

Federal Highway Administration Office of Operations

Guide to Producing Successful Communications Products

Supplement to the Federal Highway Administration
Turner-Fairbank Highway Research Center R&D
Communication Reference Guide



October 2018



U.S. Department
of Transportation

**Federal Highway
Administration**

FOREWORD

The Federal Highway Administration (FHWA) Office of Operations (HOP) is pleased to present the inaugural *Guide to Producing Successful Communications Products*. This guide serves as a supplement to the FHWA *Turner-Fairbank Highway Research Center R&D Communication Reference Guide* and as a road map for our project managers and contractors tasked with preparing high-quality FHWA HOP products. In addition to outlining printing and Web posting standards for our products, the guide also provides an overview of the Office of Operations, the Office of the Chief Counsel, and the Office of Public Affairs review processes. We invite your comments so that we may consider them in future editions of the guide.

Martin C. Knopp

Associate Administrator for Operations

Notice

This document is disseminated under the sponsorship of the U.S. Department of Transportation in the interest of information exchange. The U.S. Government assumes no liability for the use of the information contained in this document.

The U.S. Government does not endorse products or manufacturers. Trademarks or manufacturers' names appear in this report only because they are considered essential to the objective of the document.

Quality Assurance Statement

The Federal Highway Administration (FHWA) provides high-quality information to serve government, industry, and the public in a manner that promotes public understanding. Standards and policies are used to ensure and maximize the quality, objectivity, utility, and integrity of its information. The FHWA periodically reviews quality issues and adjusts its programs and processes to ensure continuous quality improvement.

Cover Photos Source: Federal Highway Administration's Office of Operations

Technical Report Documentation Page

1. Report No. FHWA-HOP-19-001	2. Government Accession No.	3. Recipient's Catalog No.	
4. Title and Subtitle Federal Highway Administration Office of Operations Guide to Producing Successful Communications Products Supplement to the Federal Highway Administration Turner-Fairbank Highway Research Center R&D Communication Reference Guide		5. Report Date October 2018	
		6. Performing Organization Code	
7. Author(s) Office of Operations Federal Highway Administration		8. Performing Organization Report No.	
9. Performing Organization Name and Address Office of Operations Federal Highway Administration 1200 New Jersey Avenue, SE Washington, DC 20590		10. Work Unit No. (TRAIS)	
		11. Contract or Grant No.	
12. Sponsoring Agency Name and Address Office of Operations Federal Highway Administration 1200 New Jersey Avenue, SE Washington, DC 20590		13. Type of Report and Period Covered Guidelines December 2015 — August 2018	
		14. Sponsoring Agency Code HOP-1	
15. Supplementary Notes			
16. Abstract The document is a supplement to the Federal Highway Administration <i>Turner-Fairbank Highway Research Center R&D Communication Reference Guide</i> . This guide provides an overview of the Office of Operations and other Federal Highway Administration product review, approval, printing, and Web posting processes.			
17. Key Word Guidelines, Publication, Products		18. Distribution Statement No restrictions.	
19. Security Classif. (of this report) Unclassified	20. Security Classif. (of this page) Unclassified	21. No. of Pages 92	22. Price N/A

SI* (MODERN METRIC) CONVERSION FACTORS

APPROXIMATE CONVERSIONS TO SI UNITS

Symbol	When You Know	Multiply By	To Find	Symbol
LENGTH				
in	inches	25.4	millimeters	mm
ft	feet	0.305	meters	m
yd	yards	0.914	meters	m
mi	miles	1.61	kilometers	km
AREA				
in ²	square inches	645.2	square millimeters	mm ²
ft ²	square feet	0.093	square meters	m ²
yd ²	square yard	0.836	square meters	m ²
ac	acres	0.405	hectares	ha
mi ²	square miles	2.59	square kilometers	km ²
VOLUME				
fl oz	fluid ounces	29.57	milliliters	mL
gal	gallons	3.785	liters	L
ft ³	cubic feet	0.028	cubic meters	m ³
yd ³	cubic yards	0.765	cubic meters	m ³
NOTE: volumes greater than 1000 L shall be shown in m ³				
MASS				
oz	ounces	28.35	grams	g
lb	pounds	0.454	kilograms	kg
T	short tons (2000 lb)	0.907	megagrams (or "metric ton")	Mg (or "t")
TEMPERATURE (exact degrees)				
°F	Fahrenheit	5 (F-32)/9 or (F-32)/1.8	Celsius	°C
ILLUMINATION				
fc	foot-candles	10.76	lux	lx
fl	foot-Lamberts	3.426	candela/m ²	cd/m ²
FORCE and PRESSURE or STRESS				
lbf	poundforce	4.45	newtons	N
lbf/in ²	poundforce per square inch	6.89	kilopascals	kPa

APPROXIMATE CONVERSIONS FROM SI UNITS

Symbol	When You Know	Multiply By	To Find	Symbol
LENGTH				
mm	millimeters	0.039	inches	in
m	meters	3.28	feet	ft
m	meters	1.09	yards	yd
km	kilometers	0.621	miles	mi
AREA				
mm ²	square millimeters	0.0016	square inches	in ²
m ²	square meters	10.764	square feet	ft ²
m ²	square meters	1.195	square yards	yd ²
ha	hectares	2.47	acres	ac
km ²	square kilometers	0.386	square miles	mi ²
VOLUME				
mL	milliliters	0.034	fluid ounces	fl oz
L	liters	0.264	gallons	gal
m ³	cubic meters	35.314	cubic feet	ft ³
m ³	cubic meters	1.307	cubic yards	yd ³
MASS				
g	grams	0.035	ounces	oz
kg	kilograms	2.202	pounds	lb
Mg (or "t")	megagrams (or "metric ton")	1.103	short tons (2000 lb)	T
TEMPERATURE (exact degrees)				
°C	Celsius	1.8C+32	Fahrenheit	°F
ILLUMINATION				
lx	lux	0.0929	foot-candles	fc
cd/m ²	candela/m ²	0.2919	foot-Lamberts	fl
FORCE and PRESSURE or STRESS				
N	newtons	0.225	poundforce	lbf
kPa	kilopascals	0.145	poundforce per square inch	lbf/in ²

*SI is the symbol for the International System of Units. Appropriate rounding should be made to comply with Section 4 of ASTM E380.
(Revised March 2003)

TABLE OF CONTENTS

CHAPTER 1. PRODUCT GUIDE OVERVIEW	1
OFFICE OF OPERATIONS PRODUCT REVIEW KEY STAFF	3
CHAPTER 2. FORM FHWA-1113 AS RELATED TO ACQUISITIONS PROCESS	5
CHAPTER 3. STYLE GUIDELINES FOR ALL PRODUCTS	9
PLAIN LANGUAGE	9
Tips for Writing in Plain Language	9
OFFICE OF OPERATIONS STYLE GUIDELINES	10
Type Arrangement and Typefaces	11
Volume Format	12
Pagination	12
Lists	13
Footnotes	14
Product File Naming Convention	14
CHAPTER 4. TECHNICAL REPORT PRODUCT ORDER OF ELEMENTS	15
FRONT COVER ELEMENTS	16
Foreword	17
Disclaimer Notice, Quality Assurance Statement, and Cover Photograph/Graphic Source	17
FRONT MATTER ELEMENTS	19
Technical Report Documentation Page	19
Metric Conversion Chart	21
Table of Contents	21
List of Figures	21
List of Tables	25
Lists of Acronyms	25
BODY OF REPORT ELEMENTS	26
Executive Summary	26
Introduction	26
Main Text Separated into Chapters	26
Conclusions	27

Recommendations	27
BACK MATTER ELEMENTS.....	28
Period Usage	28
Appendices.....	28
Glossary.....	28
Acknowledgments	28
Reference and Bibliography	28
Index	29
Inside Back Cover 3 (blank page)	29
Back Cover (publication number and printing information)	29
CHAPTER 5. OTHER PRODUCTS ORDER OF ELEMENTS.....	33
CHAPTER 6. OBTAINING A PUBLICATION NUMBER	35
CHAPTER 7. MARKETING AND OUTREACH COORDINATOR AND INFORMATION SPECIALIST REVIEWS	37
CHAPTER 8. OFFICE OF THE CHIEF COUNSEL REVIEW	39
CHAPTER 9. OFFICE OF PUBLIC AFFAIRS REVIEW	41
PUBLIC AFFAIRS APPROVAL PROTOCOLS.....	41
Products Requiring Office of Public Affairs Approval	41
Products That May Not Require Office of Public Affairs Approval.....	44
Presentations Approval Criteria.....	45
OFFICE OF PUBLIC AFFAIRS REVIEW	46
Office of Public Affairs Review Process.....	46
Form FHWA-1528.....	46
Obtaining Office of Public Affairs Authorization for Form FHWA-1528.....	48
CHAPTER 10. GOVERNMENT PUBLISHING OFFICE REVIEW	49
U.S. GOVERNMENT PUBLISHING OFFICE PACKAGE PROCESS.....	49
Sources of Copyrighted Materials	50
U.S. GOVERNMENT PUBLISHING OFFICE PACKAGE REVIEW.....	50
CHAPTER 11. SECTION 508-HTML COMPLIANT WEB PACKAGE REVIEW	51
APPENDIX A. FORM FHWA-1113 “CLEARANCE REQUEST FOR PUBLIC MATERIALS— VIDEO, PRINT, WEB, SOCIAL MEDIA, OR MULTIMEDIA” SAMPLE.....	55

APPENDIX B. PROJECT MANAGER PRODUCT REVIEW CHECKLIST	57
APPENDIX C. FORM DOT F 1700.7 “TECHNICAL REPORT DOCUMENTATION PAGE” SAMPLE.....	61
APPENDIX D. DISCLAIMER NOTICES SAMPLES.....	63
APPENDIX E. OFFICE OF OPERATIONS PUBLICATION NUMBER SAMPLE FORM AND PUBLICATION CATEGORIES	65
OFFICE OF OPERATIONS PUBLICATION NUMBER SAMPLE FORM.....	65
PUBLICATION CATEGORIES.....	66
APPENDIX F ACKNOWLEDGMENTS PAGE SAMPLE	69
APPENDIX G. FORM FHWA-1528 “AUTHORIZATION TO PROCEED TO PRINTING/REPRINTING/WEB POSTING/MULTIMEDIA/VIDEO PRODUCTION” SAMPLE	71
APPENDIX H. AVERAGE TIMEFRAMES FOR THE OFFICE OF OPERATIONS, OFFICE OF THE CHIEF COUNSEL, AND OFFICE OF PUBLIC AFFAIRS PRODUCT REVIEWS	73

LIST OF FIGURES

Figure 1. Flow Chart. Obtaining Office of Public Affairs authorization for Form FHWA-1113 Clearance Request for Printing/Reprinting/Web Posting/Multimedia/Video Production.	6
Figure 2. Photo. Sample of technical publication front cover.	16
Figure 3. Figure. Sample of technical publication inside front cover.	18
Figure 4. Figure. Sample of a Technical Report Documentation Page.	20
Figure 5. Unacceptable Graphic. Sample of table depicted as part of the figure graphic.	22
Figure 6. Photo. Sample of correct separate graphic.	22
Figure 7. Multiple elements. Incorrect depiction of one table and three figures under one figure number and caption.	23
Figure 8. Photo. Correct format 1.	23
Figure 9. Photo. Correct format 2.	23
Figure 10. Graph. Sample of correct graph.	23
Figure 11. Equation. Sample of equation displayed as a graphic.	25
Figure 12. Figure. Sample of Back Cover 4.	31
Figure 13. Flow Chart. Form FHWA-1528 review process.	47
Figure 14. Screenshot. Sample of an Office of Operations report Web index.htm page.	52
Figure 15. Form. Form FHWA-1113 “Clearance Request for Public Materials—Video, Print, Web, Social Media, or Multimedia” Sample.	55
Figure 16. Form. Form DOT F 1700.7 “Technical Report Documentation Page” Sample.	61
Figure 17. Form. Publication Number Placeholder Request Form Sample.	65
Figure 18. Form. Form FHWA-1528 “Authorization to Proceed to Printing/Reprinting/Web Posting/Multimedia/Video Production” Sample.	71

LIST OF TABLES

Table 1. "Before and After" examples.	10
Table 2. Sample of correct separate table.	22
Table 3. Correct way to depict table from Figure 7.	24
Table 4. Office of Public Affairs list of items requiring Office of Public Affairs approval.	42
Table 5. Office of Public Affairs list of items that may not require Office of Public Affairs approval.	44
Table 6. Federal Highway Administration Office of Public Affairs approval criteria for presentations.	45
Table 7. Project Manager Product Review Checklist.	57
Table 8. Office of Operations (HOP) publication categories for use with the Publication Number Request form. (HOP adds other categories as needed.)	66
Table 9. Average Timeframe for Office of Operations Product Reviews.	73

LIST OF ACRONYMS

Acronym	Definition
EO	Executive Order
FHWA	Federal Highway Administration
GPO	U.S. Government Publishing Office
HAD	Federal Highway Administration Office of Administration
HCC	Federal Highway Administration Office of the Chief Counsel
HOP	Federal Highway Administration Office of Operations
HPA	Federal Highway Administration Office of Public Affairs
HTML	Hyper Text Markup Language
PDF	Portable Document Format
PII	Personally Identifiable Information
PM	Federal Highway Administration Office of Operations Project Manager
PWS	Performance Work Statement
SOW	Statement of Work
USDOT	U.S. Department of Transportation
WWW	World Wide Web

CHAPTER 1. PRODUCT GUIDE OVERVIEW

The [*Federal Highway Administration Office of Operations — Guide to Producing Successful Communications Products \(Product Guide\)*](#) is a supplement to the Federal Highway Administration (FHWA) [*Turner-Fairbank Highway Research Center R&D Communication Reference Guide \(CRG\)*](#). The Office of Operations (HOP) invites HOP staff and contractors to use the guide to enhance the quality of the product, improve their knowledge of agency review processes, and develop more reliable product completion timelines. This guide outlines publishing, printing, and Web posting standards for HOP products. Guide users should not confuse these standards with other Federal government and agency guidelines, such as the *Federal Highway Administration Correspondence Manual*. The Office of Operations prefers that the HOP publications follow the style guidelines in the following order: HOP *Product Guide*, [*CRG*](#) and the most recent version of the [*U.S. Government Publishing Office Style Manual*](#) (2016 Edition). (The [*FHWA Publication Style Guide*](#) is a useful reference for specifications on the FHWA and U.S. Department of Transportation (USDOT) branding elements, including the USDOT triskelion.)

This *Product Guide* contains 11 chapters that offer a step-by-step guide through the product review processes and details specifics on Federal government, agency, and HOP product standards and guidelines, with an overview of the Offices of Operations, the Chief Counsel (HCC), and Public Affairs (HPA) review processes. The sequence of the chapters reflects the stages of the review processes that the HOP Project Manager (PM) should follow from product conception through final approval.

The following section describes each of the chapters:

- **Chapter 1. Product Guide Overview.**
- **Chapter 2. Form FHWA-1113 as Related to Acquisitions Process.** The HOP acquisition process includes garnering HPA approval of form FHWA-1113.
- **Chapter 3. Style Guidelines for All Products.** This chapter offers an overview of agency and HOP style and formatting guidelines for all products.
- **Chapter 4. Technical Report Product Order of Elements.** Agency guidelines direct that technical reports have mandatory and discretionary elements that follow a certain sequence.
- **Chapter 5. Other Products Order of Elements.** Non-technical report products often need to follow a certain sequence as well.
- **Chapter 6. Obtaining a Publication Number.** Nearly all HOP products for external customers require a HOP-issued publication number supplied by the Information Specialist when the product is near final draft stage.

- **Chapter 7. Marketing and Outreach Coordinator and Information Specialist Reviews.** After reviewing and approving a final draft of a HOP product, HOP Project Managers should forward the material to HOP’s Marketing and Outreach Coordinator (Coordinator) and to the Information Specialist (Specialist) for their review. The Coordinator reviews the product for editorial, public affairs, and risk-based content and the Specialist assesses adherence to formatting guidelines.
- **Chapter 8. Office of the Chief Counsel Review.** After the Coordinator and the Specialist approve a HOP product, the Coordinator forwards it on to HCC to ensure that the product meets Good Guidance principles.
- **Chapter 9. Office of Public Affairs Review.** Once the HCC applies its seal of approval, the Coordinator sends the HOP product to HPA. This submittal represents a HOP endorsement that the product is ready as-is for public release.
- **Chapter 10. Government Publishing Office Review.** FHWA releases products via variety of communications vehicles. In the current digital world, not all HOP products are printed, but this chapter guides you through the Government Publishing Office (GPO) process if the agency distributes the document to the public in printed form.
- **Chapter 11. Section 508-HTML Compliant Web Package Review.** Until HPA approves a product, a contractor should not move forward with converting material to 508-HTML compliant material.
- **Appendix A. Form FHWA-1113 “Clearance Request for Public Materials—Video, Print, Web, Social Media, or Multimedia” Sample.** This is the “light bulb” form for use when a project is in its conceptual phase. When the Coordinator and HPA staff sign off on the form, HOP staff can upload the approval form into PRISM acquisition software.
- **Appendix B. Project Manager Product Review Checklist.** This “cheat sheet” is not a comprehensive listing of the required elements addressed in Chapters 4–6. Instead, it lists the most common mistakes currently made in creating products.
- **Appendix C. Form DOT F 1700.7 “Technical Report Documentation Page” Sample.** The Federal government supplies all product abstracts to the National Institute of Standards and Technology, which provides valuable product background information.
- **Appendix D. Disclaimer Notices Samples.** Disclaimers provide critical context to readers about product content.
- **Appendix E. Office of Operations Publications Number Sample Form and Publication Categories.** The FHWA HOP Project Manager (PM) should request a publication number from the Information Specialist when the product is nearing a final draft.
- **Appendix F. Acknowledgments Page Sample.** This appendix outlines the proper standards for writing an Acknowledgments Page.

- **Appendix G. Form FHWA-1528 “Authorization to Proceed to Printing/Reprinting/Web Posting/Multimedia/Video Production” Sample.** This form accompanies all final products submitted to the HPA. The form requires the digital signatures of both the HOP PM and the Office Director (or the director’s designee.)
- **Appendix H. Average Timeframes for the Office of Operations, Office of Chief Counsel, and Office of Public Affairs Product Reviews.** To help the HOP PM develop a realistic deliverables schedule, this appendix gives an idea of average anticipated timeframes for HOP/HCC/HPA review turnarounds and the printing and/or Web posting processes.

OFFICE OF OPERATIONS PRODUCT REVIEW KEY STAFF

Two members of the HOP Resource Team have primary oversight over these processes:

1. Information Specialist responsibilities include:
 - Providing a Publication Number.
 - Assessing product formatting adherence to HOP and FHWA product guidelines.
 - Submitting a GPO package to the FHWA Office of Information and Management Services Publishing and Visual Communications Team.
 - Reviewing the 508-HTML compliant Web package and posting the product to the Web.
 - Serving as the HOP Liaison with the Office of Public Affairs, as a backup for the Marketing and Outreach Coordinator.
2. Marketing and Outreach Coordinator responsibilities include:
 - Acting as the HOP Liaison with the Office of Public Affairs.
 - Processing the “Clearance Request for Public Materials—Video, Print, Web, Social, Media, or Multimedia” Form FHWA-1113 and submitting the form to the Office of Public Affairs.
 - Submitting the completed “Authorization to Proceed to Printing/Reprinting/Web Posting/Multimedia/Video Production” Form FHWA-1528 to the Office of Public Affairs for final review.
 - Reviewing and assessing the editorial, public affairs, and risk-based content for HOP products (e.g., reports, presentations, and marketing materials) and forwarding each of them to HCC and to HPA for their sequential reviews.

CHAPTER 2. FORM FHWA-1113 AS RELATED TO ACQUISITIONS PROCESS

The Federal Highway Administration (FHWA) Office of Public Affairs (HPA) requires approval of all agency products that meet either of the following criteria:

- Has a USDOT/FHWA Mark and Signature (logo), endorsement, or funding.
- Content provided to external audiences via online, printed copy, or presentation. (Table 4 on Page 42 in Chapter 9 contains more details.)

Most FHWA Office of Operations (HOP) procurements involve deliverables that meet these HPA approval requirement criteria. The HOP acquisitions process has many elements, one of which is HPA's approval of form FHWA-1113,

<http://staffnet.fhwa.dot.gov/informs/adobeforms/fhwa1113.pdf>.¹

Form FHWA-1113 is used in the “light bulb” conceptual stage of an external HOP communications product. Before a HOP Project Manager (PM) formalizes any steps toward introducing a procurement item into the PRISM acquisitions software program, HPA needs to sign digitally the form FHWA-1113. (Note that presentations and training content do not require a form FHWA-1113.)

The HOP PM filling out the form should provide a description of the proposed specific communications product(s) and deliverables. The form should also outline the advantage of the material to not only technical stakeholders but, if possible, the taxpaying public as well. HPA will not approve a generalized overview that does not delineate identifiable deliverables. A link to the form FHWA-1113 instructions can be found at:

<http://our.dot.gov/office/fhwa.dss/operations/HOP/Shared%20Documents/OPS%20III%20and%20Fr eight%20Forms%20and%20Templates/FHWA%201113%20Form.pdf>.²

The HOP PM should not include their digital signature in field #11, but instead should leave it blank and email the filled-out form FHWA-1113. The Coordinator then assesses the form FHWA-1113, seeks clarification from the HOP PM if necessary, applies his/her digital signature, and forwards the form to HPA, which responds to the Coordinator within HPA's standard review timeframe of 10 Federal business days.

The HPA staff reviewer applies their digital signature to an approved form FHWA-1113. Should HPA decide not to approve the form, the Coordinator discusses the concerns with the FHWA HOP PM. A product file name title should include the reference that it is form FHWA-1113, spell out as much of the name of the product as possible, and the date of the form, all without the use of any special characters. (Refer to the next chapter for details on product file name conventions.)

¹ This link is only available to FHWA staff.

² This link is only available to FHWA Office of Operations staff.

Figure 1 displays the process for submitting form FHWA-1113.

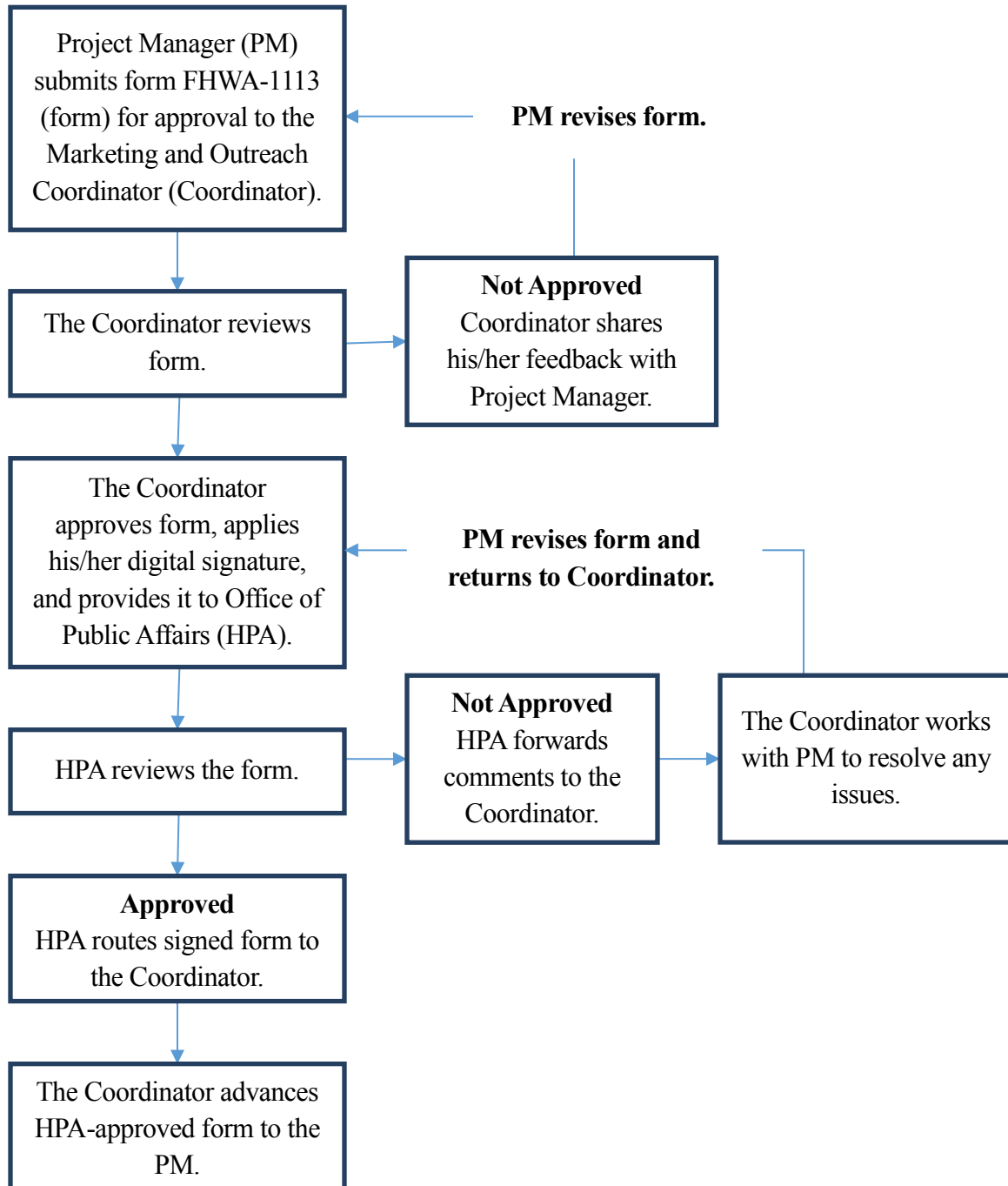


Figure 1. Flow Chart. Obtaining Office of Public Affairs authorization for Form FHWA-1113 Clearance Request for Printing/Reprinting/Web Posting/Multimedia/Video Production.

For more information about the form FHWA-1113, refer to FHWA Order 2-4, which is available at <https://www.fhwa.dot.gov/legsregs/directives/orders/2-4.cfm>.

Refer to Appendix A for a form FHWA-1113 “Clearance Request for Public Materials—Video, Print, Web, Social Media, or Multimedia” sample.

CHAPTER 3. STYLE GUIDELINES FOR ALL PRODUCTS

This chapter, and the two chapters that follow, discuss style and editorial content guidelines in the creation of Federal Highway Administration (FHWA) Office of Operations (HOP) products. Appendix B of this guide offers a HOP Project Manager Product Review Checklist as a resource to highlight the currently most common style, formatting, and editorial errors found in drafts, but it is not meant to be an exhaustive list.

The HOP Project Manager (PM) has the responsibility for ensuring that the contractor has followed the standards included in this [Office of Operations — Guide to Producing Successful Communications Products](#) (*Product Guide*) supplement to the FHWA's [Turner-Fairbank Highway Research Center R&D Communication Reference Guide](#) and the [U.S. Government Publishing Office Style Manual](#) (2016 Edition). (The [FHWA Publication Style Guide](#) is a useful reference for specifications on the FHWA and U.S. Department of Transportation (USDOT) branding elements, including the USDOT triskelion.) Any HOP product that a HOP PM forwards through the HOP/Office of the Chief Counsel (HCC)/Office of Public Affairs (HPA) review processes carries his/her endorsement that the product is in final form and ready for public release.

This chapter describes the Federal Government Plain Language standards and the current Federal government/agency/HOP prescribed, recommended, and optional standards for the layout of guidance and technical reports. Future versions of this guide will describe other products layouts.

PLAIN LANGUAGE

All Federal agencies are required to use “clear Government communication that the public can understand and use.” An Executive Order, “E.O. 13563—Improving Regulation and Regulatory Review (<https://www.gpo.gov/fdsys/pkg/FR-2011-01-21/pdf/2011-1385.pdf>)”—was issued stating “[our regulatory system] must ensure that regulations are accessible, consistent, written in plain language, and easy to read.”

The *Federal Plain Language Guidelines* (<https://plainlanguage.gov/guidelines/>) was developed to assist with writing for an audience’s current level of knowledge. Identifying who an audience is and what it wants to know creates a positive outcome for a clearly written document.

The Plain Language Web site (<https://www.plainlanguage.gov>) contains more detailed information.

Tips for Writing in Plain Language

Table 1 outlines “before and after” examples of overused complex words, as well as suggested simpler replacement words. You can find additional examples at <https://plainlanguage.gov/guidelines/words/use-simple-words-phrases/>.

Table 1. "Before and After" examples.

Bureaucratic	Better
commence	begin
endeavor	try
furthermore	also
presently	now
provided that	if
prior to	before
retain	keep
whereas	since
utilize	use

Source: FHWA News April–May 2001, <http://staffnet.fhwa.dot.gov/fhwanews/may01/fyi3.htm>.

OFFICE OF OPERATIONS STYLE GUIDELINES

The HOP staff and contractors should produce materials that keep the user in mind always. To that end, HOP highly recommends that all products meet the following standards:

- No typographical errors.
- Acronyms are barriers to understanding and should be spelled out or created:
 - In tables of contents.
 - In titles and headings.
 - The first time the term appears in the product.
 - At the beginning of each chapter.
 - Acronyms are added after the first call-out.
- Deployment of synonyms whenever possible and appropriate in place of frequently used words (terms like “support” and “develop”) to make the content more interesting to read.
- The product should avoid the use of passive voice whenever appropriate, so as not to inadvertently undercut proactive messaging.

- The graphics should follow [up-to-date and effective-data visualization techniques](#)³ whenever possible to communicate valuable information.
- The report should be visually compelling in a way that attracts a user and clearly underscores the content.
- Formatting should be consistent.
- The tables and bulleted content should use parallel sentence construction.
- The product shall include no unacceptable policy content, such as advocacy language or private business or product endorsements. The content should concur with agency leadership and management policies.
- Photos and other images shall have attributions or sources.

The items described below are additional style guidelines for all HOP products, especially technical reports and guidance. Not all HOP products contain these elements:

- Type Arrangement and Typefaces
- Volume Format
- Pagination
- Lists
- Footnotes

Type Arrangement and Typefaces

The following rules apply to type arrangement and typefaces:

- The preferred font is Times New Roman, sized at 12 point for both headings and text. However, if the HOP PM desires another font, he or she should confer with the Information Specialist (Specialist)—who is a publishing format expert—during the conceptual phase. For example, black or dark blue Arial or Calibri fonts of 11 point or above are acceptable. Additionally, figures/tables/charts, etc. may use alternative font styles that are legible and compatible with the primary content font style.
- Type styles in the text must match those in the front matter and table of contents for all headings and subheadings. This includes font, capitalization, punctuation, bolding, italics, and other attributes.

³ FHWA staff can access further information and examples on the agency's [Data Visualization Center Staffnet Web site](#).

- Margins must be at least 1 inch on all sides, including on pages with figures and tables.
- Single spacing is preferred if superscript and subscript do not touch the next line of text. Use superscript and subscript features in Microsoft® Word. (sample superscript)
- Paragraphs are not indented. There should be two returns (i.e., one blank line) between paragraphs.
- Right margins should not be justified because text with a ragged right margin is easier to read and edit.
- Ensure that words are correctly divided, mathematical symbols, or formulas are not divided between lines, and spacing is not excessive or erratic.
- Avoid the use of “widows or orphans” (single lines of text at the top or bottom of a page).
- When using special math or scientific fonts in equations and formulas, create a .jpg, .bmp, or .gif graphic file of the equation and insert it into the document as a figure. This practice is key because not all computers, browsers, cellphones, software, printers, and operating systems can interpret special math and scientific fonts or special markup languages such as MathML.

Volume Format

The term “volume” designates an individually bound book. When a report exceeds 400 pages (including figures, tables, appendices, and front matter), divide it into two or more individual volumes, with each containing a separate publication number and Roman numeral (Volume I, Volume II, etc.) as part of the subtitle. List the volumes on the Technical Report Documentation Page (form DOT F 1700.7) in the abstract portion of the form and include the following information:

This volume is the first in a series. The other volume in the series is: FHWA-HOP-##-####
Volume II: *Name of Publication*.

Consult the Information Specialist during the conceptual phase for further guidance on publishing format, if needed.

Pagination

The following direction applies to pagination:

- The Technical Report Documentation Page (Form DOT F 1700.7) is always unnumbered page i. (Refer to Appendix C for a sample of form DOT F 1700.7 “Technical Report Documentation Page”).

- Front matter should be included in the page count in the number of pages (block 21) of the form DOT F 1700.7.
- Front matter should use lower case Roman numerals such as ii, iii, etc. Start numbering with Arabic “1” at the executive summary or, if there is no executive summary, at the start of chapter 1.
- The FHWA preference is to use only one series of Arabic numbers from the first page of the report to the last. Do not number appendix pages as A-1, B-1, etc.
- Do not employ decimal numbers, hyphenated numbers, or numbers combined with letters for chapters, sections, or subsections as page numbers. Minimize the use of paragraph and subparagraph numbers.
- Page numbers should be centered 0.5 inches up from the bottom edge of each page and should stand alone with no dash on either side of the number. Page numbers are centered for consistent appearance in single- and double-sided printing.
- Chapters must begin on the right-hand page (i.e., an odd-numbered page). Insert blank pages to achieve this effect. Blank pages are counted in the page number sequence, but no number is printed on the page. Do not label “this page intentionally left blank” when adding a blank page to start a new chapter on a right-hand page. Individual chapters, appendices, etc., should not have title pages.

Lists

Lists should be bulleted unless the sequence of items is critical, in which case Arabic (1, 2, 3, etc.) numerals followed by periods and one space may be substituted for bullets. In either case, use the following guidelines:

- Provide an introductory sentence before every bulleted list and place a colon at the end (e.g., “Use the following guidelines:”).
- Use the standard (Microsoft® Word) round bullets.
- Develop parallel rhetorical and grammatical structure. That is, if a bullet starts with a verb, all bullets should start with a verb. If a bullet starts with a noun, all should start with nouns. If a complete sentence is used, all should use a complete sentence.
- Begin each entry with a capital letter.
- Do not end the next-to-last item with “and” or “or.”

- Put two returns (i.e., one blank line) after the bulleted list. Follow short bulleted items (i.e., words, phrases, sentences) with a single return and long bulleted items (i.e., paragraphs) with two returns.

Footnotes

The following rules apply to footnotes:

- Use superscript figures without parentheses or brackets for footnote references.
- In each chapter, footnotes to text are numbered starting with “1.” Footnotes to tables or figures begin with “1” for each individual table or figure. Use superscript numbers in the footnote.
- Footnotes must begin on the page carrying the footnote number. Avoid breaking a footnote between pages.
- Footnotes should be single spaced. Indent the first line of each footnote by 0.25 inches.
- Asterisks, daggers, or italic superior letters may be used only when a numeral in a table or figure might cause confusion, such as being mistaken for an exponent.

Product File Naming Convention

File names should be short but still meaningful. For example, use only the most important words in the title and only the commonly understood acronyms and initials. Avoid spaces, underscoring, and redundant words.

A product file name should include the name of the product, publication number, version number, the month, date, and year, and employ no special characters. Limit the file name to 255 characters, as the SharePoint software system balks at an URL exceeding that number of characters.

The following special characters shall not be included in the file name:

- | | |
|-------------------|-----------------------|
| • Tilde (~) | • Colon (:) |
| • Number sign (#) | • Angle brackets (<>) |
| • Percent (%) | • Question mark (?) |
| • Ampersand (&) | • Slash (/) |
| • Asterisk (*) | • Plus sign (+) |
| • Braces ({}) | • Pipe () |
| • Backslash (\) | • Quotation mark (") |

CHAPTER 4. TECHNICAL REPORT PRODUCT ORDER OF ELEMENTS

Chapter 4 delves into the elements that one can find in Federal Highway Administration (FHWA) Office of Operations (HOP) technical reports and guidance. Not every report includes these elements, but it should follow the prescribed order. The report must be consistent throughout in format and style.

Appendix B of this guide offers a HOP Project Manager Product Review Checklist as a resource to highlight the most common style, formatting, and editorial errors found in drafts, but the checklist is not intended to be an exhaustive inventory.

A technical report typically includes the following elements, which are described in more detail in this chapter:

- Front Cover Elements
 - Front Cover
 - Foreword
 - Notice and Quality Assurance Statement
 - Cover Photograph/Graphic Sources
- Front Matter Elements
 - Technical Report Documentation Page
 - Metric Conversion Chart
 - Table of Contents
 - List of Figures
 - List of Tables
 - List of Acronyms
- Body of Report Elements
 - Executive Summary
 - Introduction
 - Main Text split into Chapters
 - Conclusions
 - Recommendations
- Back Matter Elements
 - Appendices
 - Glossary
 - Acknowledgments
 - References and Bibliography
 - Index
 - Back Cover

FRONT COVER ELEMENTS

The front cover consists of the title, month and year, and one of the approved U.S. Department of Transportation (USDOT)/FHWA Marks and Signatures (also known by the more informal term “logos”). The USDOT/FHWA logo should be placed in the lower right-hand corner of the cover. If that is not possible, confer with the Information Specialist, who can also provide the official USDOT/FHWA logos. Refer to the FHWA’s [Turner-Fairbank Highway Research Center R&D Communication Reference Guide Appendix L. FHWA Logo](#) for guidance on how to use the USDOT/FHWA logo in the proper format.

Figure 2 shows a sample of a front cover for guidance or a technical report.

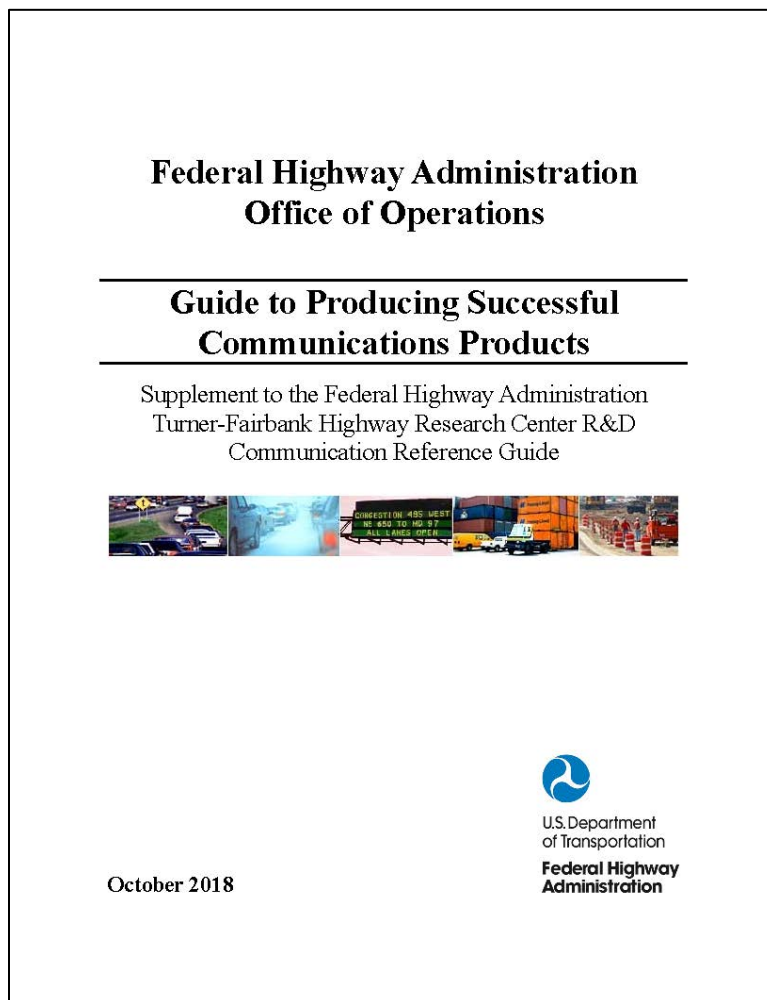


Figure 2. Photo. Sample of technical publication front cover.

Source: *Federal Highway Administration Office of Operations – Guide to Producing Successful Communications Products.*

The inside front cover can consist of, in order, a foreword, disclaimer notice, quality assurance statement, and front cover photograph/graphic sources. There should be no page number. The following section provides an overview of these front cover components in detail:

Foreword

Publications containing technical material (e.g., research reports, manuals, handbooks, and guidance) must have a foreword on the inside front cover. The foreword—signed by the HOP Associate Administrator or a HOP Office Director—should contain information useful to readers, such as the following:

- Purpose of the report, manual, or study
- Content summary
- Interested audience
- Previous printing of the publication, if applicable
- Publication status: preliminary, interim, or final

Disclaimer Notice, Quality Assurance Statement, and Cover Photograph/Graphic Source

Every FHWA publication must contain the standard disclaimer notice and quality assurance statement. If there are photos or graphics displayed on the front cover, then the source must be listed on the inside front cover at the bottom of the page. If the product contains a lengthy foreword, the disclaimer notice, quality assurance statement, and cover sources can begin on the following page.

Figure 3 shows a sample of a guidance or technical inside front cover containing a standard disclaimer notice, quality assurance statement, and a graphic source. Appendix D contains samples of disclaimer notices.

FOREWORD

The Federal Highway Administration (FHWA) Office of Operations (HOP) is pleased to present the inaugural *Guide to Producing Successful Communications Products*. This guide serves as a supplement to the FHWA *Turner-Fairbank Highway Research Center R&D Communication Reference Guide* and as a road map for our project managers and contractors tasked with preparing high-quality FHWA HOP products. In addition to outlining printing and Web posting standards for our products, the guide also provides an overview of the Office of Operations, the Office of the Chief Counsel, and the Office of Public Affairs review processes. We invite your comments so that we may consider them in future editions of the guide.

Martin C. Knopp

Associate Administrator for Operations

Notice

This document is disseminated under the sponsorship of the U.S. Department of Transportation in the interest of information exchange. The U.S. Government assumes no liability for the use of the information contained in this document.

The U.S. Government does not endorse products or manufacturers. Trademarks or manufacturers' names appear in this report only because they are considered essential to the objective of the document.

Quality Assurance Statement

The Federal Highway Administration (FHWA) provides high-quality information to serve government, industry, and the public in a manner that promotes public understanding. Standards and policies are used to ensure and maximize the quality, objectivity, utility, and integrity of its information. The FHWA periodically reviews quality issues and adjusts its programs and processes to ensure continuous quality improvement.

Cover Photos Source: Federal Highway Administration's Office of Operations

Figure 3. Figure. Sample of technical publication inside front cover.

Source: *Federal Highway Administration Office of Operations – Guide to Producing Successful Communications Products*.

FRONT MATTER ELEMENTS

The front matter elements of a standard technical report should include the following components:

- Technical Report Documentation Page (Form DOT F 1700.7)—Required.
- Metric Conversion Chart—Recommended but not required unless the document contains metrics.
- Table of Contents—Required.
- Lists of Figures—Required, if applicable.
- Lists of Tables—Required, if applicable.
- List of Acronyms—Required.

Technical Report Documentation Page

The Technical Report Documentation Page (Form DOT F 1700.7) contains a report's background information. (Refer to Appendix C for a sample of Form DOT F 1700.7 "Technical Report Documentation Page"). The information on this page is provided to the National Institute of Standards and Technology. The abstract can be excerpted from a report's introductory content.

Contractors' names and/or logos shall not appear in the report, except in Block 9 of the Technical Report Documentation Page. Paid consultants shall not be acknowledged anywhere else in FHWA publications. FHWA staff names appear only on this page and should not be included in the report's acknowledgments page, since managing a product occurs within the scope of their job responsibilities.

The Technical Report Documentation Page is not required for a primer unless the HOP Project Manager (PM) request the Technical Report Documentation Page to be included.

Figure 4 shows a sample of a completed Technical Report Documentation Page (form DOT F 1700.7).

Technical Report Documentation Page

1. Report No. FHWA-HOP-19-001	2. Government Accession No.	3. Recipient's Catalog No.	
4. Title and Subtitle Federal Highway Administration Office of Operations Guide to Producing Successful Communications Products Supplement to the Federal Highway Administration Turner-Fairbank Highway Research Center R&D Communication Reference Guide		5. Report Date October 2018	
		6. Performing Organization Code	
7. Author(s) Office of Operations Federal Highway Administration		8. Performing Organization Report No.	
9. Performing Organization Name and Address Office of Operations Federal Highway Administration 1200 New Jersey Avenue, SE Washington, DC 20590		10. Work Unit No. (TRAIS)	
		11. Contract or Grant No.	
12. Sponsoring Agency Name and Address Office of Operations Federal Highway Administration 1200 New Jersey Avenue, SE Washington, DC 20590		13. Type of Report and Period Covered Guidelines December 2015 — August 2018	
		14. Sponsoring Agency Code HOP-1	
15. Supplementary Notes			
16. Abstract The document is a supplement to the Federal Highway Administration <i>Turner-Fairbank Highway Research Center R&D Communication Reference Guide</i> . This guide provides an overview of the Office of Operations and other Federal Highway Administration product review, approval, printing, and Web posting processes.			
17. Key Word Guidelines, Publication, Products		18. Distribution Statement No restrictions.	
19. Security Classif. (of this report) Unclassified	20. Security Classif. (of this page) Unclassified	21. No. of Pages 92	22. Price N/A

Form DOT F 1700.7 (8-72)

Reproduction of completed page authorized

Figure 4. Figure. Sample of a Technical Report Documentation Page.

Source: *Federal Highway Administration Office of Operations – Guide to Producing Successful Communications Products.*

Appendix C contains a blank form DOT F 1700.7 “Technical Report Documentation Page”.

Metric Conversion Chart

The Metric Conversion Chart is a user reference that is required only when a product is using metric measurements. However, because the conversion is helpful for international readers, the Metric Conversion Chart is recommended for HOP products. A sample of the chart can be found on page iii.

Table of Contents

The following guidance applies to the table of contents:

- A table of contents is useful in most reports of more than 10 pages and is required in all reports of 30 or more pages.
- At a minimum, chapter headings and first-level headings should be included in the table of contents, and the text and punctuation in the table of contents must reflect the exact text used in the body of the document. The idea is to create a section that is useful to the reader.
- Do not list front matter in the table of contents. List only the body of the text from page 1 through the appendices.
- Type styles and text in the table of contents should match those used in the report. Like the headings in text, each level of subordination must consistently use a type treatment, such as all capitals, bold, etc.

List of Figures

The List of Figures contains the listing of the figure’s captions within a product. The list matches the exact wording of the figure captions and include the appropriate page numbers.

For reports of 30 pages or more, lists of figures are placed immediately following the table of contents. Lists of figures and tables can be shown on the same page if both completely fit.

The contractor supplies a list of all figures along with their sources and is required to obtain written permission from the source to use their image. The source should be listed with the figure.

A figure is a non-text visual element shown as a graph, photo, formula, equation, chart, diagram, illustration, etc. Each visual element must be separate and must have its own figure number and caption. Do not combine multiple graphic elements into one large figure. In addition, text elements should not be grouped as part of the figure. Refer to Figure 5 for a sample of an incorrect practice.

Table Heading	Table Heading
12	122
13	133



Figure 5. Unacceptable Graphic. Sample of table depicted as part of the figure graphic.

Neither a table nor table information should be incorporated into a figure (image). *Merriam-Webster's Dictionary* defines a table as “a systematic arrangement of data usually in rows and columns for ready reference.” A table should be depicted in a Microsoft® Word or Excel text table format rather than as part of a figure or graphic.

Table 2 and Figure 6 adhere to the guidelines. Text such as notes or tables should be included in the body as text rather than as part of a figure. In this situation, Figure 5 and the combination of Table 2 and Figure 6 look similar; however, when a user clicks on Figure 5 in Microsoft® Word, it shows that the table and photograph are combined into a single figure. Instead, the figure and the table should be separate, one as a Microsoft® Word table, and the other as a graphic (image), as shown in Table 2 and Figure 6. The easiest way to determine if a table or text is formatted correctly is to try to change information within the table. A Microsoft® Word table or text allows someone to change information, while a picture format does not.

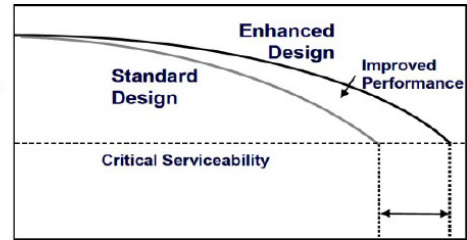
Table 2. Sample of correct separate table.

Table Heading	Table Heading
12	122
13	133



Figure 6. Photo. Sample of correct separate graphic.

Do not combine more than one graphic element such as a photo, an illustration, and graph. Each element must be separated with its own figure number and caption. For example, do not combine multiple elements as one figure, as shown in Figure 7.



<p>Bold Symbol Signs</p>	<ul style="list-style-type: none"> • W1-1, -2 – Turn and Curve • W1-3, -4 – Reverse Turn and Curve • W1-5 – Winding Road • W1-6, -7 – Large Arrow • W1-8 – Chevron • W1-10 – Intersection in Curve 	<ul style="list-style-type: none"> • W3-1 – Stop Ahead • W3-2 – Yield Ahead • W3-3 – Signal Ahead • W4-1 – Merge • W4-2 – Lane Ends • W4-3 – Added Lane • W4-5 – Entering Roadway Merge • W4-6 – Entering Roadway Added Lane
---------------------------------	--	--

Figure 7. Multiple elements. Incorrect depiction of one table and three figures under one figure number and caption.

The correct method is to depict multiple elements as separate figures, each with its own figure number and caption as in the examples shown in Figures 8, 9, and 10 and Table 3.



Figure 8. Photo. Correct format 1.



Figure 9. Photo. Correct format 2.

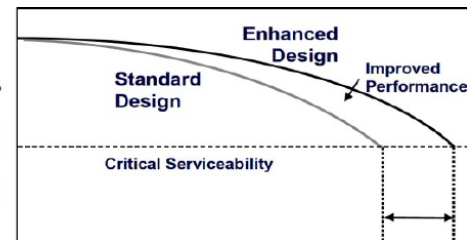


Figure 10. Graph. Sample of correct graph.

Table 3. Correct way to depict table from Figure 7.

Bold Symbol Signs	<ul style="list-style-type: none"> • W1-1, -2 – Turn and Curve • W1-3, -4 – Reverse Turn and Curve • W1-5 – Winding Road • W1-6, -7 – Large Arrow • W1-8 – Chevron • W1-10 – Intersection in Curve 	<ul style="list-style-type: none"> • W3-1 – Stop Ahead • W3-2 – Yield Ahead • W3-3 – Signal Ahead • W4-1 – Merge • W4-2 – Lane Ends • W4-3 – Added Lane • W4-5 – Entering Roadway Merge • W4-6 – Entering Roadway Added Lane
--------------------------	--	--

A figure should also be reviewed for Personally Identifiable Information (PII), which is any information that relates to an individual and can be used to identify that individual. Some examples of PII include faces, Social Security numbers, a license plate that clearly shows its numbers or letters (including State and local government vehicles), and invoices with names and addresses. All PII should be pixilated, obscured, blurred, or eliminated from HOP products.

Copyrighted materials (e.g., graphics, images, screen shots, maps, charts, and tables) must have a source citation and FHWA products will not reproduce them without written permission from the actual source. There shall be no exceptions. The United States Copyright Office’s “How to Obtain Permission,” <https://www.copyright.gov/circs/m10.pdf>, contains more information.

Every figure must have a unique caption centered at the bottom. All figures must be numbered in a single sequence from the beginning of the volume through the appendices. Figures include graphs, photos, formulas, equations, charts, etc. The following format should be used for writing, punctuating, capitalizing, and centering figure captions:

Figure 1. Graph. [Insert caption for graph.]

Figure 2. Photo. [Insert caption for photo.]

Figure 3. Formula. [Insert caption for formula.]

Figure 4. Chart. [Insert caption for chart.]

Figure 5. Equation. [Insert caption for equation.]

When using special symbol, math, or scientific fonts in equations and formulas, create a .jpg graphic file of the equation and insert it into the document as a graphic/picture. This is because not all computers, printers, and operating systems can interpret special math and scientific fonts. All equations must be numbered and titled as a figure. Refer to the following sample in Figure 11:

$$W = 500 \left[\frac{LN}{N-1} + 12N + 36 \right]$$

Figure 11. Equation. Sample of equation displayed as a graphic.

The equation was created as a graphic object (figure) and pasted into this document as a picture. It was not created as “text” or a “text box” using a special font through Microsoft® Word. The caption above shows the normal equation and caption, which would be reflected in a report.

List of Tables

The list of tables represents an inventory of the tables within the publication. The list matches the exact wording of the table captions. The page numbers for the tables are included.

For reports of 30 pages or more, lists of tables are required and are placed immediately following the list of figures, which comes after the table of contents. Lists of figures and tables can be on the same page if both completely fit.

Every table must have a unique caption centered at the top. All tables must be numbered in a single sequence from the beginning of the volume through the appendices. The format shown below should be used for writing, punctuating, capitalizing, and centering table captions. Captions should be spaced with at least two returns between the text and the graphics/figures.

Table 1. [Insert caption for table.]

Text such as notes or tables should be included in the body as text rather than part of a figure.

If a table continues to another page, then the wording “(continuation)” follows the table caption on the next page. Do not abbreviate the word “continuation.”

Table 1. [Insert caption for table.] (continuation)

Lists of Acronyms

The List of Acronyms displays the acronyms employed in the publication.

BODY OF REPORT ELEMENTS

The elements of the report include:

- Executive Summary—Not required but recommended in a technical report.
- Introduction—Not required.
- Main Text Separated into Chapters—Required.
- Conclusions—Not required.
- Recommendations—Not required.

Executive Summary

The Executive Summary provides an overview of the publication content.

Introduction

The Introduction summarizes the publication chapters and provides context for the user.

Main Text Separated into Chapters

Headings

The following rules apply to headings:

- To delineate different parts of a lengthy document, material is separated into chapters, and lengthy chapters are separated internally with subheadings. Because the titles of chapters and the next level of headings are presented in the table of contents, it is important to use headings that is most useful to readers.
- Do not number subheadings. There are four levels of headings; each is a subset of the level above it. Refer to the following box for required heading styles.

CHAPTER 1. MAJOR SECTION HEADING

The chapter headings are all capital lettering, bold, and centered. Chapter numbers, when used, may be Arabic or Roman and may be followed by a period and one or two spaces. Please be consistent throughout all chapter heads. There should be three returns (i.e., two blank lines) after a chapter heading.

FIRST LEVEL HEADING

All capital lettering, bold, and flush left (i.e., at the left margin). No numbering is required. There are only two returns (i.e., only one blank line) after this and all subordinate headings.

Second Level Heading

Initial capital lettering, bold, and flush left. Follow with two returns.

Third Level Heading

Initial capital lettering, bold, italics, and flush left. Follow with two returns.

Fourth Level Heading: Initial capital lettering, bold, followed by a colon, and flush left. Follow with two returns. This subhead level is not often required.

Chapters

The following rules apply to chapter placement:

- Chapters must begin on the right-hand page (i.e., an odd-numbered page). Insert blank pages to achieve this effect. Blank pages are counted in the page number sequence, but no number is printed on the page. Do not label “this page intentionally left blank” when adding a blank page to start a new chapter on a right-hand page. Individual chapters, appendices, etc., should not have title pages.

Conclusions

The Conclusion is the final message of the publication.

Recommendations

The Recommendations list illustrates how to move forward or what options are available.

BACK MATTER ELEMENTS

The following are several elements that are likely to appear in a technical report:

- Appendices—Not required.
- Glossary—Not required.
- Acknowledgments—Note required.
- References and Bibliography—Not required.
- Index—Not required.
- Inside Back Cover 3 (blank page)—Required.
- Back Cover 4 (Publication number and printing information)—Required.

Period Usage

The use of periods is required only when there is a complete sentence. Enforcement of period usage is not mandatory in a bulleted list. All previously applied periods are waived.

Appendices

An Appendix is supplementary content (e.g., explanatory, statistical, and bibliographic) at the end of a product.

Appendices use consecutive pagination and do not use A-1, etc. If an acknowledgment page is used, it must be part of the appendix. See Acknowledgments section below for further information on suitable content.

Glossary

The Glossary is an alphabetical listing of terms with their definitions.

Acknowledgments

Acknowledgments are a public recognition of contributions to a product. Federal Highway Administration staff, contractors, or company names should not be included in acknowledgments. Refer to appendix F for an example of an acknowledgments page.

Reference and Bibliography

The following guidelines apply to references and bibliographies. Use the [*Chicago Manual of Style*](#) to determine the elements to include in a reference.

- References callouts in the text should use superscript numbers enclosed in parentheses or brackets or the author date format. They must be placed after the end of the punctuation.

If there is more than one reference, separate them with commas but no spaces. Example: “This guide contains many references.^(1,5,7)”

- For more than three references, use a separate sentence in parentheses. Example: “This guide contains many references. (See references 1, 5, 7, and 18.)”
- Use a single series of Arabic numbers beginning with 1 and continuing through the document and appendices. Example: “This guide contains many references. (Bach 1999, Jones 2003, Sullivan 2007)”
- Each reference must be cited. If a reference is used more than once in a report, repeat the reference callout. Do not repeat the reference in the reference list. Materials not cited may be listed in a bibliography placed at the end of the volume on the page(s) following the references. However, a bibliography is not required.
- On a reference list, do not include references that are not accessible, such as a personal email or telephone conversation. Instead, include the elements for that reference in a page footnote or in the body of the text. The items referenced in a footnote are not included on a reference list.

Index

An Index is an alphabetical list of report subjects with their respective page numbers.

Inside Back Cover 3 (blank page)

Back Cover 3 is the inside back cover. This cover is normally blank.

Back Cover (publication number and printing information)

The back cover of the document should consist of the following, which can be placed anywhere on the back cover:

U.S. Department of Transportation
Federal Highway Administration
Office of Operations
1200 New Jersey Avenue, SE
Washington, DC 20590

Office of Operations Web Site
<https://ops.fhwa.dot.gov>

Month and Year of Publication
Publication Number

The USDOT/FHWA Mark and Signature (USDOT/FHWA logo) can be on both the front and back covers, but should at least be on one of those locations. For further guidance on how to use the USDOT/FHWA logo in the proper format, refer to the FHWA's [Turner-Fairbank Highway Research Center R&D Communication Reference Guide Appendix L. FHWA Logo](#). (The [FHWA Publication Style Guide](#) is a useful reference for specifications on the FHWA and U.S. Department of Transportation (USDOT) branding elements, including the USDOT triskelion.)

Note: Contractors' names shall not appear in the report, except in Block 9 of the Technical Report Documentation Page (form DOT F 1700.7). Contractor logos shall not be seen at all. Paid consultants and FHWA employees should not be acknowledged anywhere in FHWA publications, besides this page.

Figure 12 displays a sample of a Back Cover 4.

U.S. Department of Transportation
Federal Highway Administration
Office of Operations
1200 New Jersey Avenue, SE
Washington, DC 20590

Office of Operations Web Site
<https://ops.fhwa.dot.gov>

October 2018
FHWA-HOP-19-001

Figure 12. Figure. Sample of Back Cover 4.

Source: *Federal Highway Administration Office of Operations – Guide to Producing Successful Communications Products.*

CHAPTER 5. OTHER PRODUCTS ORDER OF ELEMENTS

Elements of the following products will be included in updated versions of the [*Office of Operations – Guide to Producing Successful Communications Products*](#):

- Brief
- Brochure
- White Paper
- Presentation
- Video
- Web Content

Appendix B of this guide offers an Office of Operations Project Manager Product Review Checklist that is not an exhaustive list but is instead a resource to highlight the most current common style, formatting, and editorial errors found in drafts.

CHAPTER 6. OBTAINING A PUBLICATION NUMBER

Chapters 3–5 provide the Federal Highway Administration Office of Operations (HOP) guidelines for those products intended for external audiences via online, printed, presentation, or other communications channels. All public-facing products—except for presentations—must have HOP-issued publication numbers. This chapter gives an overview of how to obtain such a number.

The HOP Project Manager (PM) should provide a completed Publication Number Request form to the Information Specialist (Specialist) in the final draft stages before seeking Marketing and Outreach Coordinator (Coordinator) and Specialist reviews (as described in Chapter 7) of the product.

The HOP PM can request a form from the Specialist or he/she can find the form at the Office of Operations SharePoint site,

<http://our.dot.gov/office/fhwa.dss/operations/HOP/Library/Forms/AllItems.aspx>.⁴

Refer to Appendix E for a sample Publication Number Placeholder Request Form along with a listing of the Publication Categories.

The Specialist then designates a publication number within the fiscal year that FHWA publishes the product. For example, if the product contains a Fiscal Year 2018 release, then the publication number reflects that year (e.g., FHWA-HOP-18-XXX).

The HOP PM should direct the contractor to put the number on the product. Chapter 4 provides information about publication number placement on a product.

⁴ This link is only available to FHWA Office of Operations staff.

CHAPTER 7. MARKETING AND OUTREACH COORDINATOR AND INFORMATION SPECIALIST REVIEWS

Chapters 4–6 provide details on style, formatting, editorial content guidelines, and publication numbers for Federal Highway Administration (FHWA) Office of Operations (HOP) products. Chapters 7–9 walk through the review processes of HOP, Office of Public Affairs (HPA), and Office of the Chief Counsel (HCC) to ensure that the products meet these standards. Appendix H gives an overview of the average timeframes for HOP, HCC, and HPA review processes and the printing and Web posting tasks so that the HOP Project Manager (PM) can incorporate these review periods into their deliverables schedules.

This chapter addresses the HOP review process. The HOP PM has the responsibility for ensuring that the contractor has followed the standards included in this [Office of Operations – Guide to Producing Successful Communications Products](#) supplement to the Federal Highway Administration’s [Turner-Fairbank Highway Research Center R&D Communication Reference Guide](#) and the [U.S. Government Publishing Office Style Manual](#) (2016 Edition). (The [FHWA Publication Style Guide](#) is a useful reference for specifications on the FHWA and U.S. Department of Transportation (USDOT) branding elements, including the USDOT triskelion.) The HOP PM should also make certain that other FHWA program and/or field offices that might have some expertise and/or jurisdiction over the program have reviewed the content to determine whether it may (however inadvertently) undermine agency guidance, policies, or practices.

Any HOP product that a HOP PM forwards through the HOP/HCC/HPA review processes carries his/her endorsement that the product is in final form and ready for public release. After a HOP PM determines that a product is in draft final form, he/she should forward the product to the Information Specialist (Specialist) and the Marketing and Outreach Coordinator (Coordinator) for review. All reports shall be in the following two formats:

- Microsoft® Office 2010-compatible file (e.g., Microsoft® Operating System 7 and above).
- Adobe® Portable Document Format (PDF) of the print version for review.

Note: Do not create a Section 508-HTML compliant version of the product at this point in the process. Instead, the HOP PM should direct the contractor to wait to produce this version until HPA has approved the public release of the product. Chapter 11 provides further information on Section 508-HTML requirements.

During the review process, the Specialist and the Coordinator inspect the product for formatting, style, and layout quality, and assess whether it has adhered to editorial, policy, and risk-based standards. The Specialist and Coordinator forward a list of editorial comments to the HOP PM to oversee contractor completion of the revisions.

The Specialist and the Coordinator initial review process may take up to 10 Federal business days. Contractors should undertake scrupulous version control practices to avoid any confusion and delays.

The contractor at their own expense corrects any issues found and returns the revised copy to the HOP PM, who has the responsibility to review the revised draft final before sending it back to the Specialist and the Coordinator for another round of reviews. If they should return a product to the HOP PM for corrections, then the Specialist and the Coordinator subsequent reviews take up to 5 Federal business days total for each round.

Once the product has passed the internal HOP review process, the PM can anticipate the next step: preparing for HCC review process.

CHAPTER 8. OFFICE OF THE CHIEF COUNSEL REVIEW

Chapters 7–9 give an overview of the Federal Highway Administration (FHWA) Office of Operations (HOP), Office of the Chief Counsel (HCC), and the Office of Public Affairs (HPA) review processes. Chapter 8 summarizes the HCC assessment.

Once the HOP Project Manager (PM) has a final draft version of a HOP product approved by the HOP Information Specialist (Specialist) and Marketing and Outreach Coordinator (Coordinator), the Coordinator will forward the product to HCC for “Good Guidance” review.

The HCC has supplied the following background information on their evaluation process:

Executive Orders (EO) 12866, 13422, and 13771. HCC implements FHWA’s “Good Guidance” review process, which seeks to improve the way FHWA does business with respect to guidance documents—by increasing their quality, transparency, accountability, and coordination. Government-wide policy on guidance makes clear that when an agency issues a guidance document that has a significant impact on society, the guidance document should be subject to an appropriate level of review—by the public, within an agency, and by other Federal agencies.

- **Guidance Documents.** Agency statement of general applicability and future effect, other than a regulatory action, that sets forth a policy on a statutory, regulatory, or technical issue or an interpretation of a statutory or regulatory issue.
- **Types of guidance documents covered by Good Guidance review.** All guidance materials regardless of format, including guidance offered through email, presentation, video, audio tapes, interactive web-based software, or other innovative formats.
- **Types of guidance documents typically not covered by Good Guidance review.** Guidance documents such as legal advisory opinions for internal Executive Branch use and not for release; briefs and other positions taken by agencies in investigations, pre-litigation, litigation, or other enforcement proceedings; speeches; editorials; media interviews; press materials; Congressional correspondence; grant solicitations; purely internal agency policies; and internal operation guidance directed solely to other Federal agencies. Information collections, discretionary grant application packages, and compliance monitoring reports also are not significant guidance documents.

The HCC standard turnaround time is 10 Federal business days. The Coordinator conveys to the HOP PM information on HCC’s approval or recommended changes.

The Coordinator cannot simultaneously submit a HOP product to both HCC and HPA. HCC changes to HOP products are common and any HOP product transmitted to HPA must be in final form.

CHAPTER 9. OFFICE OF PUBLIC AFFAIRS REVIEW

This chapter gives a summary of the final of three agency review processes for Office of Operations (HOP) products: Office of Public Affairs (HPA) sign-off. When the Office of the Chief Counsel (HCC) approves a HOP product, the HOP Marketing and Outreach Coordinator (Coordinator) then forwards the product on to HPA for their review. HOP Project Manager (PM) must submit a filled-out form FHWA-1528 along with the product. This chapter addresses these process components.

In 2011, the Federal Highway Administration's (FHWA) Office of Public Affairs began a new procedure requiring all program offices to obtain approval of any product (e.g., web content, publication, presentation, and article) that meet either of the following criteria:

- Has a U.S. Department of Transportation/FHWA Mark and Signature (USDOT/FHWA logo), endorsement, and funding. Refer to the FHWA's [*Turner-Fairbank Highway Research Center R&D Communication Reference Guide Appendix L. FHWA Logo*](#) for guidance on how to use the USDOT/FHWA logo in the proper format.
- Is available to external audiences via online, printed copy, or presentations. Refer to Table 4 for more details.

Why did Public Affairs institute this procedure? The HPA wants to:

- Become more familiar with all the content that the agency produces.
- Ensure that FHWA speaks in one voice.
- Take a strategic agency-wide approach in promoting programs and initiatives.

PUBLIC AFFAIRS APPROVAL PROTOCOLS

The HPA Publication Communications team has set the following guidelines for publishing materials: As noted in Chapter 8, the Office of Chief Counsel has similar criteria for their content review.

Products Requiring Office of Public Affairs Approval

Table 4 describes items requiring HPA approval.

Table 4. Office of Public Affairs list of items requiring Office of Public Affairs approval.

Product	Process
New public initiatives (such as the annual National Work Zone Awareness Week)	<ul style="list-style-type: none"> • The Office of Operations (HOP) Project Manager (PM), HOP Marketing and Outreach Coordinator (Coordinator), and Office of Public Affairs (HPA) staff discuss the initiative in conceptual phase to develop strategies. • Necessitates HPA coordination/review/ approval prior to implementation.
New publications	<ul style="list-style-type: none"> • Requires HPA review/approval in the conceptual stage and before public release.
Articles (trade publications, newsletters, Web site content, etc.)	<ul style="list-style-type: none"> • Needs HPA review/approval before public release.
Development of new FHWA Web sites (external audiences)	<ul style="list-style-type: none"> • Should be coordinated with HPA and FHWA's Office of Administration (HAD) (IT services) during the conceptual phase prior to contracting or any pre-production activities.
New website content (externally-directed sites)	<ul style="list-style-type: none"> • Initial review by Coordinator. • Does not necessitate HPA coordination/ review until content is in final form.
New videos (development/ production/updating of current videos and derivative works)	<ul style="list-style-type: none"> • Should be coordinated among HOP PM, Coordinator, and HPA staff during the conceptual phase, prior to contracting or any pre-production activities. • Requires HPA coordination/review/ approval prior to proceeding with contracting or pre-production. • Must have HPA review/approval before release of final.
Presentations (if presented or distributed externally, or if there are plans to upload to a public Web site.)	<ul style="list-style-type: none"> • Refer to table 6.
Social media content on FHWA Platforms Facebook, LinkedIn, Twitter, YouTube, and Flickr	<ul style="list-style-type: none"> • Initial discussion/review with PM and Coordinator. • Should be coordinated early with HOP and HPA to discuss audience, message, and desired outcomes. • Requires HPA review/editing/approval. • HPA oversees the posting once approved and after program office provides instructions to post on social media.

**Table 4. Office of Public Affairs list of items requiring Office of Public Affairs approval.
(continuation)**

Product	Process
Proposed social media content (video and campaigns)	<ul style="list-style-type: none"> • Initial discussion between HOP PM and Coordinator. • HOP PM and Coordinator shall coordinate with HPA early to discuss audience, message, and desired outcomes. • Requires HPA review/editing/approval. • HPA undertakes posting once approved and after program office provides instructions to post on social media.
Communications/marketing strategies/plans to develop or promote high-profile FHWA products, services, or programs	<ul style="list-style-type: none"> • Initial discussion among HOP PM, Coordinator, and HPA staff. • HPA assigns their staff to assist in the development of strategies/plan for high-profile initiatives. • HPA staff assists in coordination of appropriate approvals, including conferring with other offices as appropriate.
Visual displays for external events, conferences, trade shows, etc.	<ul style="list-style-type: none"> • Initial discussion between HOP PM and Coordinator. • HOP PM and Coordinator shall coordinate with HPA early to discuss audience, message, desired outcomes, and proper branding. • Requires HPA reviewing/editing/approval.
Training content uploaded to YouTube or FHWA’s website. (Note: training-related materials, such as primers, do need HPA review)	<ul style="list-style-type: none"> • PM should have a conversation with the HOP Coordinator to determine whether HPA will want to address some training content elements.

Products That May Not Require Office of Public Affairs Approval

Table 5 describes items that may not require HPA approval.

Table 5. Office of Public Affairs list of items that may not require Office of Public Affairs approval.

Product	Process
Communications/marketing activities targeted toward internal audiences	<ul style="list-style-type: none"> The Office of Operations (HOP) Project Manager (PM) should confer with the HOP Marketing and Outreach Coordinator (Coordinator) to confirm that there is no need for Office of Public Affairs (HPA) approval.
Minor edits, updates, and revisions to existing Web content	<ul style="list-style-type: none"> PM should consult with the HOP Coordinator on whether HPA is likely to want to approve the content. For example, updated annual statistics might merit HPA interest.
Training content not uploaded to YouTube or FHWA's website. (Note: training-related materials, such as primers, do need HPA review)	<ul style="list-style-type: none"> PM should have a conversation with the HOP Coordinator to determine whether HPA wishes to address some training content elements.

Presentations Approval Criteria

A presentation requires a form FHWA-1528 if presented to an external audience.

Table 6 below displays the approval criteria for presentations.

Table 6. Federal Highway Administration Office of Public Affairs approval criteria for presentations.

Audience	Office of Public Affairs Approval Needed	No Office of Public Affairs Approval Needed
External staff presentation at a conference or meeting provided in person, via webinar, by physical distribution (such as putting them in a packet or leaving them in a meeting room), and/or electronically (e.g., via email or posting it on an external Web site, SharePoint site, or similar peer exchange forums.)	✓	
An internal presentation on a high profile, top priority Federal Highway Administration (FHWA) and/or U.S. Department of Transportation (USDOT) initiative.	(Possibly ✓. Confer with Marketing and Outreach Coordinator.)	
An internal, not-for-external-distribution, presentation for an FHWA and/or USDOT audience.		✓

OFFICE OF PUBLIC AFFAIRS REVIEW

Office of Public Affairs Review Process

After HCC approves a product, the HOP PM should send both the final draft product and a filled-out and digitally signed form FHWA-1528 to the Coordinator. (Further information on the form can be found in the form FHWA-1528 section below.) The HOP PM can obtain the form FHWA-1528 “Authorization to Proceed to Printing/Reprinting/Web Posting/Multimedia/Video Production” at <http://staffnet.fhwa.dot.gov/informs/adobeforms/fhwa1528.pdf>, or from the Coordinator. The HOP PM completes and digitally sign the form and then obtain the Office Director’s digital-only signature. (HPA does not accept handwritten signatures on form FHWA-1528.) A form FHWA-1528 file name should include the name of the product, the publication number, and the month and the year, without using any special characters. (Refer to page 14 for more details on file name conventions.)

The HOP PM should forward the filled-out form FHWA-1528 to the Coordinator with the final product. The Coordinator submits both the product and the form to HPA. The standard HPA review turnaround time is 10 Federal business days. The Coordinator keeps you informed when HPA has a backlog due to higher priorities.

If HPA finds issues with the product, then the Coordinator returns the product to the HOP PM with comments. The review process starts over once the HOP PM has remediated the product and submitted the updated product to the Coordinator for review. The contractor must resolve the issues within 5 Federal business days. The subsequent HOP review process can take up to additional 5 Federal business days. Once accepted by the Coordinator, the product is submitted to HPA for another review, which can take up to additional 5 Federal business days.

Once approved by HPA, the Coordinator provides the HPA-signed form FHWA-1528 to the HOP PM.

Form FHWA-1528

A filled-out form FHWA-1528 must accompany HOP products for HPA approval. Figure 13 displays the process for submitting form FHWA-1528:

Form FHWA-1528 Process

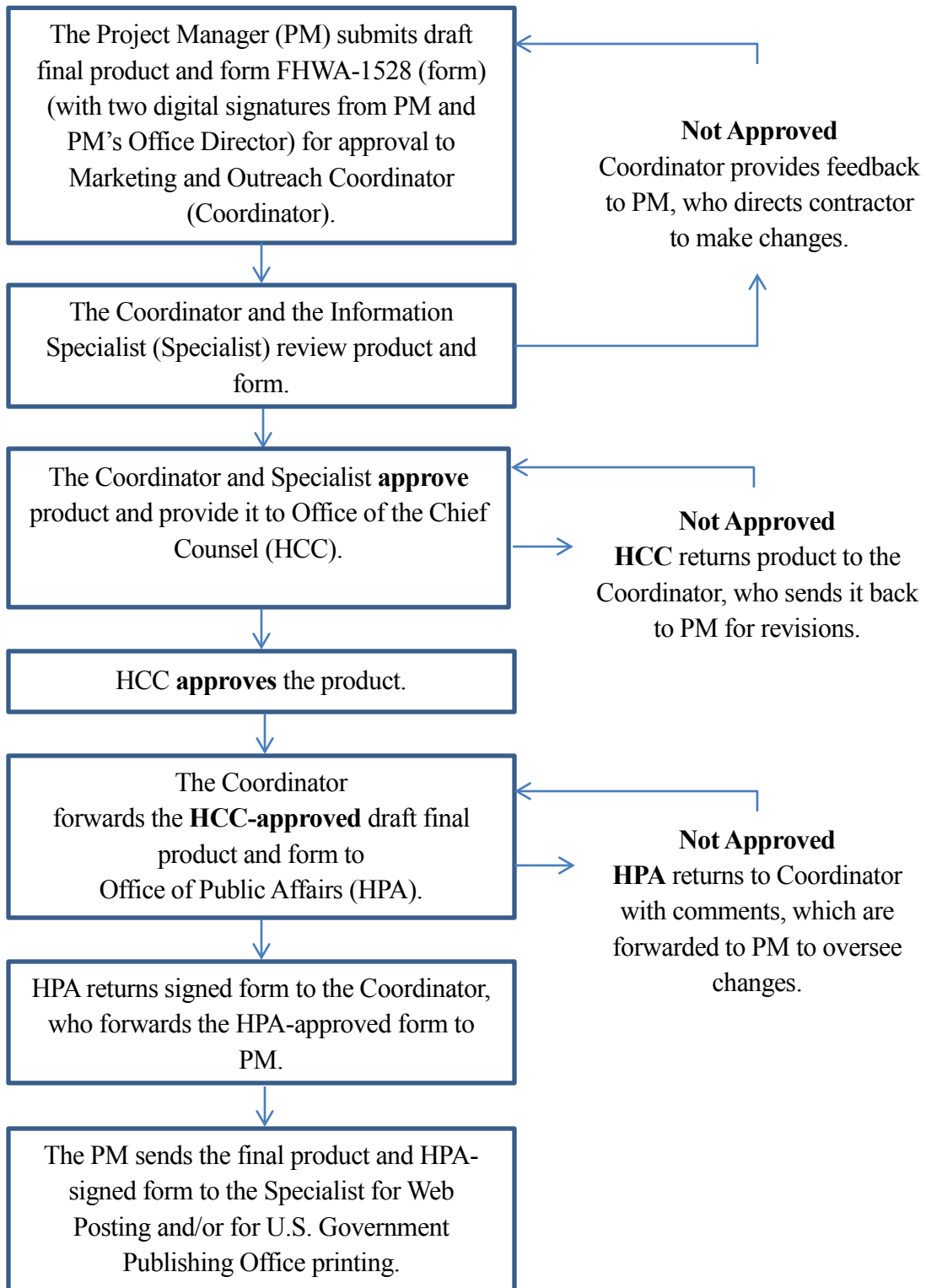


Figure 13. Flow Chart. Form FHWA-1528 review process.

Obtaining Office of Public Affairs Authorization for Form FHWA-1528

Refer to Appendix G for a form FHWA-1528 “Authorization to Proceed to Printing/Reprinting/Web Posting/Multimedia/Video Production” sample.

The following is a link to the form FHWA-1528 instructions:

<http://our.dot.gov/office/fhwa.dss/operations/HOP/Shared%20Documents/OPS%20III%20and%20Fr eight%20Forms%20and%20Templates/FHWA%201528%20Template.pdf>.⁵

⁵ This link is only available to FHWA Office of Operations staff.

CHAPTER 10. GOVERNMENT PUBLISHING OFFICE REVIEW

Chapters 7–9 describe the Federal Highway Administration (FHWA) review processes for Office of Operations (HOP) products. When the last step in the approval chain—the Office of Public Affairs (HPA)—has approved the product, the HOP Project Manager (PM) can begin overseeing the public release of the product. This chapter describes the U.S. Government Publishing Office (GPO) (formerly known as U.S. Government Printing Office) package process. Appendix H gives an overview of the average timeframes for HOP, Office of the Chief Counsel, and HPA review processes and the printing and Web posting tasks so that the HOP PM can incorporate these review periods into their deliverables schedule.

U.S. GOVERNMENT PUBLISHING OFFICE PACKAGE PROCESS

Once HPA signs off on form FHWA-1528, the HOP PM notifies the contractor to start the GPO package process. All FHWA printing is required to go through GPO. Contractors can print up to ten copies of the final deliverable accepted by FHWA, which includes the samples that are attached to the GPO package. The contractor sends the GPO package to the HOP PM, who forwards the GPO package to the Information Specialist (Specialist) for review within 5 Federal business days.

The GPO package should consist of the following deliverables:

- Two GPO-ready CDs or DVDs (or other acceptable media to be determined prior to contract ratification.) The contractor should not supply the publication in a zip file format nor should not send it as an attachment to an e-mail, as both formats sometimes have corrupted and missing files. The CDs or DVDs should not contain zip file formats.
- Two sample paper copies of the document.
- Completed GPO Form 952 (U.S. Government Publishing Office Desktop Publishing Disk Information).

The CDs or DVDs shall include all necessary files for producing the printed document, and be accompanied by the standard GPO Form 952, Desktop Publishing - Disk Information.

The contractor provides explicit instructions and all needed files and information with the final deliverables (e.g., printer's dummy (an actual mock-up of the product consisting of the type of paper and the digital artwork) and printer's disks). If the contractor fails to do so, the printing process is delayed until FHWA receives corrected files or information from the contractor. The FHWA is not responsible for any additional costs that may be incurred because of missing or incomplete information provided by the contractor.

The product follows the *GPO Official Digital Secure –Publishing guidelines from GPO*, (https://www.gpo.gov/docs/default-source/forms-standards-pdf-files/gpo_publishing_guidelines.pdf?sfvrsn=2).

The FHWA Office of Information and Management Services’ Publishing and Visual Communications Office supports only Adobe® InDesign for print job purposes. It does not permit QuarkXPress®, Microsoft® Publisher, or any other layout/design software for final print jobs. There shall be no exceptions.

Do not embed or insert print publications graphics in the design software (e.g., Adobe® InDesign). All graphic elements must be linked from a separate “links” (or other suitably named) folder. The graphic is pulled into the Adobe® InDesign format by linking to the source of the graphic. The FHWA rejects any product not set up correctly in Adobe® InDesign format.

The contractor should always set up full-color publications in CMYK (four-color process—Cyan, Magenta, Yellow, and Black (K)) and never use a Red, Green, and Blue (RGB) process.

Photographs and other graphic elements must be a minimum of 300 dpi for standard print jobs. Photos and other raster images (a set of horizontal lines composed of individual pixels) may only be displayed in a publication at the same size (or smaller) than the physical size of the element because enlarging raster images causes aesthetically degrading pixilation.

Sources of Copyrighted Materials

Copyrighted materials (e.g., graphics, images, screen shots, maps, charts, and tables) must have a source citation and FHWA products will not reproduce them without written permission from the actual source. There shall be no exceptions. The contractor should provide the paperwork with the GPO package. The United States Copyright Office’s “How to Obtain Permission,” <https://www.copyright.gov/circs/m10.pdf>, contains more information. The paperwork should be included with the GPO files if applicable and the Section 508-HTML files.

U.S. GOVERNMENT PUBLISHING OFFICE PACKAGE REVIEW

The Specialist reviews the GPO package to make sure the package is complete. The assessment can take up to 10 Federal business days.

CHAPTER 11. SECTION 508-HTML COMPLIANT WEB PACKAGE REVIEW

After the Federal Highway Administration (FHWA) Office of Public Affairs signs off on the form FHWA-1528, the Office of Operations (HOP) Project Manager (PM) notifies the contractor to start the Section 508-HTML compliant Web (508-HTML (Hyper Text Markup Language)) package process. All Federal government agencies under the law (29 U.S.C. § 794(d)) are required to have a 508-HTML version of content posted on their Web sites. As stated under number seven of the Minimum Requirements for FHWA Web pages, <https://www.fhwa.dot.gov/wpcz/minimum.htm>, all textual files posted on the FHWA Web site will be available in 508-HTML format and all other formats (e.g., PDF, Word, Excel, and PowerPoint) will have 508-HTML equivalents.

The contractor sends the 508-HTML package to the HOP PM who forwards the 508-HTML package to the Information Specialist (Specialist) for his/her assessment of its completeness and viability. The Specialist's appraisal can take up to 10 Federal business days.

The Web package that the HOP PM provides to the Specialist should consist of the following:

- Five disks for a Web-only deliverable. The contractor and the HOP PM should not supply the publication in a zip file format nor send it as an attachment to an e-mail message, as both of these formats sometimes have corrupted and missing files. The CDs or DVDs should not contain zip file formats.
- Office of Public Affairs—approved forms FHWA-1113 and 1528.
- Direction as to where to post the 508-HTML version to the Web site.

The Specialist reviews the package for adherence to the following guidelines:

- Minimum Requirements for FHWA Web Pages, <https://www.fhwa.dot.gov/wpcz/minimum.htm>.
- Section 508, <https://www.section508.gov>.
- Section 508 Standards for Electronic and Information Technology Subparts A-D, <https://www.access-board.gov/guidelines-and-standards/communications-and-it/about-the-section-508-standards/section-508-standards>.
- Web Content Accessibility Guidelines 1.0 (World Wide Web Consortium), <http://www.w3.org/TR/WAI-WEBCONTENT/%23Guidelines>.

The HOP Web sites may have their own Web HTML report templates (subject to change) to be used for the publications. The Specialist can provide the template, which the HOP PM can share with the contractor.

The following product information should be used as the first Web page (such as index.htm.):

- Title of Product
- U.S. Department of Transportation/FHWA Mark and Signature (USDOT/FHWA logo)
- Back cover information
- Table of Contents

The screenshot below shows a sample of an Office of Operations report Web index.htm page.

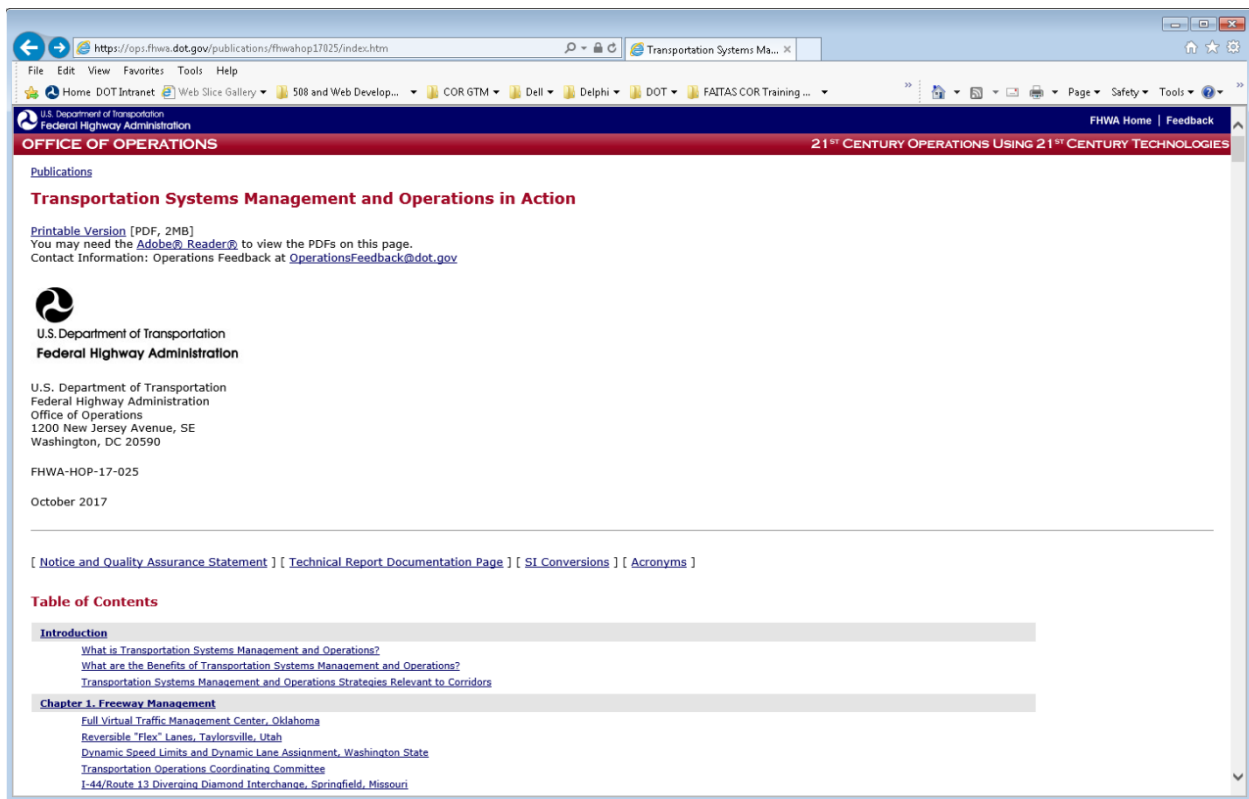


Figure 14. Screenshot. Sample of an Office of Operations report Web index.htm page.

Source: *Transportation Systems Management and Operations in Action*
<https://ops.fhwa.dot.gov/publications/fhwahop17025/index.htm>.

The Quality Assurance Statement, Notice, and Technical Report Document Page (DOT 1700.7 form) may be included with the index.htm page or a page of its own, listed as the next page and linked from the index.htm page. If the contractor places the DOT 1700.7 form as an image within the 508-HTML file, the contractor must have the 508-HTML equivalent of that image (e.g., table format).

The remaining 508-HTML Web pages should follow this material with the product content. The 508-HTML Web pages should be broken down by chapters or sections of the publication. For videos, captioning is required, and it is the responsibility of each program office to ensure equal access and ease of use for those persons using assistive technologies.

After the Specialist has conducted a cursory review of the Web package, he/she notifies the HOP PM if any changes are needed. If so, the Specialist returns it to the HOP PM for corrections, who notifies the contractor to rectify the issues within 5 Federal business days. The contractor returns the fixed version to the HOP PM to forward to the Specialist. Next, the Specialist notifies the HOP PM if the corrected version has passed the review. In most cases, the Specialist corrects any minor issues found and informs the HOP PM of the issues corrected.

The Specialist notifies the HOP PM after the 508-HTML version is posted and completed. The HOP PM is responsible, under a Federal government semi-annual certification process, for ensuring that the Web site content is kept up-to-date, including removing any information that is obsolete or contradictory.

**APPENDIX A. FORM FHWA-1113 “CLEARANCE REQUEST FOR PUBLIC MATERIALS—
VIDEO, PRINT, WEB, SOCIAL MEDIA, OR MULTIMEDIA” SAMPLE**

U.S. DEPARTMENT OF TRANSPORTATION FEDERAL HIGHWAY ADMINISTRATION CLEARANCE REQUEST FOR PUBLIC MATERIALS VIDEO, PRINT, WEB, SOCIAL MEDIA, OR MULTIMEDIA		1. DATE OF REQUEST	2. DATE REQUIRED
		3. ORIGINATING OFFICE	
<i>INSTRUCTIONS - As required by FHWA Order 2-4, requests for publications, videos and exhibits to be shown to the public or any external audience (outside DOT) shall be submitted to the Office of Public Affairs for review and approval as early in the conceptual stage as possible. Visual presentations (e.g., PowerPoint) that will be publically accessible on any FHWA Web site, and/or contain high level policy or budget information to be shared with the public or any external audience, must also be submitted to the Office of Public Affairs for review and approval prior to posting or dissemination.</i>		4. REFER QUESTIONS TO	
		5. OFFICE	PHONE
6. PROPOSED TITLE OR SUBJECT			
7. WHY PRODUCT IS NEEDED			
8. MESSAGE OR STORY			
9. PROPOSED AUDIENCE			
9A. DISTRIBUTION STRATEGY			
10. MEDIUM <input type="checkbox"/> PRINT <input type="checkbox"/> VIDEO <input type="checkbox"/> WEB <input type="checkbox"/> SOCIAL MEDIA <input type="checkbox"/> POWERPOINT <input type="checkbox"/> OTHER _____			
10A. JUSTIFICATION FOR TYPE OF MEDIUM			
11. APPROVAL RECOMMENDED (Signature of Program Liaison)		11A. DATE	
12. COMMENTS / NOTES		12A. DATE	
13. ESTIMATED PRODUCTION COST (To be filled in by Publishing and Visual Communications Team)			
14. PRODUCT APPROVED IN PUBLIC AFFAIRS BY		14A. DATE	

FORM FHWA-1113 (Rev. 3-11)

Figure 15. Form. Form FHWA-1113 “Clearance Request for Public Materials—Video, Print, Web, Social Media, or Multimedia” Sample.

APPENDIX B. PROJECT MANAGER PRODUCT REVIEW CHECKLIST

The Project Manager Product Review Checklist is a tool to assist the Federal Highway Administration Office of Operations (HOP) Project Manager (PM) with reviewing a product before forwarding it for internal agency review. The checklist includes the currently most common contractor errors but is not an exhaustive list of potential mistakes. Future guides will have updated checklists.

Table 7. Project Manager Product Review Checklist.

Product Features	Check
Does the product have the correct U.S. Department of Transportation/Federal Highway Administration (FHWA) Mark and Signature (also known as USDOT/FHWA Logo)? http://intra.fhwa.dot.gov/had/graphicslibrary.htm . ⁶ Also refer to FHWA’s Turner-Fairbank Highway Research Center R&D Communication Reference Guide Appendix L. FHWA Logo .	<input type="checkbox"/>
Does the product omit all contractor logos?	<input type="checkbox"/>
Does the content meet the following editorial standards? <ul style="list-style-type: none"> • Plain Language guidelines, including deploying the lowest possible quotient of passive voice, so as not to inadvertently undercut pro-active messaging. • There are no typos. • Acronyms are spelled out: <ol style="list-style-type: none"> 1) In Table of Contents. 2) In titles and headings. 3) The first time they appear in the product. 4) At the beginning of chapters and/or major sections. • Synonyms are deployed whenever possible and appropriate in place of frequently-used words (terms like “support” and “develop”) to make the content more interesting to read. • Product does not have unacceptable policy or risk-based content, such as advocacy language or endorsement of private businesses or products. 	<input type="checkbox"/>

⁶ This link is only available to FHWA staff.

Table 7. Project Manager Product Review Checklist. (continuation)

Product Features	Check
<p>Does the report meet the following Office of Operations (HOP) formatting guidelines criteria?</p> <ul style="list-style-type: none"> • Chapters begin on the right-hand page (i.e., an odd-numbered page.) • There are four levels of headings; each is a subset of the level above it. Do not number subheadings. Refer to the following box for required heading styles. <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p style="text-align: center;">CHAPTER 1. MAJOR SECTION HEADING</p> <p>The chapter headings are all capital lettering, bold, and centered. Chapter numbers, when used, may be Arabic or Roman and may be followed by a period and one or two spaces. Please be consistent throughout all chapter heads. There should be three returns (i.e., two blank lines) after a chapter heading.</p> <p>FIRST LEVEL HEADING</p> <p>All capital lettering, bold, and flush left (i.e., at the left margin). No numbering is required. There are only two returns (i.e., only one blank line) after this and all subordinate headings.</p> <p>Second Level Heading</p> <p>Initial capital lettering, bold, and flush left. Follow with two returns.</p> <p><i>Third Level Heading</i></p> <p>Initial capital lettering, bold, italics, and flush left. Follow with two returns.</p> <p>Fourth Level Heading: Initial capital lettering, bold, followed by a colon, and flush left. Follow with two returns. This subhead level is not often required.</p> </div>	<div style="display: flex; flex-direction: column; align-items: center; justify-content: center;"> <input data-bbox="1344 470 1382 506" type="checkbox"/> <input data-bbox="1344 537 1382 573" type="checkbox"/> </div>

Table 7. Project Manager Product Review Checklist. (continuation)

Product Features	Check
<p>Do the figures adhere to the following protocol? Figures include graphs, photos, formulas, equations, charts, etc.</p> <ul style="list-style-type: none"> • Spell out acronyms the first time they appear. • Figures are numbered in a single sequence from the beginning of the volume through the appendices. • Figures have unique captions centered at the bottom. • The figures follow formats for writing, punctuating, capitalizing, and centering figure captions: <ul style="list-style-type: none"> ▪ Figure 1. Graph. [Insert caption for graph.] ▪ Figure 2. Photo. [Insert caption for photo.] ▪ Figure 3. Formula. [Insert caption for formula.] ▪ Figure 4. Chart. [Insert caption for chart.] ▪ Figure 5. Equation. [Insert caption for equation.] • There are no special symbols, math, or scientific fonts for equations. Instead, insert an equation as a figure (.jpg format) and number the equation as a figure, instead of at the right-hand side as in older report formats. • Images have sources or attributions. • Refer to the Communications Reference Guide for additional clarification. 	<input type="checkbox"/>

Table 7. Project Manager Product Review Checklist. (continuation)

Product Features	Check
<p>Does the back cover include the following (which should be centered)?</p> <p style="text-align: center;">U.S. Department of Transportation Federal Highway Administration Office of Operations 1200 New Jersey Avenue, SE Washington, DC 20590</p> <p style="text-align: center;">Office of Operations Web Site https://ops.fhwa.dot.gov</p> <p style="text-align: center;">Month and Year of the Publication Publication Number</p> <p style="text-align: center;">The USDOT/FHWA logo</p> <p>(Note: The USDOT/FHWA logo should not be on the back cover unless it is not placed on the front cover. Refer to the FHWA’s Turner-Fairbank Highway Research Center R&D Communication Reference Guide Appendix L. FHWA Logo for guidance on how to use the USDOT/FHWA logo in the proper format.)</p>	<input type="checkbox"/>

**APPENDIX C. FORM DOT F 1700.7 “TECHNICAL REPORT DOCUMENTATION PAGE”
SAMPLE**

Technical Report Documentation Page			
1. Report No.	2. Government Accession No.	3. Recipient's Catalog No.	
4. Title and Subtitle		5. Report Date	
		6. Performing Organization Code	
7. Author(s)		8. Performing Organization Report No.	
9. Performing Organization Name and Address		10. Work Unit No. (TRAIS)	
		11. Contract or Grant No.	
12. Sponsoring Agency Name and Address		13. Type of Report and Period Covered	
		14. Sponsoring Agency Code	
15. Supplementary Notes			
16. Abstract			
17. Key Word		18. Distribution Statement	
19. Security Classif. (of this report)	20. Security Classif. (of this page)	21. No. of Pages	22. Price

Form DOT F 1700.7 (8-72)

Reproduction of completed page authorized.

Figure 16. Form. Form DOT F 1700.7 “Technical Report Documentation Page” Sample.

APPENDIX D. DISCLAIMER NOTICES SAMPLES

The following disclaimer notices are used when applicable:

1. Departmental Disclaimer. A departmental disclaimer under the caption "Notice" must be added as directed to the inside front cover.

Notice

This document is disseminated under the sponsorship of the Department of Transportation in the interest of information exchange. The United States Government assumes no liability for its contents or use thereof.

2. Disclaimer for Product Names or Manufacturers. If any names of products or manufacturers appear in the publication, the following disclaimer also must be used.

Notice

The United States Government does not endorse products or manufacturers. Trademarks or manufacturers' names appear herein only because they are considered essential to the object of this document.

3. Optional Notices. The following notice also may be added at the option of the Federal Highway Administration (FHWA) Office of Operation's Project Manager.

Notice

The contents of this report reflect the views of the authors, who are responsible for the facts and accuracy of the data presented herein. The contents do not necessarily reflect the official policy of the Department of Transportation.

This report does not constitute a standard, specification, or regulation.

APPENDIX E. OFFICE OF OPERATIONS PUBLICATION NUMBER SAMPLE FORM AND PUBLICATION CATEGORIES

OFFICE OF OPERATIONS PUBLICATION NUMBER SAMPLE FORM

Publication Number Placeholder Request Form

Requestor's Information

Requestor Name/Tel: Request Date:

Task Manager/Tel: Routing and Room:

New Publication Revision Reprint Publication Number:

Publication Information

Publication Title

Publication Number Assigned: Date Issued:

<p>Publication Type (Check One)</p> <p><input type="checkbox"/> Book</p> <p><input type="checkbox"/> CD-ROM</p> <p><input type="checkbox"/> DVD</p> <p><input type="checkbox"/> Flyer/Brochure</p> <p><input type="checkbox"/> Folder</p> <p><input type="checkbox"/> Video Cassette</p>	<p>Publication Category (Check One)</p> <p><input type="checkbox"/> Advance Traveler Information Systems (ATMS)</p> <p><input type="checkbox"/> Congestion Management (CM)</p> <p><input type="checkbox"/> Intermodal Freight (IF)</p> <p><input type="checkbox"/> Road Weather Management (RWM)</p> <p><input type="checkbox"/> Traffic Incident Management (TIM)</p> <p><input type="checkbox"/> Work Zones (WZ)</p> <p><input type="checkbox"/> Other</p> <p>Describe: <input type="text"/></p>
---	---

PLACEHOLDER REQUEST PAGE

KEYWORDS (LIMIT TO 250 CHARACTERS TOTAL LENGTH)

Figure 17. Form. Publication Number Placeholder Request Form Sample.

PUBLICATION CATEGORIES

Table 8. Office of Operations (HOP) publication categories for use with the Publication Number Request form. (HOP adds other categories as needed.)

CATEGORY	DESCRIPTION
A	Arterials
AC	All Categories
ADMS	Archived Data Management Systems (ITS DATA Archiving)
AM	Asset Management
APTS	Advanced Public Transportation Systems
ATIS	Advanced Traveler Information Systems
ATMS	Advanced Transportation Management Systems
CM	Congestion Management
CV	Commercial Vehicles
CV/TMS	Commercial Vehicles/Travel Management Systems
EBCA	Economic Analysis/Benefit/Cost Analysis
ETO	Emergency Transportation Operations
FA	Freight Analysis
FI	Freight Infrastructure
FM	Freeway Management
FPM	Freight Performance Measurement
HOV	High Occupancy Vehicles
IA	ITS Architecture
IF	Intermodal Freight
II	Institutional Issues
ITS	Intelligent Transportation Systems
ITS/WZ	ITS Work Zones
ITSC	ITS Costs
ITSDT	ITS Deployment Tracking
ITSPCB	ITS Professional Capacity Building
ITSSP	ITS Standards Program
IV	Intelligent Vehicles
IVI	Intelligent Vehicle Initiative
IVI/CV	Intelligent Vehicle Initiative/Commercial Vehicles
MHC	Monitoring Highway Congestion
MUTCD	Manual on Uniform Traffic Control Devices
OP	Operations Program
OTH	Other
PB	Project Brief
PD	Professional Development
PM	Performance Measurement
PROC	Procurement
PS	Public Safety

**Table 8. Office of Operations publication categories for use with the
Publication Number Request form. (continuation)**

RTS	Rural Transportation Systems
RWM	Road Weather Management
TCS	Traffic Control System
TIM	Traffic Incident Management
TTS	Transit Intelligent Transportation Systems
TMS	Travel Management Systems
TOF	Transportation Operations Funding
TSDR	Transportation Security and Disaster Response
TSITS	Traffic Signals Intelligent Transportation Systems
TSM	Traffic Signal Management
WZ	Work Zones
TTS & TMS	Transit Intelligent Transportation Systems and Travel Management Systems

APPENDIX F ACKNOWLEDGMENTS PAGE SAMPLE

ACKNOWLEDGMENTS

Federal Highway Administration would like to express appreciation to the following organizations for granting permission to copy publications and for providing information used in developing this training program:

The American Association of State Highway and Transportation Officials
The American Society for Testing and Materials


The agency also would also like to acknowledge the following State Departments of Transportation for the same courtesy:

Connecticut
Idaho
Maryland
Massachusetts
Michigan
New York

Complete copies of publications can be obtained by contacting these organizations and offices directly.

Note: Under no circumstances should an Office of Operations (HOP) Project Manager (PM) name, or other employee, or the contractor name be added to the Acknowledgments page. The contractor name may only appear on the Technical Report Documentation Page DOT Form 1700.7. The names of employees who author Federal Highway Administration products should only appear on the Technical Documentation Form 1700.7.

APPENDIX G. FORM FHWA-1528 “AUTHORIZATION TO PROCEED TO PRINTING/REPRINTING/WEB POSTING/MULTIMEDIA/VIDEO PRODUCTION” SAMPLE



U. S. Department of Transportation
Federal Highway Administration

**AUTHORIZATION TO PROCEED TO PRINTING/REPRINTING/
WEB POSTING/MULTIMEDIA/VIDEO PRODUCTION**

Attached are typeset copy and graphic elements in final layout for a proposed FHWA publication or for reprint of an existing FHWA publication. Approval of copy and graphics is necessary before printing can begin. The final print run must be completed within 60 days from receipt of this approval.

Check one: Print Reprint Web Multimedia Video

Publication Name: _____

Quantity: _____ Printing Cost: _____

Date of Delivery to Printer/Webmaster/Contractor: _____

Estimated Completion Date: _____

Originating Program Office:

_____	(Approved)	_____ (Date)
_____	(Approved With Corrections)	_____ (Date)
_____	(Disapproved)	_____ (Date)

Associate Administrator/
Office Director or Designee:

_____	(Approved)	_____ (Date)
_____	(Approved With Corrections)	_____ (Date)
_____	(Disapproved)	_____ (Date)

Office of Public Affairs:

_____	(Approved)	_____ (Date)
_____	(Approved With Corrections)	_____ (Date)
_____	(Disapproved)	_____ (Date)

Special Instructions: _____

REMINDER: To comply with Federal guidelines; when posting on the Web in lieu of printing, this form **MUST** be routed through HAIM-20 along with four (4) copies of the disk before forwarding on to Webmaster.

Four copies of disk provided to HAIM-20 _____ (HAIM-20 Signature) _____ (Date)

FORM FHWA-1528 (Rev. 4-2012)

Figure 18. Form. Form FHWA-1528 “Authorization to Proceed to Printing/Reprinting/Web Posting/Multimedia/Video Production” Sample.

APPENDIX H. AVERAGE TIMEFRAMES FOR THE OFFICE OF OPERATIONS, OFFICE OF THE CHIEF COUNSEL, AND OFFICE OF PUBLIC AFFAIRS PRODUCT REVIEWS

Question: How much time is needed for the Federal Highway Administration Office of Operations internal product review and the Office of the Chief Counsel (HCC) and Office of Public Affairs (HPA) review processes and the printing and Web posting of final products?

Answer: You should plan to build 3–5 months into a milestone schedule for the review processes. We recommend building 6 months, if possible, into your Performance Work Statement (PWS) or Statement of Work (SOW) deliverables schedule just to be on the safe side.

Below is an average detailed schedule breakdown, including contingencies. Please note that the form FHWA-1113 submission (as detailed in Chapter 2 and Appendix A) takes place before a project begins and therefore is not included in this timeframe. Additionally, task order language takes precedence over any timeframes noted below.

Table 9. Average Timeframe for Office of Operations Product Reviews.

Step	Timeframe (Timeframes in parentheses indicate contingency actions.)	Activity
1	10 Federal business days	Office of Operations (HOP) Project Manager (PM) reviews contractor-created product to ensure it meets Federal Highway Administration (FHWA) and HOP guidelines.
2	10 Federal business days	HOP Information Specialist (Specialist) and Marketing and Outreach Coordinator (Coordinator) evaluate the product.
2.1	(5 Federal business days contingency)	If Specialist and/or Coordinator find mistakes, Specialist transmits comments to HOP PM who returns product to contractor with instructions. Contractor makes corrections and returns to HOP PM.
2.2	(5 Federal business days contingency)	HOP PM to review product to ensure contractor has made proper corrections.
2.3	(5 Federal business days contingency)	Specialist and Coordinator double-check that contractor has indeed rectified mistakes.

Table 9. Average Timeframe for Office of Operations Product Reviews. (continuation)

Step	Timeframe (Timeframes in parentheses indicate contingency actions.)	Activity
2.4	(5 Federal business days contingency)	If contractor has not solved problems, the product is returned to HOP PM for resolution. (Return to Step 2.1).
3	10 Federal business days	Coordinator forwards product to Office of Chief Counsel (HCC) for “Good Guidance” review.
3.1	(10 Federal business days contingency)	If HCC issues corrections, Coordinator transmits comments to HOP PM who returns product to contractor with instructions. Contractor makes corrections and returns to HOP PM.
3.2	(5 Federal business days contingency)	If needed, HOP PM to review product to ensure contractor has made proper HCC corrections.
4	5 Federal business days	HOP PM fills out form FHWA-1528, applies own digital signature, procures Office Director digital signature, and forwards form to Coordinator who submits 1) final product and 2) filled-out form to Office of Public Affairs (HPA) for approval.
5	10 Federal business days	HPA conducts review of product.
5.1	(5 Federal business days contingency)	If HPA turns down product or requests revision, Coordinator shares feedback with HOP PM and discusses options. (Possible return to Step 2.1).
6	5 Federal business days	Once HPA has approved form FHWA-1528 and applied digital signature, HOP PM gives approval to contractor to supply print and Section 508-HTML versions (as applicable) of product on a CD or DVD, which HOP PM should give to Specialist.
7	10 Federal business days	Specialist reviews print and Section 508-HTML versions of product.

Table 9. Average Timeframe for Office of Operations Product Reviews. (continuation)

Step	Timeframe (Timeframes in parentheses indicate contingency actions.)	Activity
7.1	(5 Federal business days contingency)	If Specialist finds mistakes, he/she transmits comments to HOP PM who returns product to contractor with instructions. Contractor makes corrections and returns to HOP PM. (Return to Step 5).
7.2	(5 Federal business days contingency)	HOP PM to review product to ensure Contractor has made proper corrections.
7.3	(5 Federal business days contingency)	Specialist affirms that contractor has indeed rectified mistakes.
7.4	(5 Federal business days contingency)	If contractor has not solved problems, Specialist returns the product to HOP PM for resolution. (Return to Step 5).
8	5 Federal business days	<ul style="list-style-type: none"> • Specialist uploads Section 508-HTML. • Specialist sends print version to Government Publishing Office (GPO) (if applicable).
9	10 Federal business days	Coordinator works with HOP PM on FHWA Social Media promotion, if desired.
TOTAL TIME	65 Federal business days to 130 Federal business days (3-6 months)	Note: If a product comes in good shape, it might take up to 3 months to process. If not, the product can take twice as long to prepare for its public release.

U.S. Department of Transportation
Federal Highway Administration
Office of Operations
1200 New Jersey Avenue, SE
Washington, DC 20590

Office of Operations Web Site
<https://ops.fhwa.dot.gov>

October 2018
FHWA-HOP-19-001