RESOLUTION RESCINDING CHAPTER 115.1 OF HACLA’S MANUAL OF POLICY AND PROCEDURE:
WRITTEN COMMUNICATIONS POLICY

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President & Chief Executive Officer

James Johnson  
General Counsel

Purpose: To rescind the Written Communications Policy as Chapter 115.1 of the Authority’s Manual of Policy and Procedure (“MPP”), which is obsolete.

Regarding: HACLA’s Written Communications Policy, dated December 31, 1966, addresses the procedures and requirements for staff communicating on behalf of the agency, both internally and externally.

Issues: Article II of HACLA Bylaws provides the Board of Commissioners (“Board”) with the power to “[f]ormulate and establish basic policies, covering all matters relating to the development, administration, management and operation of the Authority.” This Board authority governs both the establishment and the rescission of HACLA policies.

The Written Communications Policy (“Policy”) pertains to outmoded methods of communication, like tissue paper courtesy copies, air mail, and telegrams. Its requirements range from general recommendations regarding style and tone to specific procedures for distributing varying types of carbon copies depending on the content of the communication. HACLA staff are largely unaware of the Policy, and because the Policy has not been updated since 1966, it has lost relevance and outlived its usefulness.

The few portions of the Policy that could translate to today’s methods of communication, like the sections titled “Style and Tone” and “Keeping Other Offices Informed,” offer common sense guidance better implemented through trainings and suggested best practices rather than formal administrative policy. HACLA’s more recent Brand Guidelines, Social Media Policy (Reso. No. 9289), and Policy for Effective Communication with Individuals with Disabilities (Reso. No. 9118) substantively address communications on behalf of the Agency, each with a purpose similar to that offered by the 1966 Policy.

Vision Plan: PATHWAYS Strategy #7: Identify opportunities to reduce operating and administrative costs so that scarce resources are maximized

In the spirit of good governance, HACLA seeks to regularly review its policies to ensure they remain relevant and serve the agency well. Eliminating outdated policies is a best practice, and helps focus employee attention on the remaining policies. Rescission of the
Policy today does not preclude HACLA from adopting a modern communications policy in the future, should HACLA identify a need for such guidance.

Funding: There is no immediate financial impact associated with the rescission of this Policy.

Environmental Review: Not applicable

Section 3: Not applicable

Attachments:

1. Resolution
2. MPP 115.1: Written Communications Policy
RESOLUTION NO.____________

RESOLUTION RESCINDING CHAPTER 115.1 OF HACLA’S MANUAL OF POLICY AND PROCEDURE: WRITTEN COMMUNICATIONS POLICY

WHEREAS, Article II of HACLA Bylaws provides the Board of Commissioners with the power to “[f]ormulate and establish basic policies, covering all matters relating to the development, administration, management and operation of the Authority”;

WHEREAS, this Board authority governs both the establishment and the rescission of HACLA policies;

WHEREAS, HACLA’s Written Communications Policy, Chapter 115.1 in the Manual of Policy and Procedure, addresses the preparation and distribution of communications on behalf of department heads and the Agency and has become obsolete since its adoption on December 31, 1966; and

WHEREAS, for the reasons set forth in the Report of the President and CEO of the same date herewith (the “Board Report”), the Board of Commissioners desires to rescind the Written Communications Policy.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners hereby authorizes the rescission of the Written Communications Policy.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately.

APPROVED AS TO FORM

HOUSING AUTHORITY OF THE
CITY OF LOS ANGELES

By: ____________________________ By: ____________________________
James Johnson, General Counsel
Cielo Castro, Chairperson

DATE ADOPTED: ____________________________
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Section 115:1  WRITTEN COMMUNICATIONS

The purpose of this section is to establish policies and procedures relating to the preparation, signing and release of internal and external communications including telegrams.

I. General Policies.

To expedite the processing of written communications throughout the organization it is the intent of this directive that Section Heads and certain other designated supervisors will have authority to sign and release certain communications relating to the functions and activities of their particular organizational unit. This delegation, however, carries with it the responsibility for consistent observance of the policies and procedures set forth below in order to provide the necessary administrative coordination and to maintain satisfactory public relations:

A. Authorization to Sign Communications

Each person hereinafter authorized to sign communications shall sign only his own name. However, each such person may designate another person (such as his assistant) to sign communications for him if the efficient operation of the office so requires.

1. Executive Director

The following types of communications shall be prepared for the signature of the Executive Director:

a. Communications addressed to the Commission of the Authority or to a Commissioner thereof.

b. Communications addressed to an elective body or elected official or to the head of an agency of the federal, state or local government.

c. Communications concerning basic policy or public relations matters, which are of such a nature as to warrant release over the Executive Director's signature.

In those cases where it is determined appropriate for a communication to come from the Commissioners of the Authority, the communication shall be prepared for the signature of the Chairman or Acting Chairman, as the case may be, of the Commission.

2. Section Heads

Except as provided above, Section Heads are authorized to sign and release communications pertaining to the functions and activities of their respective offices.
3. Housing development managers are authorized to sign and release communications relating to the activities of their respective organizations after such clearance with their immediate supervisor as may be deemed necessary.

In addition, Section Heads may extend the authorization to sign and release internal communications to such persons under their jurisdiction and under such conditions and restrictions as they may determine appropriate.

B. Clearing Communications with Other Divisions and Offices

In order to assure that Authority communications reflect the viewpoint and thinking of all parties concerned, it is the responsibility of the individual preparing communications to secure the concurrence of all other individuals affected by or concerned with the subject matter of the communication. To accomplish this the following procedure shall be observed:

1. Whenever other offices are affected by the subject matter of a communication, the initiating office shall consult with said offices before preparing the communication.

2. The communication shall be routed to the affected offices for written clearance. Each office shall expedite clearance. If more than one office is concerned, the order of routing should be indicated. If the file on the communication is essential to its understanding the file should be forwarded along with the communication.

C. Style and Tone

All persons whose work involves the preparation of written communications particularly external communications, shall write clear, concise, and courteous communications giving maximum expression to the principal of "soft words and adequate arguments". Achievement of these objectives will be materially aided by:

1. Using language readily understandable to the receiver,

2. Eliminating all unnecessary words.


4. Writing in an informal and friendly style to the extent appropriate and
5. Always preparing communications that are well thought out, well
organized and well documented with facts.

An additional point that must constantly be borne in mind is that
Authority communications are subject to more than the usual amount of
review and scrutiny because they emanate from a public body.

Section Heads shall have continuing responsibility for seeing that the
above policies are observed and that a high quality of workmanship,
both from the standpoint of content and appearance, is reflected in
all communications written by persons under their jurisdiction.

D. Keeping Other Offices Informed

It is the responsibility of all persons preparing communications to see
that carbon copies thereof are provided for all other Offices and
persons who are interested in the subject matter of the letter.

E. Answering Incoming Correspondence

All incoming letters requiring a reply shall be answered or acknowledged
within three days after receipt by the organization unit concerned, un-
less the content of the letter clearly indicates that it may be answered
at the convenience of the recipient.

II. External Correspondence

All letters addressed to persons or agencies outside the Authority, including
tenants, shall be prepared and released in accordance with the following
procedures: (See Ex. 115-A for detailed instructions)

A. Dating of Letters Prepared for Executive Director's Signature.

Communications written by a Section Head for the signature of the
Executive Director shall be dated as follows:

1. Letters forwarded to the Office of the Executive Director for
   signature prior to 12 noon shall be dated as of the current day.

2. Letters forwarded to the Office of the Executive Director after
   12 noon shall be dated as of the next succeeding work day; provided
   that the current day's date may be used when the urgency of the
   communication requires that it be dispatched immediately.

B. Use of Air Mail for Letters Going Out of State

All communications addressed to persons outside the state shall be sent
Air Mail except where, because of the weight factor, the cost of this
method is not justified.
C. Use of Letterheads

All sections and offices shall use the standard, authorized letterhead bond (showing address, telephone and post office box of the Central Administrative Offices) for the first page of the letter and plain bond for the second and succeeding pages.

D. Distribution of Carbon Copies

1. Central Office

Divisions and offices located in the Central Office shall prepare and distribute carbon copies as follows:

a. One letterhead tissue (courtesy copy) to accompany the original on all letters to elective officials or bodies of federal, state and local governments.

b. One plain white tissue marked "Ex. Dir. Reading File" to be routed to the Office of the Executive Director except that this copy is not required in the case of form letters.

c. Plain white tissue copies as needed for distribution to Section Heads and others concerned with or interested in the contents of the letter.

d. One or more yellow file copies as needed by the originating office.

2. Field Offices

Where letters are written in organization units located away from the Central Office, carbon copies shall be prepared and distributed as follows:

a. One or more plain white tissue copies as needed for distribution to Section Heads and others concerned with or interested in the contents of the letter.

b. One or more yellow file copies as needed by the originating office.

E. Envelopes

1. Type

Letters written on standard authorized letterhead stationery should be mailed in the standard matching return address envelope. Manila envelopes are available for bulky letters.
2. Special Provision for Field Offices

Organization units located away from the Central Office may use envelopes showing the name and return address of the originating office if they desire.

F. Form Letters

1. Standards

The standards and procedures set forth above shall be observed in preparing and releasing form letters, whether one-time or standard letters, except that the requirements as to carbon copies may be modified to suit the situation.

2. Use of Rubber Signature Stamps

Section Heads, Managers and others designated by the appropriate Section Head are authorized to use rubber signature stamps on routine form letters such as letters to residents, applicants for housing, etc. In no event, however, may signature stamps be used in lieu of personal signatures on other types of forms or communications. The rubber signature stamp shall be set up in the same manner as the signature and title of an individual communication, i.e.,

(Facsimile Signature)  
(Robert Smith)

{Name in all Caps}  
(Robert Smith)

{Title}  
_Manager_

III. Internal Correspondence

The following procedure shall be observed in preparing and releasing inter-office correspondence: (See Ex.115-B for detailed instructions)

A. Form

The standard Inter-Office Memorandum paper shall be used for the first page of all correspondence between various Authority offices. Second and succeeding pages should be prepared on plain white paper.

B. Carbon Copies

1. Central Office

Personnel located in the Central Office shall prepare and distribute carbon copies as follows:
a. One plain white tissue copy marked "Ex. Dir. Reading File" is required in the case of memoranda written by a Section Head and addressed to persons in other Offices. When correspondence is initiated by Central Office personnel other than Section Heads, a carbon copy is not required for the Executive Director's Reading File.

b. Plain white tissue copies as needed for distribution to Section Heads and other concerned with or interested in the contents of the memorandum.

c. One or more yellow file copies as needed by the originating office.

2. Field Offices

Carbon copies shall be prepared and distributed as follows when inter-office memoranda are initiated in organization units located away from the Central Office:

a. White tissue copies as needed for distribution to persons concerned with or interested in the contents of the memorandum.

b. One or more yellow file copies as needed by the originating office.

C. Inter-Office Envelopes

Where the subject matter of the memorandum is confidential, highly important or otherwise requires special handling, an envelope stamped or marked "Confidential" should be used. In all other cases, an Inter-Office Envelope, should be used for transmitting the memorandum.

D. Duplicated Memoranda

Where inter-office memoranda are to be duplicated the same standards and procedures are applicable as for typed memoranda. The Standard Inter-Office Memorandum heading should be set up on the master.

IV. Telegrams

A. Limitation on Use

Since telegrams represent an expensive type of communication their use should be positively limited to occasions where the importance of time clearly outweighs the cost involved.
For purposes of comparison, the approximate delivery time for the main categories of telegrams and special mail service are as follows:

- **Straight Telegram**: 15 to 30 minutes
- **Day Letter**: 30 to 60 minutes
- **Night Letter**: Delivered first thing the following morning
- **Airmail Special to**:
  - **San Francisco**: 5 to 8 hours
  - **Chicago, New York and Washington D.C.**: 15 to 18 hours
  - **Special Delivery in Los Angeles**: 2 to 4 hours after deposit at Terminal Annex

**B. Dispatching**

1. **Responsibility**
   
   All offices initiating telegrams are responsible for telephoning or delivering their telegrams directly to Western Union.

2. **Charges**

   Telegrams initiated by Central Office personnel shall be charged to the account of the Authority. Telegrams initiated by organization units located away from the Central Office shall be charged to the phone number of the originating office.

**C. Collect Telegrams**

All persons accepting collect telegrams on behalf of the Authority shall forward a copy of the telegram to Fiscal and Accounting for use in auditing telegraph charges.

**D. Preparation**

Following are general instructions on preparation of telegrams; (See Ex. 115-C for detailed instructions)
1. Economy of Words

The policy on brevity of communications is particularly applicable to telegrams because telegraph charges are based on the number of words (in excess of the minimum, i.e., 10 words on straight wires; 50 words on day letters; 25 words on night letters) contained in the telegrams. The general rule on counting words in the body of a telegram is that if the word is given as one word in the dictionary it is charged for as one word in the telegram. Certain contractions, however, such as "Retel" (regarding your telegram), "Relat" (regarding your letter), etc. are considered as one word and should be used whenever appropriate. Punctuation marks are transmitted without charge, so it is unnecessary to insert words such as "stop" or "comma" which are charged for.

2. Form

To assure that all essential data are included on the document, the original and first carbon copy of the telegram should be prepared on the standard Western Union Telegram form. Plain white paper may be used for second and succeeding pages.

3. Distribution

Copies of the telegram shall be distributed as follows:

a. The original to be retained in the files of the originating office.

b. First carbon copy to Fiscal and Accounting for use in auditing telegraph charges.

c. Plain white tissue carbon copies for persons concerned with the contents of the telegram.

d. Where the telegram originates in the Central Office, one plain white tissue copy marked "Ex. Dir. Reading File".

e. Yellow file copies as needed by the originating office.
INSTRUCTIONS FOR LETTER AND ENVELOPE PREPARATION

This exhibit sets forth instructions for letter and envelope preparation. For further details refer to a standard secretarial handbook. A sample letter is shown on Page 5 of this Exhibit.

1. Date

Place the date approximately two spaces below the letterhead either in the center of the page or the upper right corner.

2. Reference

In replying to letters which show the sender’s file reference, indicate such reference four spaces below the date and in line with the right margin.

3. Margins

As a general rule allow a margin of at least one inch on each side of the page and at least 1/4" (in no event less than 3/4") between the signer’s name and the bottom of the page. If, however, maintaining these margins requires carrying forward to the next page fewer than five lines of the body of the letter, the margins should be adjusted to permit the letter to be typed on one page.

4. Special Handling

When a letter is to receive special handling such as airmail, special delivery or registered, the method of special handling should be noted on the letter four spaces below the date line and flush with the left margin.

5. Address

a. Type the address single space block style starting at least two spaces below the reference line, or special handling notation as the case may be.

b. Use the following guide in addressing the persons listed:

   Commissioners

   Mr. ____________________________
   (Business Address)
   Los Angeles, California (zip code)

   U. S. Senator

   Honorable ______________________
   United States Senate
   Washington, D.C. (zip code)

   U.S. Representative

   Honorable ______________________
   House of Representatives
   Washington, D.C. (zip code)
6. Attention Notation

Place the "Attention" line (if any) two spaces below the address and flush with the left margin.

7. Salutation

Begin the salutation flush with the left margin and two spaces below the address of the "Attention" line as the case may be. Following the guide provided in the appropriate salutation should be used.

Commissioner
Councilman
State Assemblyman
U. S. Senator
State Senator
U. S. Representative
Governor
Mayor

My dear [Name],

8. Body of the Letter

Begin the body of the letter two spaces below the salutation and prepare in block form. Single space with double space between paragraphs. Where the body of the letter is less than ten lines in length, the letter may be double spaced with paragraphs indented five spaces.
9. Complimentary Close and Signature

a. Use the closing phrase "very truly yours," or some similar expression and place it near the center of the page. Allow four spaces for signature and type name (in all capitals) and title as in the following examples:

   Very truly yours,                     Sincerely yours,

   ROBERT SMITH  ROBERT SMITH
   Manager      Manager

b. In the event the official signing the letter is in an "acting" capacity, show name and title as follows:

   ROBERT SMITH
   Acting Manager

10. Dictator and Typist Initials

Do not show dictator's and typist's initials on original letterhead or tissue letterhead copy. On all other copies indicate the initials of the person signing the letter, the initial of the dictator if other than the person signing the letter, and the initials of the typist two spaces below the title line and flush with the left margin:

For example:

   CSJ:kw  (letter sent over the originator's signature)

   CSJ:TFM:kw  (letter written for the signer by another individual)

11. Enclosures and Accompaniments

a. If material is enclosed with the letter write the word "Enclosure" one space below the initials line and flush with the left margin. If more than one document is enclosed indicate the number as follows:

   Enclosures (3)

b. When material is sent under separate cover write the word "Accompaniment" or "Accompaniments (3)" on the letter in the same manner as above. The material mailed under separate cover should be plainly marked with a notation such as "Letter under separate cover."

12. Carbon Copy Notations

Do not show carbon copy notation on original letterhead or tissue letterhead copy. On all other copies indicate distribution of carbon copies two spaces below initials' line or enclosure line as the case may be and in the following manner:

   cc:  R. D. Hawkins
        Ex. Dir. Reading File

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13. Page Numbering and Identification

Number pages consecutively starting with second page. Four or five spaces from the top of the page and flush with the left margin show the name of the addressee. The page number on the same line and on line with the right margin indicate the date (fully typed out.)

14. Envelopes

a. Address

Type the address single space, block style, approximately in the center of the envelope.

b. Attention

If the letter is directed to the "attention" of a particular person, "Attention ____________" should be noted in the lower left corner of the envelope.

c. Special Handling

When the letter is sent airmail, special delivery, registered or other means of special handling, notation should be typed in capital letters below or beside the space for affixing postage.
June 30, 1966

Mr. William E. Payne  
Executive Officer  
State Employees Retirement System  
1416 Ninth Street  
Sacramento, California  95809

Attention: Mrs. Thelma S. Knight

Dear Mr. Payne:

(body of letter)

Very truly yours,

Jesse E. Spray  
General Housing Manager

(JES:hn (do not show on original or tissue letterhead)
Enclosures (3)

cc: R. Smith  
Ex. Dir. Reading File
INSTRUCTIONS FOR PREPARING INTER-OFFICE CORRESPONDENCE

This Exhibit sets forth detailed instructions for preparing inter-office correspondence. A sample memorandum is shown on Page 3 of this Exhibit.

1. Date

Write the date out in full opposite the "Date" line.

2. "To" and "From"

a. Following the word "To" show the name, title, and the Office to which the addressee is assigned.

   For example:

   To: Robert Smith, Manager
       Alta Vista Gardens

b. Following the word "From" show the name and title of the sender as well as the Office to which the sender is assigned.

   For example:

   From: Robert Smith, Manager
          Alta Vista Gardens

3. Subject

Opposite the word "Subject" describe the subject of the memorandum. Make such a description concise but if it extends over one line set up in block style.

4. Margins

Where the length of the memorandum warrants, line the left margin up with the word "Subject" and allow the same margin on the right. For short memoranda increase the margin allowance accordingly. Leave at least a one inch margin at the bottom of the page.

5. Body of the Memorandum

Begin the body of the memorandum at least two spaces below the subject line and prepare in block form, single space with double space between paragraphs. If side or "topic" headings are used or if the content is broken down into sub-paragraphs the material should be appropriately indented.

6. Signature

The sender should sign his name immediately adjacent to his typed name indicating "From."
7. Dictator's and Typist's Initials

Show dictator's and typist's initials flush with left margin about two spaces below the body of the memorandum.

8. Enclosures

If material is enclosed with the memorandum write the word "Enclosure" or "Enclosures (3) as the case may be, one space below the initials line.

9. Carbon Copy Notations

Show carbon copy notation on original and all copies of the memorandum and place two spaces below the initials line or enclosure line as the case may be.

10. Page Numbering and Identification

Number pages consecutively starting with the second page. Four or five spaces below the top of the page and flush with the left margin show the name of the addressee. Center the page number on the same line and on line with the right margin indicate the date (written out.)
INTER-OFFICE MEMORANDUM

DATE: December 30, 1966

TO: H. A. Sniderman, Staff Attorney
FROM: J. E. Spray, General Housing Manager
SUBJECT: Letter to HAA Relating to Terminations

BODY OF LETTER

JES:rg
Enclosure

cc: Paul J. Carlson
Arthur J. Morse
Executive Dir. Reading File
INSTRUCTIONS FOR TELEGRAM PREPARATION

This exhibit outlines instructions for the preparation of telegrams. A standard secretarial handbook should be consulted for further details. See Page 2 of this exhibit for a sample telegram.

1. Type of Wire

Indicate in the upper left corner the type of wire to be sent, i.e., telegram (straight wire), day letter, night letter, etc.

2. Date and Time

In the upper right corner show the date and the hour and minute the telegram is sent.

3. Address

Indicate the full address of the recipient of the telegram. Where the telegram is sent to the attention of a certain person, show the "attention" line as part of the address.

4. Body of Telegram

Write the body of the telegram in regular typing style (not all capital letters) and double space between lines.

5. Signature

Show the name and title of person sending the telegram immediately below the body of the telegram.

6. Miscellaneous

In the lower left corner indicate the dictator's and typist's initials, carbon copy notation and the basis for payment of the telegram (charge, paid or collect).

7. Page Numbering and Identification

Second and succeeding pages of a telegram should be numbered and identified in the same manner as pages of a letter.
Full-Rate Telegram

Mr. Louis B. Ambler, Jr.
Assistant Regional Administrator
Housing Assistance Administration
450 Golden Gate Avenue
San Francisco, Calif.  94102

Please wire immediately re status of shipment of documents requested on
Requisition No. 35 dated 9-9-66 followed up by telegram 9-12-66.

JESSE E. SPRAY
General Housing Manager
Housing Authority of the City
of Los Angeles

JES:rg

cc: Fiscal and Accounting
    Ex. Dir. Reading File

Charge