lane	LN
Loop	LOOP
Manor	MNR
Park	PARK
Parkway	PKWY
Place	PL
Plaza	PLZ
Point	PT
Road	RD
Square	SQ
Street	ST
Terrace	TER
Trail	TRL
Way	WAY

USPS GUIDELINES FOR ENVELOPES

Automated mail processing machines read addresses on mail pieces from the bottom up and will first look for city, state, and ZIP Code. The machines then look for a delivery address. If the machines cannot find either line, mail could be delayed or misrouted. Any information below the delivery address line (a logo, slogan, or attention line) could confuse the machines and misdirect mail.

Use the following guidelines for the delivery address:

- Always put the address and the postage on the same side of your mail piece.
- On a letter, the address should be parallel to the longest side.
- All capital letters.
- No punctuation.
- At least 10-point type.
- One space between city and state.
- Two spaces between state and ZIP Code.
- Simple type fonts.
- Left justified.
- Black ink on white or light paper.
- No reverse type (white printing on a black background).
- If your address appears inside a window, make sure there is at least 1/8-inch clearance around the address. Sometimes parts of the address slip out of view behind the window and cannot be read by mail processing machines.
- If address labels are used make sure important information is not cut off and labels are straight. Mail processing machines have trouble reading crooked or slanted information.

SECONDARY ADDRESS UNIT DESIGNATORS

Secondary address unit designators, such as apartment, suite, or room numbers, are required to be printed on the mailpiece for address locations containing secondary unit designators. The preferred location is at the end of the Delivery Address Line. Generally, the pound sign (#) should not be used as a secondary designator; however, if the pound sign is used, there must be a space between the pound sign and the secondary number.

Examples:

555 LIBERTY ST SE RM 325

102 MAIN ST APT 101

1600 CENTRAL PL BLDG 14

425 FLOWER BLVD # 72

If the delivery address line information cannot be continued in the delivery address line above the city, state, and ZIP Code, place secondary address information on the line immediately above the delivery address line.

Example:

MR M MURRAY
 APT C
 5800 SPRINGFIELD GARDENS CIR
 SPRINGFIELD VA 22162-1058

SECONDARY ADDRESS UNIT DESIGNATOR ABBREVIATIONS

The following are USPS recommendations for address unit designators.

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

USPS DIRECTIONALS / POSTAL ADDRESSING STANDARDS

According to USPS Postal Addressing Standards, 233.1-233.3, directionals (N, S, E, W, NE, NW, SE, SW) should be written as follows for addresses:

1. **Abbreviations** (Postal Addressing Standards 233.1)

Abbreviate directionals if they are one of the eight standard directionals (N, S, E, W, NE, NW, SE, SW) to the appropriate one- or two-character abbreviation.

Examples:

Inside Address	Delivery Address
234 NW Smith ST	234 NW SMITH ST
678 Main Drive S	678 MAIN DR S

2. **Single Directionals/Predirectional Field** (Postal Addressing Standards 233.2)

If a directional word is the first word in the street name and there is no directional to the left of it, abbreviate it and locate it in the predirectional field.

Examples:

Inside Address	Delivery Address
N Bay ST	N BAY ST

3. **3. Single Directionals/Postdirectional Field** (Postal Addressing Standards 233.22)

If the directional is located to the right of the street name and suffix, abbreviate it and locate it in the postdirectional field.

Example:

Inside Address	Delivery Address
Bay Drive W	BAY DR W

4. **Two Directionals** (Postal Addressing Standards 233.23)

When two directionals appear consecutively as one or two words, before the street name or following the street name or suffix, then the two words become either the pre- or postdirectionals. Exceptions are any combinations of North-South or East-West as consecutive words. In these

cases the second directional becomes part of the primary name and is spelled out completely in the primary name field.

Examples:

Inside Address	Delivery Address
North East Main Street	NORTH EAST MAIN ST
Bay Avenue Southwest	BAY AVE SOUTHWEST
North South Oak Street	NORTH SOUTH OAK ST
Maple Court East West	MAPLE CT EAST WEST

5. Directionals as Part of Street Name (Postal Addressing Standards 233.3)

When the directional word appears between the street name and the suffix, then it appears as part of the primary name spelled out on the mailpiece.

Examples:

Inside Address	Delivery Address
Bay West Drive	BAY WEST DR
North Avenue	NORTH AVE

The exception is when the letters (S, N, E, or W) are used as alphabet indicators and not as directionals.

Examples:

Inside Address	Delivery Address
Bay A Drive	BAY A DR
Bay B Drive	BAY B DR
Bay C Drive	BAY C DR

USPS ADDRESSING TIPS

- Always put the attention line on top—never below the city and state or in the bottom corner of your mail piece.
- If the suite or apartment number cannot fit on the same line as the delivery address, put it on the line ABOVE the delivery address, NOT on the line below.

- Words like “east” and “west” are called compass points and are VERY important. A missing or bad compass point can prevent mail from being delivered correctly.
- Use the free ZIP Code lookup and the ZIP+4 Code lookup on the USPS website to find the correct ZIP Codes and ZIP+4 Codes for addresses.
<https://tools.usps.com/go/ZipLookupAction!input.action>.
- Almost 25 percent of all mail pieces have something incorrect with the address—for instance, a missing apartment number or a wrong ZIP Code. Some of those mail pieces may be delivered in spite of the incorrect address; however, it costs the Postal Service additional time and money.
- When a First-Class Mail letter is square, ridged, or meets one or more of the nonmachinable characteristics, it will be subject to a nonmachinable surcharge.
- Sometimes it is not important that a mail piece reaches a specific person, just a specific address. One way to do this is to use a generic title such as “Postal Customer,” “Occupant,” or “Resident,” rather than a name, plus the complete address.
- Fancy type fonts, such as those used on wedding invitations, do not read well on mail processing equipment. Fancy fonts look great on envelopes, but may slow down the mail process.
- Use common sense. If you cannot read the address, then automated mail processing equipment cannot read the address.
- Some types of paper interfere with the machines that read addresses. The paper on the address side should be white or light in color. No patterns or prominent flecks. Also, the envelope should not be too glossy—avoid shiny, coated paper stock.

APPENDIX B: LEGAL DESCRIPTIONS

LEGAL DESCRIPTION SAMPLES

Below is the format used for legal property descriptions. Notice the first thence is included in the beginning point text. Each thence thereafter in the paragraph is brought out to the margin. This procedure is repeated each time there is a new paragraph.

Below are three samples of metes and bounds legal descriptions and one example of a centerline legal description:

Sample No. 1

Beginning at the northwest corner of Parcel No. 2, as shown on Minor Partition Plant No. 87-9M, in Section 6, Township 7 South, Range 3 West of the Willamette Meridian, City of Salem, Marion County, Oregon, recorded in Reel 626, Page 189, Marion County, Oregon, Deed Records; and running thence:

South 73°18'10" East along the North Line of said Parcel No. 2 to a point that is 100.00 feet from the West Line of said Parcel No. 2, if measured perpendicular thereto;
 thence south 20°45'56" West 50.00 feet to a point on the South Line of said Parcel No. 2.
 thence North 20°45'56" East 101.62 feet along the West Line of said Parcel No. 2;
 thence South 59°00'00" East 47.88 feet;
 thence along the arc of a 100.00-foot radius curve to the right (the chord of which bears North 49°25'22" East 55.93 feet), 56.69 feet to a point on the North Line of Lot 9, Block 22, Ironwood Estates No. 6, as recorded in Volume 35, page 6, Book of Town Plats, Marion County, Oregon;
 thence South 73°18'10" East 81.86 feet to point on the Northerly Line of La Cresta Court SE;
 thence Westerly 100.00 feet along the Northerly Line of said La Cresta Court SE to the Point Beginning.

Sample No. 2

Beginning at the point of intersection of the East Line of Bluff Avenue SE and the South Line of Doris Avenue SE, in Section 10, Township 8 South, Range 3 West of the Willamette Meridian, City of Salem, Marion County Oregon; said point being located South 89°49'00" West 70.00 feet from the southwest corner of Lot 13 of Oak Hill Tracts as recorded in Volume 4, Page 10, Book of Town Plats, Marion County, Oregon; and running thence;
 North 29.00 feet along the northerly extension of the East Line of said Bluff Avenue SE;
 thence South 89°40'00" West 60.00 feet and parallel with the South Line of said Doris Avenue SE;
 thence North 89°49'00" East 60.00 feet along the South Line of said Doris Avenue SE to the Point of Beginning.

Sample No. 3

Beginning at the southwest corner of a tract of land in Section 7, Township 8 South, Range 3 West of the Willamette Meridian, City of Salem, Marion County, Oregon, as described in that instrument recorded in Reel 468, Page 16; and running thence:
 North 10°30'00" East 200.00 feet along the West Line of said tract;
 thence North 89°13'00" East 100.00 feet;
 thence South 10°30'00" West 200.00 feet to the South Line of said tract;
 thence South 89°03'00" West 100.00 feet along the South Line of said tract to the Point of Beginning.

Sample No. 4

A parcel of land lying in Section 29, Township 8 South, Range 2 West of the Willamette Meridian, Marion County, Oregon, and being a portion of the property described in that instrument recorded in Reel 74, Page 114, Marion County Records; the said parcel being that portion of said property included in a strip of land varying in width lying on the South side of Engineer's Center Line, which Center Line is shown on Marion County Survey No. 37158 and described as follows:

Beginning at a 3" Brass Cap at Engineer's Centerline Station 33+87.88 PI of 3rd Street (Market Road No. 27); said Brass Cap also being at Engineer's Centerline Station 0+00.17 POB of Delaney Road (County Road No. 843); said point also being North 88°06'37" West 1,460.63 feet from the quarter section corner at Sections 28 and 29, Township 8 South, Range 2 West of the Willamette Meridian, Marion County, Oregon; said point also further being depicted in County Survey No. 36447, as filed with the County Surveyor, Marion County, Oregon; and running thence:
 along Engineers Centerline South 88°06'37" East 549.83 feet to Engineer's Centerline Station 5+50 PC;
 thence along the arc of a 500.00-foot radius curve to the left (the chord of which bears North 87°18'22" East, 79.92 feet) 80.00 feet to Engineer's Centerline Station 6+30PT;
 thence North 82°43'21" East 45.36 feet to Engineer's Centerline Station 6+75.36 PC;
 thence along the arc of a 500.00-foot radius curve to the right (the chord of which bears North 87°18'22" East 79.92 feet) 80.00 feet to Engineer's Centerline Station 7+55.36 PT;
 thence South 88°06'37" East 609.64 feet to Engineer's Centerline Station 13+65 PC;
 thence along the arc of a 750.00-foot radius curve to the right (the chord of which bears South 85°32'49" East 67.08 feet) 67.10 feet to Engineer's Centerline Station 14+31.10 PRC;
 thence along the arc of a 750.00-foot radius curve to the left (the chord of which bears South 85°32'49" East 67.08 feet) 67.10 feet to Engineer's Centerline Station 14+99.20PT;
 thence South 88°06'37" East 405.47 feet to Engineer's Centerline Station 19+04.67 PC;
 thence along the arc of a 400.00-foot radius curve to the left (the chord of which bears North 74°00'02" East 245.74 feet) 249.78 feet to Engineer's Centerline Station 21+54.45 PT;
 thence North 56°06'51" East 7.43 feet to Engineer's Centerline Station 21+61.88 PC;
 thence along the arc of a 314.34-foot radius curve to the left (the chord of which bears North 87°18'22" East 21.15 feet) 21.15 feet to the point of intersection with the West Line of Parcel 1 of Partition 2006-14, Book of Partition Plats, Marion County, Oregon; said point also being the terminus of said centerline at Engineers Centerline Station 21+83.03 POC;
 Bearings used herein are based on the Oregon State Plane Coordinate System, North Zone.

LEGAL DESCRIPTION ABBREVIATIONS

The following commonly recognized abbreviations are used for writing legal descriptions.

DESCRIPTION	ABBREVIATION
Addition	Add.
Along	Alg.
Avenue	Ave.
Block	B
Beginning at a point	Ba.a.pt.
Bearing	Bear.
Block	Blk.
Book or Records	B.O.R.
Bonneville Power Administration	BPA
Book of Town Plats	btp
Circuit Court of Appeals	C.C.J.
City of Salem	C. of S. / C of S
Chord	Ch.
Circle	Cir.
Center Line	C/L
County	CO.
Conveyed	Conv.
Corner	Cor.
City of Salem, Marion County, Oregon	CSMCO
City of Salem, Polk County, Oregon	CSPCO

DESCRIPTION	ABBREVIATION
Country Road	C.R.
Court	Ct.
Distance	Dist.
Donation Land Claim	D.L.C.
Drive	Dr.
Deed Records	D.R.
Marion County, Oregon, Deed Record	DRMCO
Polk County, Oregon, Deed Record	DRPCO
Driveway	D.W.
East	E.
East Line	E/L
Easterly	Ely.
East of	E/O
Extension	Ext.
Instrument	Inst.
Intersection	Inter.
Iron Pipe	I.P.
Iron Rod	I.R.
Increased Residential Density	I.R.D.
Lot	L
Lane	La
Lot 8	L8

DESCRIPTION	ABBREVIATION
More or less	M/L or ±
Marion County, Oregon	MCO
Measured	Meas.
Monument	Mon.
Market Road	MR
North	N.
Now existing City Limits Line	necll
Northeast	N.E.
North Line	N/L
Northerly	Nly.
Number	No.
North of	N/O
Northwest	NW
North 74° 01' 32" East (always use leading zero)	N74°01'32"E
Page	P
Parallel	par.
Polk County, Oregon	P.C.O.
Perpendicular	Perp.
Property Line	P/L or PL
Place	Pl.
Point of Beginning	P.O.B.

DESCRIPTION	ABBREVIATION
Point of Intersection	P.O.I.
Point	Pt.
Planned Unit Development	PUD
Reel	R
Radius	Rad. or R
Road	Rd.
Recorded	Rec.
Marion County, Oregon, Deed Records	R.M.C.O.
Polk County, Oregon, Deed Records	R.P.C.O,
Right-of-way	R/W
South	S.
Southeast	SE
Save and Except	S & E
Said	sd.
Section	Sec.
Square Feet	SF
South Line	S/L
Southerly	Sly.
South of	S/O
State of Oregon	S. of O.
Station	Sta.
Street	St.

DESCRIPTION	ABBREVIATION
Subdivision	Sub.
Southwest	SW
Township 7 South, Range 3 West of the Willamette Meridian	T7S,R3W,WM
Thence	Th.
Tract	Tr.
Volume	V.
West	W.
West Line	W/L
Westerly	Wly.
Ditto (same distance)	"
West of	W/O
Area containing 312.5 square feet, more or less	Ar. Cont 312.5 M/L

APPENDIX C: TRICKY WORDS AND COMMON EDITS

TRICKY WORDS

The following is a list of words and usages.

INCORRECT OR AS USED	CORRECT
1,2,3,4,5,6,7,8,9,10	Write out these numbers. Exception: Use figures for measurements in technical documentation, i.e. 4 inches: or when used with the word percent, i.e., 4 percent.
eleven and greater	Use numbers Exception: Spell out a number that begins a sentence or reword if the sentence is awkward.
(503) 588-6211 or 503.588.6211	503-588-6211
#	No.
&	and
%	Write out percent when used in text. Use the % symbol in a table.
1-1/2 or 1-½	1½
\$100.00	\$100 (unless included in same context with a dollar amount include dollars and cents)
AASHTO-M-252	AASHTO M-252 (no dashes in letters)
Abovegrade	above grade
above ground	aboveground

INCORRECT OR AS USED	CORRECT
access way	accessway
alternate	alternative alternative is used for choices; alternate is used when choosing an alternate route
amount or number	Amount cannot be counted but can be added; number can be counted.
as built	as-built
as constructed	as-constructed
assure	To make a person confident of something.
ASTM 9-99	ASTM 9 99 (no dashes in number)
back-fill	backfill
back-flow	backflow
Backup	backup—one that serves as a substitute
back up	back up—traffic back up, to hold back, to move into a position behind a teammate
Battlecreek	Battle Creek
below ground	belowground
Bikelane	Bike lane
Bio swale, bioswale	bio-swale
blow-off	blowoff

APPENDIX C: TRICKY WORDS AND COMMON EDITS

INCORRECT OR AS USED	CORRECT
brown field	brownfield
buildout	build-out
buffer yard	bufferyard
bulbouts, bulb outs	curb extensions
by-pass, by pass	bypass
capital	capital: a city that is the seat of government of a country, state, or province.
capitol	capitol: a building or group of buildings in which a state legislature meets and where other state government office may be housed.
catchbasin	catch basin
center-line	centerline (in legal descriptions Center Line is two words)
checklist	check list
citing	Citing
city	City (when referring to government)
city	city (when referring to area)
City owned	City-owned
city wide/city-wide	Citywide
clean-out, clean out	cleanout
code	Code
community wide/ community-wide	communitywide

APPENDIX C: TRICKY WORDS AND COMMON EDITS

INCORRECT OR AS USED	CORRECT
complete-ness	completeness
compliment or complement	Compliment: praise, free; complement: go with or complete
Comprehensive Plan Designation (written in reports)	Developing Residential
Council call up	Council call-up
criteria	criterion (when referring to one of the criteria)
crossconnection, cross connection	cross-connection
cross-section	cross section
cross-s— (all words with cross and s)	all these words are two words
cul de sac, culs de sac, cul de sacs	cul-de-sac, culs-de-sac
curb line	curbline
curb to curb width	curb-to-curb width
cut-off (act or action of cutting off)	cut off
damp-proofing, damp proofing	dampproofing
deadend	dead end
Department of Public Works	Public Works Department

APPENDIX C: TRICKY WORDS AND COMMON EDITS

INCORRECT OR AS USED	CORRECT
departmentwide, department wide	department-wide
Director of Public Works	Public Works Director (first use)
do or due	Do: an action; due: why something happens; due: when something must occur.
drainage way	drainageway
drain line, drain-line	drainageway
drain pipe	drainpipe
DuJour, Du Jour	du jour
e-mail	email
e-payments	e-payments or E-payments
Etal	et al.
fail safe, fail/safe	fail-safe
fibermat	fiber mat
Final	finalled
first come, first serve	first-come, first-served
Fiscal Year 2008/09, FY 2008/09, FY 2008/2009, FY 2008-2009, FY 08/09, FY 08-09	FY 2008-09
flagman/flagmen, flagperson/flagpersons	flagger/flaggers
flood plain	floodplain

INCORRECT OR AS USED	CORRECT
force-main, forcemain	force main
free standing	free standing
full size	full-size
fund-raising	fund raising
fund-raiser	fund raiser
groundcover	ground cover
ground water	groundwater
he or he/she	s/he
herself	himself/herself
himself	himself/herself
his, her	his/her
including, but not limited to,	including but not limited to (no commas)
internet	Internet
intranet	Intranet
jobsite, job-site	job site
LaserFiche, Laser Fiche	Laserfiche
left tab	indent
Lineal	linear
long range	long-range
long term	long-term
mainline	main line

APPENDIX C: TRICKY WORDS AND COMMON EDITS

INCORRECT OR AS USED	CORRECT
mixed use	mixed-use
MPH	mph
multi-family	multifamily
multi-media	multimedia
non words	non words are almost never hyphenated unless they are proper (non-City)
north-bound	northbound
non-conforming	nonconforming
numbered items in paragraph text: 1)	numbered items in paragraph text: (1)
Numbers and parenthesis	Never write as both: Use number with measurements/technical (4-inch-wide) Use word with other types of items (four streets) Exception: Always use number with percent (4 percent)
Offsite	Off-site
on-going	ongoing
On-line	online
Onsite	on-site
on street parking	on-street parking
over-excavation, over excavation	overexcavation
over-size	oversize
p.p.m.	ppm

INCORRECT OR AS USED	CORRECT
p.s.i.	psi
pick-up	pickup (as in small truck) pick up (as in please pick up the trash)
pot-holing	potholing
pre application	pre-application
pre-assessed	preassessed
pre-construction	preconstruction
pre-existing	preexisting
pre-stressed	prestressed
pre-treatment	pretreatment
project related	project-related
project specific	project-specific
pull out, pull-out	pullout
push-button, pushbutton	push button: a small button that when pushed operates something (electrical)
quasi judicial	quasi-judicial
re-align	realign
recreate	participation in a recreation
re-create	create again
re-inspect	reinspect
re-plat	replat

APPENDIX C: TRICKY WORDS AND COMMON EDITS

INCORRECT OR AS USED	CORRECT
re-platted	replatted
re-televis	retelevise
right of way, rights of way, right of ways	right-of-way, rights-of-way
rip-rap, rip rap	riprap
Salem Revised Code	SRC (after first use in document)
saw-cut, saw cut	sawcut
Sewerline	sewer line
short range	short-range
short term	short-term
shut down, shutdown	shut-down
single-family	single family
single family residential	RS zone
sky bridge	sky-bridge
Standard Drawings	Standard Plans
start up	start-up
state mandated	state-mandated
street light, street-light	streetlight (in specifications, type street light as two words)
Stormdrain	storm drain
storm water	stormwater
summer time	summertime
thru	through

APPENDIX C: TRICKY WORDS AND COMMON EDITS

INCORRECT OR AS USED	CORRECT
time line	timeline
top soil	topsoil
Travelway	travel way
US	U.S.
waste water	wastewater
Waterline	water line
water-main, watermain	water main
Waterstops	water stops
way finding	wayfinding
web site	website
who's or whose	Who's: who is; whose: possessive.
winter time	wintertime
working days	business days
workman/workmen	worker/workers
X	extension or Ext

CAPITALIZATION

CAPITALIZE:

- Change Order No.
- Chinook
- City (when referring to government)
- City Charter
- City Code
- City Council
- Civil Engineer
- Code
- Ordinance No.
- Project Engineer
- Request for Proposal (RFP)
- MG (when referring to gallon capacity)
- Internet
- Intranet

DO NOT CAPITALIZE:

- a.m. or p.m.
- an engineer
- a change order
- contract documents
- engineer's estimate
- page (unless part of citation: Reel 3, Page 4)
- paragraph
- proposal
- salmon
- season (fall, winter, spring, summer)
- special provisions (unless used with a section number)
- city (when referring to area: city limits)

OTHER TRICKY WORDS AND ABBREVIATIONS

WORD/ABBREVIATION	MEANING
accept	To receive
affect (verb)	To do something
affect (noun)	Feeling or emotion
between or among	Between: when two are involved; among: when more than two are involved.
effect (noun)	result
effect (verb)	cause
e.g.	"for example"
ensure	to make certain something happens
except	related to exception
i.e.	"in other words"
insure	to issue an insurance policy
moral	ethics, correct behavior
Morale	spirit
principal	person in charge of a school or main part of something
principle	basic truth or belief
their	possessive
there	place
they're	they are

APPENDIX D: ACRONYMS

Acronym:	Description:	Department(s):
A1	AllianceOne	AS
AAN	American Association of Nurserymen	PW
AAP	Annual Action Plan	UD
AASHTO	American Association of State Highway and Transportation Officials	PW
ABP	Automatic Bill Pay	AS
ABPA	American Backflow Prevention Association	PW
ACI	American Concrete Institute	PW
ACOE	Army Corps of Engineers	PW
ACS	American Chemical Society	PW
ACWA	Association of Clean Water Agencies	PW
ADA	Americans with Disabilities Act	All
ADF	Application Developer Framework	IT
AFIS	Automatic Fingerprint Identification System	SPD
AFSCME	American Federation of State, County, and Municipal Employees	All
AGA	American Gas Association	PW
AGC	Associated General Contractors of America	PW
AIA	American Institute of Architects	PW

Acronym:	Description:	Department(s):
AIM	Advanced Instrumentation & Measurement	PW
AISC	American Institute of Steel Construction	PW
AISI	American Iron and Steel Institute	PW
AJAX	Asynchronous JavaScript and XML	IT
AKA	Also Known As	AS
AL	Action Level	PW
ALPR	Automatic License Plate Reader	SPD
AMWA	Association of Metropolitan Water Agencies	PW
ANMC	American National Metric Council	PW
ANSI	American National Standards Institute	PW
AOC	Association of Oregon Counties	PW
AOD	Attorney of the Day	AS
AP	Accounts Payable	All
API	Application Programming Interface	IT
APP	Administrative Policy and Procedure	All
APWA	American Public Works Association	PW
AR	Accounts Receivable	All

Acronym:	Description:	Department(s):
AR	Arrest Warrant	AS
AS	Administrative Services Department	All
ASCE	American Society of Civil Engineers	PW
ASCII	American Standard Code for Information Interchange	PW
ASME	American Society of Mechanical Engineers	PW
ASP	Active Server Pages	IT
ASR	Aquifer Storage and Recovery	PW
ASTM	American Society for Testing and Materials	PW
ATBCB	Architectural & Transportation Barriers Compliance Board	PW
ATF	Bureau of Alcohol, Tobacco, Firearms, & Explosives	SPD
ATL	Attempt to Locate	SPD
ATSEV	Advanced Transportation Systems & Electric Vehicles	PW
ATSSA	American Traffic Safety Services Association	PW
AWPA	American Wood Preservers Association	PW
AWRA	American Water Resources Association	PW
AWS	American Welding Society	PW

Acronym:	Description:	Department(s):
AWWA	American Water Works Association	PW
BAC	Bicycle Advisory Committee	All
BCA	Building Codes Agency (state agency)	All
BGA	Blue Green Algae	PW
BIA	Bureau of Indian Affairs	PW
BJA	Bureau of Justice Assistance	SPD
BLM	Bureau of Land Management	PW
BLOB	Binary large object	IT
BMP	Best Management Practices	PW
BOD	Biochemical Oxygen Demand	PW
BOLI	Bureau of Labor and Industries	PW
BOR	Bureau of Reclamation	PW
BS/B&S	Building and Safety Division (division of the Community Development Department)	All
BTS	Bureau of Transportation Statistics	PW
BU	Bargaining Unit	AS
BVP	Bullet Proof Vest Partnership	SPD
BW	Bench Warrant	AS
CA	City Attorney	AS
CA	Code Amendment (formerly Text Amendment)	CD

Acronym:	Description:	Department(s):
CAAA	Clean Air Act Amendments	PW
CAC	Citizen Advisory Committee	All
CAD	Computer Aided Dispatch	SPD
CAFR	Comprehensive Annual Financial Report	AS
CMO	City Manager's Office	All
CAN-DO	Central Area Neighborhood Development Organization	UD
CAPR	Consolidated Annual Performance Report	UD
CATC	Citizen Advisory Traffic Commission	All
CATT	Court Appointed Attorney	AS
CB or CBD	Central Business District zone	UD
CBOD	Carbonaceous Biochemical Oxygen Demand	PW
CC	City Council	CD
CC&R's	Covenants, Conditions, & Restrictions recorded against Land	UD
CCC	Chlorine Contact Chamber	PW
CCH	Computerized Case History	AS
CCH	Computerized Criminal History	SPD
CD	Community Development Department	All
CDA	Current Developed Area (Became Urban Service Area – USA)	UD

Acronym:	Description:	Department(s):
CD	Community Development Department	All
CDA	Current Developed Area (Became Urban Service Area – USA)	UD
CDBA	Community Development Board of Appeals	All
CDBG	Community Development Block Grant	UD
CDL	Commercial Drivers License	All
CERF	Civil Engineering Research Foundation	PW
CFR	Code of Federal Regulations	PW
CG	Commercial, General Zone	All
CHAS	Comprehensive Housing Affordability Study	All
CHDO	Community Housing Development Organizations	UD
CI	Code Interpretation	CD
CIP	Capital Improvement Program	All
CIS	Criminal Investigations Section (detectives)	SPD
CISEC	Certified Inspector Sediment & Erosion Control	PW
CJIS	Criminal Justice Information System	ASt
CMAQ	Congestion Mitigation & Air Quality	PW

Acronym:	Description:	Department(s):
CMS	Congestion Management System	PW
CMV	Commercial Motor Vehicle	PW
CMVIS	Commercial Motor Vehicle Information System	PW
CN	Commercial, Neighborhood zone	All
CO	Commercial, Office zone	All
COG	Mid-Willamette Valley Council of Governments	All
COI	Certificate of Innocence	AS
COM	Component Object Model	IT
CONL	Certificate of Non-Liability	AS
COPS	Community Oriented Policing Services	SPD
CORT	Crisis Outreach Response Team	SPD
COSA	Cost of Service Analysis	All
COTS	Commercial off-the-shelf	IT
CP	Current Planning	CD
CPAC	Chief's Police Advisory Committee	SPD
CPAC	Community Policing Advisory Committee	SPD
CPC/ ZC	Comprehensive Plan Change/ Zone Change	All
CPRB	Citizen's Police Review Board	SPD

Acronym:	Description:	Department(s):
CPRB	Community Police Review Board	SPD
CPU	Crime Prevention Unit	SPD
CR	Commercial, Retail zone	All
CRS	Community Response Section (Street Crimes, DART, Crime Prevention, Volunteers)	SPD
CRSI	Concrete Reinforced Steel Institute	PW
CRUD	Commercial-Rural Urban Development study/overlay	All
CSDP	Central Salem Development Program	All
CSO	Combined Sewer Overflows	PW
CSO	Community Service Officer (non-sworn)	SPD
CSS	Cascading Style Sheets	IT
CSW	Community Service Work	AS
CT	Court	AS
CWA	Clean Water Act	PW
CWS	Clean Water Services	PW
DA	District Attorney	SPD
DAB	Downtown Advisory Board	UD
DARE	Drug Abuse Resistance Education	SPD
DART	Drug Activity Response Team	SPD
DAS	Department of Administrative Services	UD

Acronym:	Description:	Department(s):
DBA	Database Administrator	IT
DBA	Doing Business As	AS
DBE	Disadvantaged Business Enterprise	PW
D/DBP	Disinfection/Disinfection By-Products	PW
DDA	Disposition and Development Agreement	UD
DDAB	Downtown Development Advisory Board	All
DEA	Drug Enforcement Administration	SPD
DEM	Digital elevation model	IT
DEQ	Department of Environmental Quality	All
DET	Downtown Enforcement Team	SPD
DEU	Drug Enforcement Unit	SPD
DIP	Driver Improvement Program	AS
DL	Driver License	AS
DLCD	Department of Land Conservation	All
DMV	Drivers and Motor Vehicles	AS
DMV	Department of Motor Vehicles	SPD
DOC	Department of Commerce	PW
DOC	Department of Corrections	AS
DOC	Department Operations Center	All

Acronym:	Description:	Department(s):
DOE	Department of Energy	PW
DOGAMI	(State of Oregon) Department of Geology & Mineral	All
DOJ	Department of Justice	SPD
DOQ	Digital orthophoto quadrangle	IT
DOR	Department of Revenue	All
DOT	U.S. Department of Transportation	PW
DPSST	Department of Public Safety Standards & Training (the Police Academy)	SPD
DRT	Development Review Team Meeting	CD
DS	Document Services (also known as Repro)	IT
DSL	Department of State Lands	PW
DTCD	Disobey a Traffic Control Device	AS
DUII	Driving Under the influence of Intoxicants	AS
DVA	Domestic Violence Advocate	SPD
DVRT	Domestic Violence Response Team	SPD
DWR	Driving While Revoked	AS
DWS	Driving While Suspended	AS
ECEZ	Electronic Commerce-Enterprise Zone	UD
EEOC	Equal Employment Opportunities Commission	PW

Acronym:	Description:	Department(s):
EFU	Exclusive Farm Use zone	All
EID	Economic Improvement District	UD
EIS	Environmental Impact Statement	PW
EJCDC	Engineers Joint Contract Documents Committee	PW
ELNA	East Lancaster Neighborhood Association	All
EMMA	Municipal Securities Rulemaking Board's Electronic Municipal Access System	AS
EOC	Emergency Operations Center	All
EOG	Emergency Operations Group	SPD
EOM	End of Message	AS
EPA	Environmental Protection Agency	PW
EPS	Environmental Policy Statement	PW
EQC	Environmental Quality Commission	PW
EV	Emergency Vehicle	AS
EWEB	Eugene Water & Electrical Board	PW
EZ	Enterprise Zone	UD
FAA	Federal Aviation Administration	All
FBI	Federal Bureau of Investigation	SPD
FCE	FullCourt Enterprise	SPD
FEBBS	FHWA Electronic Bulletin Board System	PW

Acronym:	Description:	Department(s):
FGDC	Federal Geographic Data Committee	IT
FHPM	Federal-aid Highway Program Manual	PW
FHWA	Federal Highway Administration	PW
FKA	Formerly Known As	AS
FLHP	Federal Lands Highway Program	PW
FMLA	Family Medical Leave Act	All
FONSI	Finding of No Significant Impact	PW
FRA	Federal Railroad Administration	PW
FTA	Failure to Appear (for Trial)	AS / SPD
FTA	Federal Transit Administration (formerly UMPA)	PW
FTC	Failure to Comply	AS
FTE	Full Time Employee	All
FTEP	Field Training & Evaluation Program	SPD
FTO	Field Training Officer	SPD
FTP	Failure to Pay	AS
FTP	File Transfer Protocol	IT
FY	Fiscal Year	All
G	Guilty	AS
G/D	Guilty by Default	AS
GENGOV	General Government	IT

Acronym:	Description:	Department(s):
GFI	Giving False Information	AS
GIF	Graphic Interchange Format	IT
GIS	Geographic Information System	IT
GIS	Global Information System	PW
GL	General Ledger (Accounting and Reporting)	AS
GPS	Global Position System	PW / IT
GRT	Gang Response Team	SPD
GUI	Graphical User Interface	IT
HAP	Housing Assistance Plan	All
HARN	High Accuracy Reference Network	IT
HBRRP	Highway Bridge Replacement and Rehabilitation Programs	PW
HCD Plan	Housing and Community Development Strategic Plan	All
HCP	Habitat Conservation Plan	PW
HCR	Hydrogeological Characterization Report	PW
HCUP	Housing and Urban Development Plan	UD
HDPE	high density polyethylene	PW
HDT	Hazardous Device Team (bomb squad)	SPD
Hg	Mercury	PW
HIDTA	High Intensity Drug Trafficking Area	SPD

Acronym:	Description:	Department(s):
HLC	Historic Landmarks Commission	CD
HMIS	Hazardous Materials Information System	PW
HMTA	Hazardous Materials Transportation Act	PW
HMTUSA	Hazardous Materials Transportation Uniform Safety Act	PW
HO	Hearings Officer	CD
HOME	Home Investment Partnerships Program	UD
HOV	High Occupancy Vehicle	PW
HPOAS	High Purity Oxygen Activated Study	PW
HP&R	Highway Planning & Research	PW
HR	Hit and Run (common term, actual is Failure to Perform the Duties of a Driver in an Accident)	AS
HRC	High-Rate Clarification	PW
HRRAC	Human Rights and Relations Advisory Commission	All
HTF	Highway Trust Fund	PW
HTML	Hypertext Markup Language	IT
HTOP	Highway Transportation Outreach Program	PW
HTPC	High Priority Transit Corridor	CD
HTTP	Hypertext Transfer Protocol	IT

Acronym:	Description:	Department(s):
HTTPS	Hypertext Transfer Protocol Secure	IT
HUD	Federal Department of Housing and Urban Development	UD
HUDAC	Housing and Urban Development Advisory Committee	UD
HUF	Highway Users Federation	PW
I/I	Inflow/Infiltration	PW
IA	Internal Affairs	SPD
IAB	Intermodal Advisory Board	PW
IAFF	International Association of Firefighters	All
IBC	Industrial Business Campus Zone	All
IC	Industrial Commercial Zone	All
ICAP	Indirect Cost Allocation Plan (City plan)	All
ICC	Interstate Commerce Commission	PW
ICRP	Indirect Cost Rate Plan (federal plan)	All
ICS	Incident Command System	PW
IDSE	Initial Distribution System Evaluation	PW
IECA	International Erosion Control Association	PW
IEEE	Institute of Electrical and Electronics Engineers, Inc.	PW

Acronym:	Description:	Department(s):
IFTA	International Fuel Tax Agreement	PW
IG	Industrial General Zone	All
IGA	Intergovernmental Agreement	All
II	Intensive Industrial Zone	All
IMSA	International Municipal Signal Association	PW
IP	Industrial Park Zone	All
IP	Internet Protocol	IT
IRD	Increased Residential Density	All
IRP	International Registration Plan	PW
IRR	Indian Reservation Roads	PW
ISA	Instrument Society of America	PW
ISO	International Organization for Standardization	IT
ISTEA	Intermodal Surface Transportation Efficiency Act	PW
IT	Information Technology	IT
ITE	Institute of Traffic Engineers	PW
IVHS	Intelligent Vehicle Highway System	PW
IWA	International Water Association	PW
JAG	Justice Assistance Grant	SPD
JCC	Justice Coordinating Committee	AS
JPEG	Joint Photographic Experts Group	IT

Acronym:	Description:	Department(s):
JSON	JavaScript Object Notation	IT
JSP	Java Server Pages	IT
JT	Jury Trial	AS
LAN	Local Area Network	IT
LCDC	Oregon Land Conservation and Development Commission	All
LCR	Lead and Copper Rule	PW
LCV	Longer Combination Vehicles	PW
LEDS	Law Enforcement Database System	AS/SPD
LID	Local Improvement District	UD
LIDAR	Light Detection and Ranging	PW/IT
LIMS	Lab Information Management System	PW
LOC	League of Oregon Cities	All
LRAA	Locational Running Annual Average	PW
LRP	Long Range Planning	CD
LT2ESWTR	Long Term 2 Enhanced Surface Water Treatment Rule	PW
LTAP	Local Technical Assistance Program	PW
LTT	Long Term Pavement Performance	PW
LTV	Loan To Value	UD
LU	Land Use	CD

Acronym:	Description:	Department(s):
LUBA	Land Use Board of Appeals	All
LWI	Salem-Keizer Local Wetland Inventory	CD
M2C	Motion to Consolidate	AS
M2D	Motion to Dismiss	AS
M2R	Motion to Revoke	AS
MAO	Mutual Agreement and Order	PW
MCCC	Mill Creek Corporate Center	CD/UD
MCCF	Marion County Correctional Facility	AS
MCDA	Marion County District Attorney's Office	SPD
MCL	Maximum Containment Level	PW
MCLG	Maximum Containment Level Goal	PW
MCSAP	Motor Carriers Safety Assistance Program	PW
MCSSO	Marion County Sheriff's Office	SPD
MCURA	Mill Creek Urban Renewal Area	UD
MDT	Mobile Data Terminal (patrol car computer)	SPD
MECOP	Multiple Engineering Co-op Program	PW
MGD	Million Gallons per Day	PW
MIP	Minor in Possession	AS
MOA	Memorandum of Agreement	PW

Acronym:	Description:	Department(s):
MOU	Memorandum of Understanding	SPD/UD
MPBIA	Marion-Polk Building Industry Association	All
MPH	Miles Per Hour	AS
MPO	Metropolitan Planning Organization	PW
MRT	Mobile Response Team	SPD
MS4	Municipal Separate Storm Sewer System	PW
MSDS	Material Safety Data Sheet	All
MU	Mixed Use	CD
MUTCD	Manual on Uniform Traffic Control Devices	PW
NA	Neighborhood Associations	All
NAAQS	National Ambient Air Quality Standards	PW
NACWA	National Association of Clean Water Agencies	PW
NAD	North American Datum	IT
NARAC	Natural Reclamation Advisory Committee	PW
NASSCO	National Association of Sewer Service Companies	PW
NBI	National Bridge Inventory	PW
NC	No Contest (Nolo Contendere)	AS
NCHRP	National Cooperative Highway Research Program	PW

Acronym:	Description:	Department(s):
NCIC	National Crime Information Center	SPD
NCIT	National Commission on Intermodal Transportation	PW
NCSC	National Center for State Courts	AS
NCSTR	National Council on Surface Transportation Research	PW
NEC	National Electrical Code	PW
NEMA	National Electrical Manufacturers Association	PW
NEN	Northeast Neighbors	All
NEPA	National Environmental Policy Act	All
NESCA	Northeast Salem Community Association	All
NFPA	National Fire Protection Agency	PW
NG	Not Guilty	AS
NGRAB	North Gateway Redevelopment Advisory Board	UD
NHI	National Highway Institute	PW
NHS	National Highway System	PW
NHTSA	National Highway Traffic Safety Association	PW
NIST	National Institute of Standards and Technology	PW
NIOSH	National Institute for Occupational Safety and Health	PW

Acronym:	Description:	Department(s):
NLMA	National Lumber Manufacturers Association	PW
NMFS	National Marine Fisheries Service	PW
NOLA	North Lancaster Neighborhood Association	All
NPDES	National Pollutant Discharge Elimination System	PW
NPDWR	National Primary Drinking Water Regulations	PW
NPS	Non-Point Sources	PW
NR	Natural Resources	PW
NRE	Neighborhood Response Effort	All
NRR	North River Road	PW
NRS	National Reclamation System (e.g., Wetlands)	PW
NRT	Neighborhood Response Team	PW
NSA	Network Security and Administration	IT
NTSB	National Transportation Safety Board	PW
NTSI	National Traffic Safety Institute	AS
OACA	Oregon Association for Court Administration	AS
OACES	Oregon Association of County Engineers & Surveyors	PW
OACFA	Oregon Agricultural Chemicals & Fertilizers Association	PW

Acronym:	Description:	Department(s):
OAMA	Oregon Airport Manager's Association	All
OAR	Oregon Administrative Rules	All
OAWU	Oregon Association of Water Utilities	PW
ODL	Oregon Driver License	All
ODOE	Oregon Department of Energy	All
ODOT	Oregon Department of Transportation	All
ODP	Overdue Processing	AS
OELA	Oregon Environmental Laboratory Association	PW
OEL	Operational Evaluation Level	PW
OFLA	Oregon Family Leave Act	All
OHA-DWP	Oregon Health Authority Drinking Water Program (was OHS-DWP)	PW
OJD	Oregon Judicial Department	AS
OJIN	Oregon Judicial Information Network	AS
OLCC	Oregon Liquor Control Commission	All
OMB	Office of Management and Budget	PW
OPSC	Oregon Plumbing Specialty Code	PW
OR-OSHA	Oregon Occupational Safety & Health Division	PW

Acronym:	Description:	Department(s):
ORS	Oregon Revised Statutes	All
OSB	Oregon State Bar	AS
OSBEELS	Oregon State Board of Examiners for Engineering & Land Surveying	PW
OSCI	Oregon State Correctional Institution	All
OSHA	Occupational Safety and Health Administration	PW
OSHD	Oregon State Highway Division	PW
OSP	Oregon State Police	All
OSP	Oregon State Prison	All
OUNC	Oregon Underground Notification Center	PW
OWEB	Oregon Watershed Enhancement Board	PW
OWRD	Oregon Water Resources Department	PW
P	Public Use zone	All
P & P	Parole and Probation (Community Corrections)	SPD
P & T/P&T	Personnel and Training	SPD
PA	Personnel Action	HR
PA	Project Accounting (Project and Grant Accounting)	AS
PA	Public Amusement zone	All

Acronym:	Description:	Department(s):
PAC	Permit Application Center	All
PACP	Pipeline Assessment and Certification Program	PW
PAYN	Cash Receipting System	AS
PC	Public Cemeteries zone	All
PC	Salem Planning Commission	CD
PCA	Portland Cement Association	PW
PCDA	Polk County District Attorney	SPD
PCEA	911 Professional Communication Employees' Association	All
PCS	Professional Credit Services	All
PCSO	Polk County Sheriff's Office	SPD
PCTechs	Personal Computer Technicians	IT
PCTN	Parking Citation Adjudication Management System	AS
PCU	Property Control Unit (Evidence)	SPD
PDC	Portland Development Commission	UD
PDF	Portable Document Format	IT
PE	Public Education zone	All
PEFTF	Peak Excess Flow Treatment Facility	PW
PH	Public Health zone	All
PIF	Paid In Full	AS

Acronym:	Description:	Department(s):
PKTK	Parking Ticket	AS
PLC	Police Neighborhood Liaison Committee	All
PLC	Programmable Logic Controllers	PW
PLH	Public Lands Highway	PW
PM	Project Manager	PW
PM	Public Mall zone	All
PMF	Published Map File	IT
PN	Project Number	PW
PNCWA	Pacific Northwest Clean Water Association	PW
PNG	Portable Network Graphics	IT
PNPCA	Pacific Northwest Pollution Control Association	PW
PNWS	Pacific Northwest Section	PW
PO	Parole Officer or Probation Officer	SPD
PODS	Plant Operations Data System	PW
POE	Permit of Entry	UD
PPE	Pay Period Ending	AS
PRIORS	Police Records Information & Offense Reporting System	SPD
PRL	Photo Red Light	AS
PRP	Park Roads & Parkways	PW

Acronym:	Description:	Department(s):
PS	Public Service zone	All
PS&E	Plans, Specifications & Estimates	PW
PSA	Purchase and Sale Agreement	UD
PSF	Process Support Facility	PW
PTC	Pre-Trial Conference	AS
PTE	Part Time Exempt	All
PUC	Oregon Public Utility Commission	PW
PUE	Public Utility Easement	UD
PUD	Planned Unit Development	All
PV	Probation Violation	AS
PVC	Polyvinyl Chloride	PW
PW	Public Works Department	All
Q	Flow	PW
Q's	Flows	PW
QAPP	Quality Assurance Project Plan	PW
QA/QC	Quality Assurance/Quality Control	PW
QBS	Qualification Based Selection	PW
RA	Residential Agricultural zone	All
RAP	Recycled Asphalt Pavement	PW
RCRA	Resource Conservation & Recovery Act	PW

Acronym:	Description:	Department(s):
RDBMS	Relational Database Management System	IT
REST	Representational State Transfer	IT
RD	Residential, Duplex zone	All
RDF	Resource Description Framework	IT
RDURA	Riverfront Downtown Urban Renewal Area	UD
RFP	Request for Proposal	All
RFQ	Request for Qualifications	UD
RFQ	Request for Quotation	All
RH	Residential, Multiple Family High Rise zone	All
RM	Residential, Multiple Family zone	All
ROA	Register of Action	AS
ROW	Right-of-way	All
R/R	Rehabilitation/Replacement	PW
RRWWTF	River Road Wet Weather Treatment Facility	PW
RS	Residential, Single Family zone	All
RSS	Really Simple Syndication	IT
S&P	Systems and Programming	IT
SACP	Salem Area Comprehensive Plan	All
SC	Show Cause	AS

Acronym:	Description:	Department(s):
SCAC	Senior Center Advisory Commission	All
SCAN	South Central Association of Neighbors	All
SCC	Salem Conference Center	UD
SCM	Shift Commander's Office	SPD
SCU	Special Conditional Use	All
SCU	Street Crimes Unit	SPD
SCADA	Supervisory Control and Data Acquisition System	PW
SCMC	Salem Municipal Court Rules	AS
SDA	Salem Downtown Association	All
SDAO	Special Districts Association of Oregon	PW
SDC	System Development Charge	All
SDI	Spatial Data Infrastructure	IT
SDWA	Safe Drinking Water Act	PW
SEDCOR	Strategic Economic Development Corporation	All
SEMCA	Southeast Mill Creek Association	All
SESNA	South East Salem Neighborhood Association	All
SHA	Salem Housing Authority	All
SHC	Salem Housing Code	All
SHPO	State Historic Preservation Office	All

Acronym:	Description:	Department(s):
SHRP	Strategic Highway Research Program	PW
SI	International System of Units	PW
SID	State Identification Number	AS
SKATS	Salem-Keizer Area Transportation Study	All
SMP	Salem Municipal Police	SPD
SNI	Salem Neighborhoods Inc.	All
SOAP	Simple Object Access Protocol	IT
SOC	Server Object Container	IT
SOM	Server Object Manager	IT
SOP	Standard Operating Procedures	PW
SOV	Single Occupant Vehicle	PW
SPC	Salem Planning Commission	All
SPD	Salem Police Department	All
SPEU	Salem Police Employees' Union	SPD
SPF	Salem Police Foundation	SPD
SPRAB	Salem Parks and Recreation Advisory Board	All
SQL	Structured Query Language	IT
SRC	Salem Revised Code	All
SRETC	Salem Renewable Energy & Technology Center	UD
SRO	School Resource Officer	SPD

Acronym:	Description:	Department(s):
SSAB	Social Service Advisory Board	All
SSL	Secure Sockets Layer	IT
SSO	Sanitary Sewer Overflow	PW
STAA	Surface Transportation Assistance Act	PW
STIP	Statewide Transportation Improvement Program	PW
STP	Surface Transportation Program	PW
STSP	Salem Transportation System Plan	All
STURAA	Surface Transportation & Uniform Relocation Assistance Act	PW
SUD	Saginaw Urban Development study/overlay	All
SWAT	Special Weapons & Tactics	SPD
SWMP	Stormwater Management Plan	PW
SWURA	South Waterfront Urban Renewal Area	UD
SYAC	Salem Youth Advisory Commission	All
TAC	Technical Advisory Committee	All
TCA	Trial Court Administrator	AS
TCM	Total Control Measures	PW
TCP	Transmission Control Protocol/ Internet Protocol	IT
TCR	Total Coliform Rule	PW

Acronym:	Description:	Department(s):
TCRP	Transit Cooperative Research Program	PW
TCU	Traffic Control Unit	SPD
TDM	Transportation Demand Management	PW
TECRO	Tribal Employment and Contracting Rights Office	PW
TFO	Task Force Officer	SPD
TI	Tax Increment	All
TIA	Transportation Impact Analysis	UD
TIF	Tax Increment Financing	All
TIP	Transportation Improvement Program	All
TM	Technical Memorandum	PW
TMA	Transportation Management Association	PW
TMDL	Total Maximum Daily Load	PW
TMP	Temperature Management Plan	PW
TNT	Tactical Negotiation Team	SPD
TOT	Transient Occupancy Tax	All
TPRF	Transit Planning and Research Funds	PW
TRB	Transportation Research Board	PW
TRO	Telephone Reporting Office	SPD
TRO	Trip Reduction Ordinance	PW

Acronym:	Description:	Department(s):
TSCA	Toxic Substances Control Act	PW
TSS	Total Suspended Solids	PW
TT	Treatment Technique	PW
UBC	Uniform Building Code	All
UD	Urban Development	UD
UDD	Urban Development Department	All
UDC	Unified Development Code	CD
UGA	Urban Growth Area	All
UGB	Urban Growth Boundary	All
UGM	Urban Growth Management	All
UI	User Interface	IT
UL	Underwriters' Laboratories, Inc.	PW
UML	Unified Modeling Language	IT
UNC	Universal (or Uniform) Naming Convention	IT
UPC	Uniform Plumbing Code	PW
URA	Urban Renewal Agency	CD
URA	Urban Renewal Area	UD
URAB	Urban Renewal Agency Board ("Agency")	UD
URL	Uniform Resource Locator	IT
URP	Urban Renewal Plan	UD
U.S.	United States	All

Acronym:	Description:	Department(s):
USA	Urban Services Area	All
USC	United States Code	PW
USACE	United Army Corps of Engineers	PW
USASI	United States of America Standards Institute	PW
USDA	U.S. Department of Agriculture	PW
USFS	U.S. Forest Service	PW
USGS	U.S. Geological Survey	PW
USMA	U.S. Metric Association	PW
UTL	Unable To Locate	AS
VB	Violations Bureau	AS
VBR	Violating the BASic Rule	AS
VFD	Variable Frequency Drive	PW
VINE	Victim Information & Notification Everyday	AS
VIP	Victim Impact Panel	AS
VMT	Vehicle Miles Traveled	PW
WAN	Wide Area Network	IT
WEF	Water Environment Federation	PW
WFLHD	Western Federal Lands Highway Division	PW
WG	Willamette Greenway	CD
WLUN	Wetland Land Use Notification	CD

Acronym:	Description:	Department(s):
WLWPCF	Willow Lake Water Pollution Control Facility	PW
WRD	Water Resources Department	PW
WRF	Water Research Foundation	PW
WSRAB	West Salem Redevelopment Advisory Board	UD
WVCC	Willamette Valley Communications Center	All
WWPA	Western Wood Products Association	PW
XML	Extensible Markup Language	IT
YC	Youth Compact	All
YEPP	Youth Environmental Education Program	PW
YSU	Youth Services Unit	SPD

APPENDIX E: DEPARTMENT TERMS AND DEFINITIONS

Term:	Definition:	Department(s)
Affordability/ Affordable	<p>Describes the relationship between household income, housing costs, and established standard of affordability. Federal Program’s standard for “Affordable” means the following:</p> <ol style="list-style-type: none"> 1. For rental housing: federal programs utilize the HUD affordability standard, which states the rent plus expenses associated with occupancy, such as tenant paid utilities or fees, does not exceed 30 percent of the gross household income, based on unit size, at the level of the rent restriction. 2. For home ownership units: the purchase price for which the sum of debt service and housing expenses (including an allowance for utilities and other required ownership fees), when compared to the annual gross income for a family, adjusted for family size, does not preclude conventional mortgage financing. 	UD
Agency	The Urban Development Department with the City of Salem, a public body corporate and politic by virtue of ORS Chapter 457 acting by and through the City of Salem, Oregon, a municipal corporation.	UD

APPENDIX E: DEPARTMENT TERMS AND DEFINITIONS

Term:	Definition:	Department(s)
ADA	Americans with Disabilities Act prohibits private employers, state and local governments, employment agencies and labor unions, from discriminating against qualified individuals with disabilities in job application procedures hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment.	All
Appraisal	A valuation or estimate of the market value of real estate performed by a person licensed to appraise real estate by the State of Oregon.	UD
"As Is" Value	The property's current market value as determined by a certified appraiser or the most recent assessed value by the County Assessor as verified by federal program's staff.	UD
CHDO	Community Housing Development Organization is a private, nonprofit, community-based service organization whose primary purpose is to provide and develop decent, affordable housing for the community.	UD
Code 0	Officer needs assistance, everybody goes Code 3	SPD
Code 1	Respond directly to location, no lights or sirens	SPD

APPENDIX E: DEPARTMENT TERMS AND DEFINITIONS

Term:	Definition:	Department(s)
Code 2	Respond directly to location as quickly as possible, lights okay, but no sirens	SPD
Code 3	Respond lights and siren	SPD
Code 4	Everything is okay	SPD
Code 5	All marked units avoid a specific area (usually a surveillance or drug buy going on)	SPD
Code 6	Let's dispatch know officer is not Code 4 and needs to send another officer	SPD
Code 7	Lunch	SPD
Code 7C	Coffee	SPD
Code 8	Dispatch letting officer know important information to follow, i.e., a warrant or some type of caution	SPD
Code 9	Emergency situation in progress, restrict radio traffic to those officers involved in incident	SPD

APPENDIX E: DEPARTMENT TERMS AND DEFINITIONS

Term:	Definition:	Department(s)
Community Governance	<p>An approach to governing which focuses on the citizens of Salem as the ultimate customer and expands upon the ideals of customer service to the point of incorporating individuals and citizen groups in meaningful planning, implementation, and evaluation of government services. Community Governance relies upon the active participation of members from all levels of the governmental organization —participation with individuals and citizen groups in the identification of community issues, the development of alternatives, solicitation of support, and the refinement, implementation, and evaluation of services—on an ongoing basis.</p>	All
Community Policing	<p>A philosophy and an organizational strategy that promotes a partnership between the people and their police. It is based on the premise that both the police and their community must work together to identify, prioritize, and solve contemporary problems such as crime, drugs, fear of crime, social and physical disorder, and overall neighborhood decay, with the goal of improving the quality of life in the area.</p>	All

APPENDIX E: DEPARTMENT TERMS AND DEFINITIONS

Term:	Definition:	Department(s)
Covenant	A restriction placed on the title of a property.	UD
Designated Affordable Units	Units that must be affordable to and occupied by households earning at or below Median Family Income.	UD
Downtown Parking District	Salem's Downtown Parking District was established in 1976 to provide funding for economic promotion and public parking in the Downtown core. The District is guided by the Downtown Advisory Board who provides recommendations on operations and budget to City Council.	UD
Fair Market Value	Value of property as determined by a formal appraisal or someone with the knowledge of the local real estate market.	UD
Forgivable Loan	A loan that does not have to be repaid after the change of use period.	UD

Term:	Definition:	Department(s)
Income Level Category	<p>The City of Salem utilizes the HUD categories of Median Family Income, as HUD-adjusted area median family income (HAMFI), for household size, to allocate resources for the development of housing that serves targeted populations in the City of Salem:</p> <ol style="list-style-type: none"> 1. Extremely Low Income: households with incomes from zero to 30 percent HAMFI. 2. Very Low Income: households with incomes from 31—50 percent HAMFI. 3. Low Income Households: households with incomes from 51—60 percent HAMFI. <p>This term is also used generically to refer to all households at or below 60 percent HAMFI.</p> <ol style="list-style-type: none"> 4. Moderate Income: households with incomes from 61–80 percent HAMFI. 	UD
Just Compensation	The amount of loss for which a property owner is compensated when their property is taken through condemnation.	UD

APPENDIX E: DEPARTMENT TERMS AND DEFINITIONS

Term:	Definition:	Department(s)
Land Sales Contract	A written agreement for the purchase and payment of real estate, usually requiring installment payments over a period of time, with legal title remaining in the seller's name until the terms of the agreement are satisfied and the final installment payment is made.	UD
Loan to Value (LTV)	The total amount of all loans secured by subject property (plus any Equity Gap Contribution), divided by the "as improved" value of the property (expressed as a percentage). Forgivable loans requiring repayment only in the event of non-compliance, even if filed as a lien against the property, will not be considered loans for LTV calculation.	UD
Local Housing Standards	Written rehabilitation standards applied to all HOME-funded rehabilitation work. These standards are similar to work specifications, and generally describe the methods and materials to be used when performing rehabilitation activities.	UD
Market Value	True cash value of real estate as established by the County Department of Assessment and Taxation, or value as determined by an independent appraisal.	UD

APPENDIX E: DEPARTMENT TERMS AND DEFINITIONS

Term:	Definition:	Department(s)
Median Family Income (MFI)	<p>Each year the U.S. Department of Housing and Urban Development (HUD) establishes the Median Family Income (MFI) for states and metropolitan areas. This number is equal to the combined income of a four-person household for which there is an equal number of households earning a greater income as there are households earning a lesser one. Generally, publicly funded housing programs are targeted to a specific Income Level Category, as expressed by percentage of MFI. Households must earn at or below 80 percent of the published HUD Median Family Income.</p>	UD
Mixed-Income Project	A housing development opened to persons or families at varying income levels.	UD
Mixed-Use Project	A combination on a site of residential uses with commercial and/or industrial uses.	UD
Phase I ESA	A Phase I Environmental Site Assessment (ESA) focuses on evidence of potential contamination.	UD
Phase II ESA	A Phase II ESA confirms the presence of contamination.	UD

APPENDIX E: DEPARTMENT TERMS AND DEFINITIONS

Term:	Definition:	Department(s)
Proforma	Includes achievable rent levels, market vacancies, and operating expenses; and specify the consequences of tax benefits used in calculating the project cash flow.	UD
Relocation	A process in which a federal, state, or local public agency provides relocation services (paying moving costs and related expenses) to individuals, families, and businesses displaced under threat of eminent domain by urban renewal projects or federally assisted programs; required by statute.	UD
Replacement Services	Specified project cash flow set aside into a reserve fund to finance future capital improvements to the property.	UD
Section 8 Voucher	A Department of Housing and Urban Development program that assists families selected for admission to search for, and receive, rental housing at a reduced cost to the family. The family pays a minimum 30 percent of their monthly adjusted income towards rent and utility cost, SHA pays the remaining rental cost directly to the landlord.	UD
Service Enriched Housing	Affordable housing that includes outside/third party social services to residents such as case management.	UD

APPENDIX E: DEPARTMENT TERMS AND DEFINITIONS

Term:	Definition:	Department(s)
Special Needs Housing	Housing unit(s) which is available to a specific population, such as elderly, disabled, homeless, or people recovering from drug or alcohol use.	UD
Subordination	Agreement in which a creditor agrees in a contract that claims of other creditors must be fully paid before that is any payment to the subordinated creditor.	UD
Subrecipient	An organization receiving CDBG funds and programs receiving HOME funds.	UD
Toolbox	Title for Urban Development Financial Incentives.	UD

APPENDIX F: SOCIAL MEDIA, WEB, AND MISCELLANEOUS INFO

SOCIAL MEDIA POLICY AND PROCEDURES

Refer to Administrative Policy and Procedures (APP) 3.10.
<http://atwork/PoliciesAndProcedures/Documents/Social%20Media.pdf>

WEBSITE COMMUNICATION STANDARDS

Refer to <http://atwork/Training/WebTrainingProgram/default.aspx>

WEB TRAINING PROGRAM

For links and useful information (as listed below) refer to
<http://atwork/Training/WebTrainingProgram/default.aspx>

- Creating ADA Accessible Word Documents
- Documents
- Links
- PDF ADA Word Documents
- Photo Release
- Pictures and Graphics
- RSS Feeds
- Tabbed Web Parts
- URLs
- Video
- Web Style Guide

APPENDIX G: CITY COUNCIL POWERPOINT PRESENTATION GUIDE

The following format and content guidelines for powerpoint presentations to the city council are intended to provide consistent appearance and ease-of-use for the viewing audience.

<p>Number of Slides</p>	<p>Keep the number of slides to a minimum; use slides to emphasize or illustrate the main points of your narrative. Script your narrative first, then, figure out how to visualize it and effectively use your slides.</p>
<p>Font Style</p>	<p>Use Sans Serif fonts, like Arial, Verdana, and Trebuchet MS. Avoid narrow fonts or those that include fancy edges, such as Times New Roman.</p>
<p>Font Size</p>	<p>Choose the right font size for the projection mode, understanding that a one-inch letter on your computer screen (not the full screen in Council Chambers) is readable from 10 feet, a two-inch letter from 20 feet, three-inch letter from 30 feet and so on.</p>
<p>Simple Text</p>	<p>Use bullets or short phrases and try to avoid text wrapping. Have the audiences' attention directed at you, not at reading the screen. Use the text to emphasize the main points of your narrative; avoid reading the slide text to the audience.</p>
<p>Use Images to Convey Your Message</p>	<p>Use images to add important information or to make an abstract point more concrete. However, don't overwhelm your audience with too many or too complicated images. If your line graph looks like a serving of multi-colored spaghetti, find a different image to convey your message. Ensure the labels in a chart or graph are easy to understand and read. Avoid clip art and clutter.</p>

APPENDIX G: CITY COUNCIL POWERPOINT PRESENTATION GUIDE

Photographs	Good quality photographs are also an effective tool to enhance your narrative. Use PNG or JPG images.
Slide Backgrounds and Text Colors	Choose a consistent and subtle background that won't detract from the message. Use high contrast background colors and text colors– light colored text on dark backgrounds and dark text on light backgrounds.
See For Yourself	Go to City Council Chambers and look at your presentation projected on the two screens. Is the text easy to read? Are images sufficient in size to be viewable?
Share It Early	If your presentation is prepared early, consider sending it as a pdf to the City Council. This may shorten the amount of presentation time needed and allow for more discussion and Q & A.

APPENDIX H: INTERPRETATION AND TRANSLATION

Thank you for your interest in learning about or accessing oral interpretation or written translation services for those you serve. Salem is home to persons who speak well over sixty languages including those who speak English not well or not at all. Providing information in the language needed is critical for welcoming and including all in our community.

The City's Language Access Administrative Policy and Procedure (APP 4.1), includes guidance on when to provide translation or interpretation.

The City does not have a specific contract or agreement that binds City-wide for face-to-face interpretation or translation. Specific departments or divisions may have systems in place for their needs, such as the court certified interpretation accessed by Municipal Court.

City staff who are bilingual may be called upon to assist, as their supervisor approves, as they are available, and as long as they are not asked to work in a way out of capacity e.g. they should be performing an interpretation function and not performing other duties for which they are not trained, as a part of the interaction. Oral, not written, skills are tested through Human Resources; the city has not verified written ability to translate documents of bilingual staff.

The following is an offering of individuals and organizations organized by language who may be able to assist. It is not a complete listing; suggestions welcome!

APPENDIX H: INTERPRETATION AND TRANSLATION

Language:	Important to consider:	Individuals or organizations:
American Sign Language	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Confirm the person communicates through ASL; not every person who is hearing impaired or deaf does. <input checked="" type="checkbox"/> Be aware of whether the interpreter would need any special knowledge of vocabulary or jargon, and provide word list in advance <input checked="" type="checkbox"/> Consider if you will be needing simultaneous translation e.g. if you are coordinating a news conference this will be needed. Being comfortable 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> National Interpreting Service, at 503-932-8460 (their web page URL has their older name of Anderson, but it is the right place) http://www.andersoninterpreting.org/ they ask that you call, to request. <input checked="" type="checkbox"/> Willamette Sign Language Interpreting Services, Inc. 503-508-5931; interpretation requests received by email at
	<p>being on TV, and, providing simultaneous translation, are specific skill sets that should be requested through the agencies.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Provide any meeting materials in advance <input checked="" type="checkbox"/> Be prepared to share the name of the person requesting the interpretation; this is a common question of agencies; it helps agencies to select a good match fit if they know for whom they are providing the service. <input checked="" type="checkbox"/> If you would like a certified interpreter, you can ask the agency for that credential. You can also check the Oregon Registry of Interpreters for the Deaf. You can check if an interpreter is certified by the registry through their database: https://myaccount.riid.org/Public/Search/Member.aspx <input checked="" type="checkbox"/> If you have scheduled an ASL interpreter to an open public meeting or event, you can let others in the deaf and hard of hearing communities know, through contacting Oregon Association of the Deaf – they like to know when meetings are already being interpreted so they can spread the word in case others would enjoy attending. We are welcome to post our announcement through this link https://oad1921.org/node/add/content-post A moderator will review, approve and release it to a Sunday e-blast that reaches over 2k subscribers. 	<p>wslisinc@gmailcom https://sites.google.com/site/wslisinonline/ / Email is their preferred method and one can also call. Chris is a point of contact</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> State of Oregon, Oregon Deaf and Hard of Hearing Program, 503-947-1189 https://www.oregon.gov/DHS/BUSINESS-SERVICES/ODHHS/Pages/ECS.aspx <input checked="" type="checkbox"/> Western Oregon University can send out to their contacts opportunities, either paid or sometimes volunteers might be appropriately sought. Point of contact would be Stacey Rainey, Deaf and Hard of Hearing Services Coordinator, Disability Services at Western. Email rainey@sou.edu
Aphgani, Dari, Persian and Urdo		Mr. Kamran Tahmaseb, 503-877-6412 or 503-991-4602
Chuuk	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> A large number of Salemites who speak Chuuk speak the main island Chuukese, and will not necessarily understand outer island Chuukese dialects. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Kapiolani Micky: 971-283-2982 <input checked="" type="checkbox"/> Mariano Marcus: 503-602-5566 <input checked="" type="checkbox"/> Maryam Herry: 503-269-4460
Marshallese		Lowell Alik: lowellalilik@gmail.com , 971-719-7975 Janellia Lejjena: janellia@apano.org , 971-470-4982
Spanish	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> A majority of Salemites will speak Spanish that originates from Mexico. Some Spanish such as Spanish from other countries will have a formal terminology or particular words that is not consistent with or not understood by those who are familiar with Spanish spoken by people who learned in Mexico. Whenever possible, utilizing Spanish from Mexico will reach the largest audience. <input checked="" type="checkbox"/> There can be grammatical nuances with translating English to Spanish. For example, it is important for the person to be knowledgeable in how to work from English to Spanish as it relates to verb conjugation and tenses, noun gender, and use of articles. Clarify if the interpreter or translator is knowledgeable in both English and Spanish grammar. Encourage them to talk about challenges with the translation or interpretation in case there are adjustments to be made. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Professional Interpreters, Inc. Does both interpretation and translation. 971-304-7330 clientrelations@professionalinterpretersor.com www.professionalinterpretersOR.com <input checked="" type="checkbox"/> Guerra/Guerra Interpretations 503-371-4259 or 503-851-9948
Russian	There are levels or types of the Russian language – a most commonly understood one is considered “R1.” Request an R1 interpreter or translator when possible.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Guerra/Guerra Interpretations 503-371-4259 or 503-851-9948
Ukrainian		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Guerra/Guerra Interpretations 503-371-4259 or 503-851-9948
Multiple languages		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Telelanguage

APPENDIX H: INTERPRETATION AND TRANSLATION

Chuuk	<ul style="list-style-type: none"> ☒ A large number of Salemites who speak Chuuk speak the main island Chuukese, and will not necessarily understand outer island Chuukese dialects. 	<ul style="list-style-type: none"> ☒ Kapiolani Micky: 971-283-2982 ☒ Mariano Marcus: 503-602-5566 ☒ Maryam Herry: 503-269-4460
Marshallese		Lowell Alik: lowellalik@gmail.com , 971-719-7975 Janellia Lejjena: janellia@apano.org , 971-470-4982
Spanish	<ul style="list-style-type: none"> ☒ A majority of Salemites will speak Spanish that originates from Mexico. Some Spanish such as Spanish from other countries will have a formal terminology or particular words that is not consistent with or not understood by those who are familiar with Spanish spoken by people who learned in Mexico. Whenever possible, utilizing Spanish from Mexico will reach the largest audience. ☒ There can be grammatical nuances with translating English to Spanish. For example, it is important for the person to be knowledgeable in how to work from English to Spanish as it relates to verb conjugation and tenses, noun gender, and use of articles. Clarify if the interpreter or translator is knowledgeable in both English and Spanish grammar. Encourage them to talk about challenges with the translation or interpretation in case there are adjustments to be made. 	<ul style="list-style-type: none"> ☒ Professional Interpreters, Inc. Does both interpretation and translation. 971-304-7330 clientrelations@professionalinterpretersor.com www.professionalinterpretersOR.com ☒ Guerra/Guerra Interpretations 503-371-4259 or 503-851-9948
Russian	There are levels or types of the Russian language – a most commonly understood one is considered “R1.” Request an R1 interpreter or translator when possible.	<ul style="list-style-type: none"> ☒ Guerra/Guerra Interpretations 503-371-4259 or 503-851-9948
Ukrainian		<ul style="list-style-type: none"> ☒ Guerra/Guerra Interpretations 503-371-4259 or 503-851-9948
Multiple languages		<ul style="list-style-type: none"> ☒ Telelanguage

APPENDIX I: FLIER AND BROCHURE DESIGN

FONTS

Typically, it's best to use no more than two different fonts on one flier/ brochure:

- A title font (usually more decorative and larger).
- A body font (clear and easy to read).

Subheaders, captions, and all other elements can be different versions of either of those fonts, using sizing, bold, and italics to help them draw attention.

Recommended font families that adhere to the City of Salem Communications Style Guide:

- Arial
- Book Antiqua
- Century Gothic
- Futura
- Georgia
- Source Sans Pro
- Tahoma
- Times New Roman
- Trebuchet MS
- Verdana

Avoid placing text at an angle.

FONT SIZING

- The standard font size is 12 points.
- The minimum font size is 10 points.
- Please make sure the line spacing (leading) is set to at least 2 point sizes higher than the font size.

IMAGES

- Images must be the correct resolution for your project: 300 dpi for print, or 72 dpi for electronic distribution.
- Make sure the City owns the license or has written permission to use the image.
- Documents tend to look more professional when images and background colors “bleed” off the side of the page (meaning the color and/or image goes all the way to the edge). If you plan to have Document Services print your flier, it is highly recommended to set your document up with bleeds. If you will be printing them yourself, make sure to leave a 1/8” to 1/4” of white space around the edge of your design, so that nothing will be cut off when you print.
- Adhere to the Clipart guidelines in the City Style Guide, and limit the use of starbursts.

GLOSSARY

Arabic Numbers

Arabic numbers are the characters 0, 1, 2, 3, 4, 5, 6, 7, 8, and 9.

Brand

A trademark owned by an organization that creates a distinctive set of expectations in the minds of customers.

Brand Identity

The visual representation of a brand in all communications.

Clear Space

To ensure its integrity and visibility, the City logo should be kept clear of competing text images and other marks. It must be surrounded on all sides by an adequate clear space—a space equal in size to the capital S in the logotype.

CMYK

An acronym used in offset printing that stands for cyan, magenta, yellow, and black.

Color Palette

The set of approved colors to be used across all communications. This applies to color fields, graphic elements, and type, but not to color photographic imagery.

Copyright

The exclusive legal right, given to an originator or an assignee to print, publish, perform, film, or record literary, artistic, or musical material, and to authorize others to do the same.

Four-color Process

A printing term referring to the method of reproducing full-color artwork by separating the image into four colors: cyan, magenta, yellow, and black.

HTML

The commonly used acronym for “hypertext markup language,” which is used to create websites.

Imagery

Photos, illustrations, or other graphic elements used to provide visual information and to evoke an emotional response.

Leading

The result of arranging text, imagery, and/or graphic elements on a page.

Logo

A distinctive, proprietary symbol used to identify a company or brand and express its unique attributes.

Pantone®

A color-matching system that provides more than 700 color swatches to designers providing formulas needed to accurately reproduce color.

PDF

Portable Document Format (PDF); a cross-platform document format that allows documents to be displayed exactly how they looked when created in the original software.

RGB

A color model used in electronic media that stands for red, green, and blue where the ratios of each color provide a color definition.

Sans Serif

A letter or typeface with no serifs.

Sentence Case

Sentence case is when only the first word of a sentence and any proper nouns are capitalized.

Serif

Any of the short lines stemming from, and at an angle to, the upper and lower ends of the strokes of a letter.

Template

An electronically formatted file used to structure information and key graphic elements in a consistent manner for a particular type of communication.

Tone

The overall understanding or perception of the communication conveyed to the audience.

Trademark

Indicates an organization or individual legally owns a name. It restricts the use or sale of the name to that organization/individual. The [™] symbol

is used to identify a trademarked name, while the ® indicates a federally registered trademark. The copyright symbol, ©, means the creator owns the word, phrase, or image.

Typography

The use of type in creating communications including its selection, specification, and usage in a particular format.

FORMS

- Copyright Release Form
- Photo/Likeness Release Form
- Sample Front and Back of Business Card
- Sample Letterhead
- Sample Envelope
- Sample Letterhead Template
- Sample Memo Templates
- Sample Staff Report Template
- Sample Press Release Template



Printing & Reprographics Division
1455 22nd Street SE Building #14
Salem, OR 97302-1212
503-588-6034 Fax:503-588-6059

COPYRIGHT PERMISSION FORM

DATE: _____

BUSINESS NAME: _____

ADDRESS: _____ CITY: _____ STATE: _____ ZIP: _____

ATTENTION: _____

The City of Salem would like permission to use the material(s) described below:

The City of Salem's representative is: _____.

The City's representative proposes the use of this material in the following manner:

- | | | |
|-------------------------------|--------------------------|--|
| I would like permission to: | <input type="checkbox"/> | copy. |
| | <input type="checkbox"/> | edit material and use Electronic Files (Photo(s), Logo(s)). |
| For the purpose of: | <input type="checkbox"/> | reproducing in a City of Salem business related publication. |
| | <input type="checkbox"/> | Printing the document from CD. |
| | <input type="checkbox"/> | using in a web designed product. |
| Usage, period of time: | <input type="checkbox"/> | Regular basis. |
| | <input type="checkbox"/> | One-time. Specified use _____. |
| Material will be utilized by: | <input type="checkbox"/> | One City of Salem Department _____. |
| | <input type="checkbox"/> | a number of City of Salem Departments. |

Permission Granted: Signature is required by person(s) with authority for said company.

Company Name: _____ Signature: _____

Date Signed: _____ Print Name: _____

Please note Conditional Uses: _____

Printing & Reprographics Division copying guidelines are established based on current laws involving copyrighted works, trademarks, and restricted works.

The copyright owner has the exclusive rights to reproduce or permit the use of copyrighted works. It is required by law to obtain written permission from the copyright owner in order to reproduce any copyrighted works, trademarks/service marks. The copyright holder shall be contacted before materials can be used.

Restricted materials are items that are negotiable, such as paper currency, travelers checks or items used for identification purposes. These items can only be photocopied in black and white, single sided and must be reduced to 75% or enlarged to 150% of its original size.

Please Fax Copyright Permission Forms to: 503-588-6059
Attention: Brian Penrose, City of Salem, Printing & Reprographics Coordinator.

Photo/Likeness Release Form

I, _____, hereby authorize the **City of Salem, Oregon**, and those acting within the City’s authority (the CITY) to use my photographed image, and consent to the use of my name and/or likeness, on the City of Salem’s website (www.cityofsalem.net) or other similar public service or informational materials.

I understand and agree that these materials may be used without my inspection or approval of the finished product and that such materials, including all negatives and prints shall become and remain the sole property of the City of Salem and I shall have no right or title to such items.

I understand and agree that I will not be compensated in any manner by the CITY with respect to my photographic image, and name and/or likeness.

I further understand and agree that these materials may be kept on file and/or used by the CITY for potential future uses. I warrant that the use of these materials by the CITY will not infringe on any other personal or property rights, including but not limited to, copyright requirements.

I hereby release the CITY from any and all claims against it arising in connection with the photography, use, publication or dissemination of my image, and name and/or likeness. This Release is binding on my heirs, executors, administrators, assigns, and personal representatives.

Signature

Date

Print Name

Print Address



 <p>NAME SURNAME Position Title</p> <p>CITY OF SALEM, OREGON PUBLIC WORKS DEPARTMENT 555 Liberty Street SE / Room 325 Salem OR 97301-3513</p> <p>503-588-6211 Fax: 503-588-6025 nsurname@cityofsalem.net</p> <p>www.cityofsalem.net</p>	<p>Salem Public Works "At Your Service"</p> <p>Park Reservations503-588-6261 Water/Sewer Billing503-588-6099 24-hour Dispatch Communications Center503-588-6333 TTY 503-588-6392</p> <p>Public Works Website: www.cityofsalem.net/departments/publicworks/</p>
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 <p>NAME SURNAME Position Title</p> <p>CITY OF SALEM, OREGON PUBLIC WORKS DEPARTMENT 555 Liberty Street SE / Room 325 Salem OR 97301-3513</p> <p>503-588-6211 Fax: 503-588-6025 nsurname@cityofsalem.net</p> <p>www.cityofsalem.net</p>	<p>Salem Public Works "At Your Service"</p> <p>Park Reservations503-588-6261 Water/Sewer Billing503-588-6099 24-hour Dispatch Communications Center503-588-6333 TTY 503-588-6392</p> <p>Public Works Website: www.cityofsalem.net/departments/publicworks/</p>
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November 8, 2013

[Addressee Placeholder]
[Address Placeholder]
[City State Zip Placeholder]

SUBJECT: **[Subject Placeholder]**
[Project Number Placeholder]

Dear [Salutation Placeholder]:

[Body Placeholder]

Sincerely,

[Author's Name Placeholder]
[Author's Title Placeholder]

Enclosures:

- 1. [Enclosure(s) Placeholder]
- cc: [cc Placeholder]
File: [File Information Placeholder]



PUBLIC WORKS DEPARTMENT
 Customer Services Division
 P.O. Box 555
 Salem, OR 97308-0555





MEMO

TO: [To Name/Title Placeholder]
[To Department Placeholder]

THROUGH: [Through Name/Title Placeholder]
[Through Department Placeholder]

FROM: [From Name/Title Placeholder]
Public Works Department

DATE: [Date Placeholder]

SUBJECT: [Subject Placeholder]

[Body Placeholder]

Attachments:

1. [Attachment Placeholder]

cc: [cc Placeholder]
File: [File Information Placeholder]



MEMO

TO: [To Name/Title Placeholder]
[To Department Placeholder]

THROUGH: [Through Name/Title Placeholder]
[Through Department Placeholder]

THROUGH: [Through Name/Title Placeholder]
[Through Department Placeholder]

FROM: [From Name/Title Placeholder]
Public Works Department

DATE: [Date Placeholder]

SUBJECT: [Subject Placeholder]

[Body Placeholder]

Attachments:

1. [Attachment Placeholder]
cc: [cc Placeholder]
File: [File Information Placeholder]



MEMO

TO: [To Name/Title Placeholder]
[To Department Placeholder]

THROUGH: [Through Name/Title Placeholder]
[Through Department Placeholder]

THROUGH: [Through Name/Title Placeholder]
[Through Department Placeholder]

THROUGH: [Through Name/Title Placeholder]
[Through Department Placeholder]

FROM: [From Name/Title Placeholder]
Public Works Department

DATE: [Date Placeholder]

SUBJECT: [Subject Placeholder]

[Body Placeholder]

Attachments:

1. [Attachment Placeholder]
cc: [cc Placeholder]
File: [File Information Placeholder]



MEMO

TO: [To Name/Title Placeholder]
[To Department Placeholder]

FROM: [From Name/Title Placeholder]
Public Works Department

DATE: [Date Placeholder]

SUBJECT: [Subject Placeholder]

[Body Placeholder]

Attachments:

1. [Attachment Placeholder]

cc: [cc Placeholder]
File: [File Information Placeholder]

FOR CITY COUNCIL MEETING OF: [INSERT COUNCIL MEETING DATE]
AGENDA ITEM NO.: _____
PUBLIC WORKS FILE NO.: [INSERT PW FILE NO.]

TO: MAYOR AND CITY COUNCIL
THROUGH: LINDA NORRIS, CITY MANAGER
FROM: PETER FERNANDEZ, P.E., PUBLIC WORKS DIRECTOR
SUBJECT: [INSERT SUBJECT—ALL CAPS]

ISSUE:

[INSERT ISSUE PARAGRAPH]

RECOMMENDATION:

Staff recommends [INSERT RECOMMENDATION PARAGRAPH]

POLICY DECISION: [IF NO POLICY DECISION EXISTS, DELETE THIS SECTION.]

[INSERT POLICY DECISION]

SUMMARY AND BACKGROUND:

[INSERT BACKGROUND PARAGRAPH(S)]

FACTS AND FINDINGS:

[INSERT FACTS AND FINDINGS PARAGRAPH(S)]

[INSERT SIGNER'S NAME]
[INSERT SIGNER'S TITLE]

Attachments:

- 1.
Ward [INSERT WARD NO.]
[INSERT CURRENT DATE]



FOR IMMEDIATE RELEASE

DOW., MMM. XX, YYYY

MEDIA CONTACT:

503-763-3459 | media@cityofsalem.net

Title

Salem, Ore. — Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nulla feugiat eros non neque mollis ultricies. In ut ligula vitae leo vehicula tempus non vel nulla. Fusce aliquet non tortor in commodo. Ut et pellentesque ex, ut mattis lectus. Vivamus felis neque, porta ac risus non, cursus pretium est. Praesent luctus nulla quis nibh gravida luctus. Curabitur tellus mi, laoreet nec sodales ut, pretium eu metus. Etiam feugiat tincidunt enim, et convallis ipsum euismod non. Donec rhoncus ultricies erat in rutrum. In hac habitasse platea dictumst. Aenean volutpat tristique odio quis ultricies. Morbi quis luctus velit, nec maximus nibh.

Donec velit erat, congue sit amet vehicula ut, sodales sed neque. Etiam nibh velit, rhoncus vel posuere nec, porttitor sed velit. Donec ultrices dui congue est gravida lacinia. Morbi venenatis eleifend iaculis. Sed ac venenatis libero. Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Nam pulvinar sit amet purus rhoncus sagittis. Vestibulum sit amet commodo lorem, quis sagittis elit.

Curabitur eget scelerisque urna. Donec viverra libero at lacus laoreet, sit amet scelerisque sem blandit. Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Ut vestibulum nisi eget dolor pharetra sagittis. Duis sagittis diam vel auctor placerat. Orci varius natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Nam sit amet metus vel elit porttitor accumsan semper quis leo.

#

VERSION CONTROL

Change Number	Page	Date	Version	Change
1	Title	06/09/2014	1.01	Add Version 1.01
2	IV	06/09/2014	1.01	Add Version Control to Table of Contents
3	41	06/09/2014	1.01	Change Staff Report Header from "Background" to "Summary and Background"
4	162	06/09/2014	1.01	Replace template to reflect change #3
5	165	06/09/2014	1.01	Add Version Control Log
6	32	06/09/2014	1.01	Change indent on Enclosures and cc
7	33	06/09/2014	1.01	Change indent on Enclosures and cc
8	Title	06/26/2014	1.02	Update to Version 1.02
9	34	06/26/2014	1.02	Replace sample letter
10	37	06/26/2014	1.02	Replace sample memo
11	42	06/26/2014	1.02	Add sample watermark
12	45	06/26/2014	1.02	Replace sample press release
13	143	06/26/2014	1.02	Change "Performa" to "Proforma"
14	152-161	06/27/2014	1.02	Add page numbers
15	153-155	06/27/2014	1.02	Replace template
16	157-163	06/27/2014	1.02	Replace template
17	94	08/27/2014	1.02	Change "dujour" to "du jour"
18	147-148	2/19/2015	1.03	Added Apendix G
19	40	2/19/2015	1.03	Added item "D. Author Signature Block"
20	15	2/19/2015	1.03	Updated wording of "Public Meeting-Accessible Location"
21	16	2/19/2015	1.03	Update Nondiscrimination and Accommodation Verbiage
22	41-42	2/19/2015	1.03	Updated staff report example

VERSION CONTROL

Change Number	Page	Date	Version	Change
23	Throughout	5/29/2019	2.0	Updated look and feel
24	Throughout	5/29/2019	2.0	minor grammar corrections, and wording updates for clarity
24	Throughout	5/29/2019	2.0	Added references to the Communications Resources Page
25	3	5/29/2019	2.0	Added Calibri, Futura, and Source Sans Pro to the recommended font list
26	4	5/29/2019	2.0	Added three versions of approved City logos.
27	5	5/29/2019	2.0	Added guidances that clarifies information about image sizes and the difference between good and bad illustrations (clip art)
28	6	5/29/2019	2.0	Updated photo/likeness release information
29	9	5/29/2019	2.0	Added information encouraging staff to use the word resident instead of citizen, except in specific circumstances
30	11	5/29/2019	2.0	Updated section on email signatures and provided link to building approved signature
31	48	5/29/2019	2.0	Updated the preferred way to express time to include zeros
31	138	5/29/2019	2.0	Added information about available translation and interpretation resources
31	156	5/29/2019	2.0	Updated press release template.