Second Report to the Legislative Assembly

Implementation of House Bill 2702
(Plain Language Standard)

Jan. 1, 2009
Executive Summary

Background

House Bill 2702 (2007) required development of a plan to ensure Oregon state government agencies write all public documents in plain language. The Governor named the Department of Consumer and Business Services (DCBS) the lead agency. In November 2007, DCBS, led by the Office of Regulatory Streamlining, started a two-phase implementation plan. In Phase I, six pilot agencies tested ways to implement plain language; in Phase II, the pilot agencies made recommendations for implementing plain language statewide.

DCBS submitted a status report on Phase I implementation to the Legislature on Feb. 1, 2008. Pilot agencies developed Phase II recommendations and sent them to all executive branch agencies in September 2008. This second report to the Legislature provides an overview of the project and recommendations for next steps.

Phase I implementation

More than 750 state employees have taken plain language training from the Department of Administrative Services iLearnOregon program – a state enterprise training service offering specialized training at affordable rates. The agencies implemented plain language standards by improving paper and electronic forms and applications, Web site pages, regulatory compliance instructions, collection notices, signage, budget narratives, and general correspondence. Examples of plain language projects developed over the past year that will make it easier for hundreds of thousands of Oregonians to do business with state government include the following:

- Unemployment Insurance Claimant Handbook
- Working Family Tax Credit brochure (including Spanish version)
- Oregon OSHA guide for safe worker practices (with illustrated instructions) in manicure salons (including Vietnamese version)
- Oregon 2009 Combined Payroll Tax Report instructions, a three-agency project
- Electronic Payment Program brochure
- Energy efficient home heating and cooling guidelines
- More than 100 Web pages across agencies

Before and after examples of these and many other plain language products, catalogued by agency, are available in the full report and online at the State Library plain language Web site.
Pilot agency recommendations

Plain language coordinators in the pilot agencies believe that success requires commitment by agency directors and division managers. They also believe that plain language implementation needs a home in every agency. To cure the imbalance in expertise and capacity among agencies, pilot coordinators recommend more collaboration among State Communications Council members to learn and distribute best practices for implementing plain language and measuring outcomes.

The following are the pilot agencies’ recommendations for implementing the standards of plain language:

- Target problem areas.
- Measure the things you can.
- Don’t forget your Web site.
- Consistently promote plain language to all staff – remind resisters it’s the law.
- Write for the audience, not the job.
- Don’t let the perfect be the enemy of the improved.
- Pictures are worth a thousand words.
- Set targets. Pause to review your success.
- Ask customers for their opinions.
- No backsliding – institutionalize plain language standards in your agency.

Next steps for statewide implementation of plain language standards

1. Retain agency plain language coordinators – Each agency has a plain language coordinator who is the agency’s champion for plain language. Coordinators serve an essential role in agencies, leading writing and design review groups, and acting as a resource for information and employee orientation to plain language standards.

2. Implement agency plans, measure outcomes – Each agency has a plan for plain language implementation during 2009. The agency section in the full report includes plans, samples of plain language improvements for 2007-08 (including before and after examples), and measurements of outcomes. They are also available online at the State Library’s plain language Web site, http://plainlanguage.oregon.gov.

3. Expand plain language training available to agencies – The Department of Administrative Services’ plain language training provides state employees with an overview of clear, concise writing. The department plans to work with an outside vendor to create a longer, more comprehensive course to help state employees further develop their skills.
4. Use the State Communications Council as a work group to develop plain language outcome measures that agencies can use as best practices.

5. Connect plain language champions in big agencies with champions in small agencies – Customers’ expectations for plain language are the same, regardless of agency size. Like other good habits, plain language requires skill development, practice, and reinforcement. The State Communications Council will collaborate with the Department of Administrative Services (DAS) to develop a learning forum for plain language as part of the new iLearnOregon training system. The forum is an online site for learning and idea exchange open to all state employees.

6. Add implementation of plain language standards to customer service goals – Agencies manage what they measure. Agencies should connect their plain language plan to customer service and communication performance goals.

7. Expand the DAS and State Library support – DAS and the State Library provide enterprise-wide support to state agencies. Transfer the coordination of plain language implementation from DCBS to a shared mission of DAS and the Library. Develop an interagency agreement so roles and responsibilities for training and reference resources are spelled out.
Introduction

House Bill 2702 (2007) required development of a plan to ensure Oregon state government agencies write all public documents in plain language. The Governor named the Department of Consumer and Business Services (DCBS) the lead agency to develop the plan.

House Bill 2702 specified a plain language standard. A document meets the plain language standard if it, whenever possible:

- Uses everyday words that convey meanings clearly and directly
- Uses the present tense and the active voice
- Uses short, simple sentences
- Defines only those words that cannot be properly explained or qualified in the text
- Uses type of a readable size
- Uses layout and spacing that separate the paragraphs and sections of the document from each other

The legislation required a report to the Legislature in February 2008 and January 2009. This report includes a summary of activities state agencies have conducted to implement the plan, a summary of training and resources provided to agencies, examples and measured outcomes from implementation of the plan, and recommendations for next steps.

Summary of Activities, Training and Resources

Plain language implementation plan

DCBS, through the Office of Regulatory Streamlining, coordinated development of the plain language implementation plan. The plan contained two phases. In Phase I, six pilot agencies invested in training employees and targeting communication products for plain language improvements. In Phase II, the pilot agencies shared lessons learned and recommendations for expanding the plain language standard within non-pilot agencies.

The Department of Administrative Services (DAS) participated as a pilot agency and as the sponsor of the plain language training. The Oregon State Library (Library) hosted the plain language resource Web site. The Office of Regulatory Streamlining convened pilot agencies and facilitated communication among plain language coordinators and the State Communications Council.

Some non-pilot agencies began training employees and implementing the plain language standard as soon as it became law. Other agencies waited to plan for and implement plain language based on the pilot agency experiences.
Agencies implemented plain language standards by improving paper and electronic forms and applications, Web site pages, regulatory compliance instructions, collection notices, signage, budget narratives, and general correspondence. Examples of plain language projects developed over the past year that will make it easier for hundreds of thousands of Oregonians to do business with state government include the following:

- Unemployment Insurance Claimant Handbook
- Working Family Tax Credit brochure (including Spanish version)
- Oregon OSHA guide for safe worker practices (with illustrated instructions) in manicure salons (including Vietnamese version)
- Oregon 2009 Combined Payroll Tax Report instructions, a three-agency project
- Electronic Payment Program brochure
- Energy efficient home heating and cooling guidelines
- More than 100 Web pages across agencies

This report includes before and after samples of plain language improvements, catalogued by agency, through November 2008. Each agency has also submitted a plan for plain language implementation in 2009.

**Enterprise-wide coordination and outreach**

DCBS has provided outreach, planning, and coordination for plain language implementation. Early on, DCBS developed and distributed a one-page plain language style guide to all state employees. The guide helped employees begin to apply plain language to written documents.

At the same time, the Library developed a plain language Web site that agency plain language coordinators promote among employees. The Library also screened and compiled links to resources for developing writing skills as well as materials available through the library system.

Almost all state employees write for public documents. Employees need easy access to tools for developing plain language writing skills. The Library-hosted site is a central service that easily and affordably reaches state employees.

The site includes background on HB 2702, examples of pilot agency products, style guides, training links, online writing reference databases, tools for measuring readability, and contact information for state agency staff involved in training and implementation of plain language standards.
Assessment of Phase I Pilot

Background

During Phase I, DCBS worked with others to build agencies’ capacity to implement plain language and develop enterprise-wide resources for writing with plain language standards. Phase II of the plan directs pilot agencies to recommend how the standard should apply broadly to all agencies and across mediums, based on experience from Phase I. Plain language coordinators in the pilot agencies met in July 2008 to assess the effectiveness of implementation and training in Phase I and recommend areas for expansion in Phase II.

Six executive branch agencies volunteered to serve as pilot agencies in Phase I of the implementation plan:

- Department of Administrative Services
- Department of Consumer and Business Services
- Employment Department
- Department of Environmental Quality
- Office of Private Health Partnerships
- Department of Revenue

Pilot agencies trained selected staff and set priorities for improving written communications by using plain language. The agencies targeted paper and electronic forms and applications, Web pages, regulatory compliance instructions, collection notices, signage, budget narratives, and general correspondence.

Successful implementation
Plain language coordinators of the pilot agencies believe that success in implementing plain language is achievable with two ingredients: vocal, continuous commitment by agency directors and division managers; and a home in the agency with a designated coordinator for plain language standards.

Coordinators also agree that expansion of implementation would benefit from input by the State Communications Council. The council could provide a forum where non-pilot agencies learn best practices and ways to measure outcomes from plain language.

Training assessment – “Plain Language Plus: Writing for Easy Reading”
More than 750 executive branch employees attended the plain language training, which DAS offered as a half-day class and a one-hour customized overview. A statistical summary of training attendance, by agency, is in the Appendix.
Overall, about 15 pilot and non-pilot agencies invested heavily in training their staffs across functions, including scientists, technicians, field agents, and policy analysts. Agencies with dedicated public information and creative services staff targeted training to staff with primary communications responsibilities, including Web designers, writers, and editors.

Plain language coordinators report that the training provided a good overview, well delivered by one of DAS’ professional trainers. The training raised awareness and improved skills among a cross-section of employees. Participants gave the training high marks and offered the following feedback:

• DAS should continue to coordinate the training, standards, and schedule in order to retain consistency in instruction.
• Trainers should include more real-life examples to make the basic training more effective.
• Trainers should include more techniques for using style guides.
• Agencies would benefit from additional training designed for experienced technical staff needing techniques and standards for writing scientific or legal communications in plain language.

Recommendation for Expansion Based on Pilot Assessment

When pilot agencies met in mid-2008, they made the following recommendations to all executive agencies for expansion of plain language standards:

Target problem areas. Chances are that agency staff know which communication products are hard for customers to understand. Collect the customer feedback that comes through field staff, front-line staff, ombudsmen, and receptionists. Review Web pages, forms, and instructional and compliance documents with work teams to identify the most frequently asked questions about Web pages or publications produced by the agency.

Measure the things you can. Plan to measure the effectiveness of letters, forms, instructions, or regulatory guides with customers. However, don’t let imperfect measures hinder plain language improvements, especially to products that are mission-critical for citizens and businesses. Build outcome measurements into project plans. Also, plan for the added production time it takes to get both qualitative and quantitative customer input.

Don’t forget your Web site. Don’t plan to do the Web site all at once. Select the more frequently visited, mission-critical pages first. Don’t transfer bad, old documents to electronic formats and hope the electrons will make them easier to understand and use. Don’t forget to transfer the plain language improvements made on the Web site to the printed version that may reside in brochures or policy documents.
Consistently promote plain language to all staff – remind resisters it’s the law. Plain language champions report that some of the most educated staff – scientists, technicians, attorneys, rule writers – have the hardest time learning to write in plain language. Everybody can benefit from training and constructive feedback. Promote frequent use of the State Library reference Web site and distribute tips and techniques in internal newsletters.

Write for the audience, not the job. The objective of agency work is typically to serve Oregonians. Write for the broadest audience of Oregonians, not the members of a professional society. If the legal, scientific, or regulated vocabulary requirements conflict with plain language practice, compose multiple versions of a communication product for specific audiences.

Don’t let the perfect be the enemy of the improved. Employment Department officials report that they make plain language and usability improvements to their Web site every week based on customer feedback. As one plain language pilot coordinator said, “it’s a journey, not a destination – we will always work to implement the intent of the statute.”

Pictures are worth a thousand words. HB 2702 includes standards for layout and spacing of text. Document and Web page design, including illustrations, format, photos, graphs, and the use of color and “open space,” are integral parts of easy-to-read information. Improvements in plain language basics – active voice, everyday words, short sentences – get lost in dense paragraphs and unappealing layouts and typeface.

Set targets. Pause to review your success. DAS officials report they set and met several output targets, such as 50 of their most-visited Web pages. Also, they targeted documents under revision, reducing one document from 17 to nine pages. Their motto: “small and often.”

Customers appreciate being asked their opinion. In measuring the impacts of plain language implementation, ask customers what they think. Ask employees to gather feedback about communication products. Request that intake workers, field representatives, and inspectors get customer feedback about improvements. The departments of Revenue and Employment use feedback from call-center requests to evaluate the effectiveness of their plain language improvements to forms and instructions.

No backsliding. Agencies should use the same best-management practices to institutionalize plain language standards that they use to manage other aspects of services and programs. Suggestions include incorporating plain language requirements in performance evaluations, developing champions, and rewarding achievements.
Measuring Outcomes and Impacts of Plain Language

Pilot agencies agree that it is easier to measure plain language outputs than it is to measure outcomes and impacts. Measuring outputs requires only counting the number of communications products and the volume of distribution. Measuring outcomes and impacts requires establishing a baseline of communication effectiveness and comparing the effectiveness of a product after applying plain language standards. This takes more time, new habits, and clearer customer-centered objectives.

Some impact measures are intuitive. Most are not and require customer feedback both before and after applying plain language standards.

The State Communications Council is an enterprise-wide group whose members are most often the highest-grade communications specialist in an agency. DAS convenes the council monthly to discuss issues of statewide significance.

Council members usually participate in agency management activities, including the measurement of agency performance against business goals. Because council members are often the owner of agency communications goals, the council has agreed to collaborate on developing shared practices for measuring plain language outcomes and impacts.

Examples of measurements for specific communications products are included in the agency section of this report.

The following is a sampling of measurements:

Employment Department
- The percentage increase in online forms that are completed accurately without help-line calls

DCBS, Oregon OSHA
- The increase in compliance of workplace safety standards for specific injuries

Revenue Department
- The reduction of help-line calls or e-mails asking for interpretation of employee tax reporting and payment forms

Next Steps

HB 2702 states that this report must include any recommendation for further legislation. Pilot agencies and DCBS recommend no further legislation regarding plain language standards. Pilot agencies have made significant progress by training employees and planning for plain language implementation.
The 2009 expansion of plain language requirements within all agencies will increase demand for training, including specialized training and increased use of reference resources. The Department of Administrative Services, the Oregon State Library, and the Department of Consumer and Business Services have developed an interagency agreement to clarify roles and responsibilities to support further expansion of plain language standards.

Next steps are:

1. **Retain agency plain language coordinators** – Each agency has a plain language coordinator who is the agency’s champion for plain language. Coordinators serve an essential role in agencies, leading writing and design review groups, and acting as a resource for information and employee orientation to plain language standards.

2. **Implement agency plans, measure outcomes** – Each agency has a plan for plain language implementation during 2009. The agency section includes plans, samples of plain language improvements for 2007-08 (including before and after examples), and measurements of outcomes. They are also available online at the State Library’s plain language Web site, http://plainlanguage.oregon.gov.

3. **Expand plain language training available to agencies** – The Department of Administrative Services’ plain language training provides state employees with an overview of clear, concise writing. The department plans to work with an outside vendor to create a longer, more comprehensive course to help state employees further develop their skills.

4. **Use the State Communications Council as a work group to develop plain language outcome measures that agencies can use as best practices.**

5. **Connect plain language champions in big agencies with champions in small agencies** – Customers' expectations for plain language are the same, regardless of agency size. Like other good habits, plain language requires skill development, practice, and reinforcement. The State Communications Council will collaborate with DAS to develop a forum for plain language as part of the new iLearnOregon training system. The forum is an online site for learning and idea exchange open to all state employees.

6. **Add implementation of plain language standards to customer service goals** – Agencies manage what they measure. Agencies should connect their plain language plan to customer service and communication performance goals.

7. **Expand the DAS and State Library support** – DAS and the State Library provide enterprise-wide support to state agencies. Transfer the coordination of plain language implementation from DCBS to a shared mission of DAS and the Library. Develop an interagency agreement so roles and responsibilities for training and reference resources are spelled out.
Enrolled

House Bill 2702

Sponsored by Representative RILEY; Representatives BARNHART, BONAMICI, BOQUIST, BUCKLEY, CANNON, DALLUM, C EDWARDS, D EDWARDS, GALIZIO, GELSER, GIROD, GREENLICK, NATHANSON, READ, ROSENBAUM, SHIELDS, THATCHER, TOMEI, WITT, Senators GORDLY, WALKER

CHAPTER ................................................

AN ACT

Relating to written documents produced by agencies of state government; and declaring an emergency.

Be It Enacted by the People of the State of Oregon:

SECTION 1. (1) The Governor shall assign a state agency in the executive department responsibility for developing a plan to ensure that written documents produced by executive department agencies conform to plain language standards.

(2) For purposes of the plan developed in accordance with subsection (1) of this section, a written document conforms to plain language standards if the document, whenever possible:

(a) Uses everyday words that convey meanings clearly and directly;
(b) Uses the present tense and the active voice;
(c) Uses short, simple sentences;
(d) Defines only those words that cannot be properly explained or qualified in the text;
(e) Uses type of a readable size; and
(f) Uses layout and spacing that separate the paragraphs and sections of the document from each other.

(3) The agency assigned responsibility for developing the plan shall adopt the plan by November 1, 2007.

(4) The agency that develops the plan shall report to the Legislative Assembly in the manner provided by ORS 192.245 not later than February 1, 2008, and not later than January 1, 2009. The reports must include:

(a) A summary of activities by executive department agencies to implement the plan;
(b) A summary of training and resources provided to agencies;
(c) An explanation of any measured impacts resulting from implementation of the plan; and
(d) Any recommendation the agency has for further legislation regarding plain language standards.

(5) As used in this section, “executive department” has the meaning given that term in ORS 174.112.
SECTION 2. This 2007 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2007 Act takes effect on its passage.

Passed by House April 9, 2007

Passed by Senate May 7, 2007

Received by Governor:

M., 2007

Approved:

M., 2007

Filed in Office of Secretary of State:

M., 2007

Chief Clerk of House

Speaker of House

President of Senate

Governor

Secretary of State
Cory Streisinger, Director  
Department of Consumer & Business Services  
350 Winter Street NE  
PO Box 14480  
Salem, OR 97309-0405

Re: House Bill 2702 - Plain Language

Dear Ms. Streisinger:

House Bill 2702 directs me to assign to an executive branch agency the responsibility for developing a plan to ensure that written documents produced by agencies conform to plain language standards. The plan is to be adopted by November 1, 2007, and reports on implementation are to be provided to the Legislative Assembly not later than February 1, 2008, and January 1, 2009.

I am assigning this responsibility to the Department of Consumer and Business Services. I understand that your Office of Regulatory Streamlining will be taking the lead on this project, and that you will consult with and obtain assistance from other agencies as needed and appropriate. I believe that our move to plain language will make it easier for Oregonians to interact with and understand their state government, as well as promoting efficiency and accountability. I look forward to seeing your progress on moving this initiative forward.

Sincerely,

THEODORE R. KULONGOSKI  
Governor

TRK:ctb:jyk
Preliminary Plan for
Implementing Plain Language
(HB 2702)
in Executive Department Agencies

Nov. 1, 2007
House Bill (HB) 2702 requires the Governor to assign an agency to develop a plan to ensure that written documents produced by executive department agencies conform to plain language standards. A copy of the bill is in appendix A. The Department of Consumer and Business Services (DCBS) is the agency designated to develop the plan and provide status reports to the Legislature in February 2008 and January 2009 (see appendix B).

This preliminary plan provides an outline of the timelines and activities to begin the plain language implementation. As the activities in this plan are completed, DCBS will update the plan and provide it to agencies. By the spring of 2008, agencies will receive more specific direction about where and how to apply the plain language standard, including any staff training requirements.

## What is the plain language standard?

Oregon law requires all state agencies to prepare public communications in language that is as clear and simple as possible (ORS 183.750). This includes publications, forms and instructions, licenses, agency notices, and administrative rules. HB 2702 specifies an additional standard for written documents. A document meets the plain language standard if it, whenever possible:

- Uses everyday words that convey meanings clearly and directly
- Uses the present tense and the active voice
- Uses short, simple sentences
- Defines only those words that cannot be properly explained or qualified in the text
- Uses type of a readable size
- Uses layout and spacing that separate the paragraphs and sections of the document from each other

## Which agencies must use the plain language standard?

The plain language standard applies to all executive department agencies, including state agencies, boards, commissions, and offices of statewide elected officials. The standard does not apply to judges or the judicial branch, legislative branch, special districts, or local governments.

## What are written documents?

Although the bill does not define “written document,” agencies should assume it covers all written materials, including those presented on agency Web pages. To prioritize resources, this plan recommends that agencies first work on external communications directed at the public or the agency’s major constituents. Examples include documents, letters, or brochures that:

- Explain the agency’s work
- Generally describe how to comply with laws enforced by the agency
- Request information from a license applicant
- Provide instructions to fill out forms
Some agency documents have specific legal meaning, such as administrative rules, administrative orders, inter-agency agreements, and public contracts. It is not always possible to convert these documents to the plain language standard without affecting their legal meaning. If agencies have legal resources to apply the plain language standard in these areas, they are encouraged to do so. Later stages of the plan will need to evaluate how the plain language standard could best fit in these areas.

**Why use plain language?**

The focus of plain language is on the audience and not the writer. When material is in plain language, the audience finds what it needs, understands what it finds, and uses what it finds to meet its needs.

Plain language benefits state agencies and the public they serve. An agency using plain language gets its message across in the shortest time possible and more people can understand the message. Documents in plain language reduce misunderstandings and agencies save time responding to questions. If instructions are clear, readers are more likely to understand and follow them correctly.

**Implementation plan**

To ensure long-term success and make the best use of existing resources, this plan has two phases. Phase one develops training, builds capacity, and tests these resources using pilot projects. Phase two will recommend how the standard should apply broadly to all agencies based on experience from phase one.

1. **Phase One – Build capacity, develop resources, conduct pilot projects**

   Phase one will help state agencies apply the plain language standard, develop and provide guidelines and training, and establish pilot projects to test and refine these items in preparation for application to all agencies.

   Phase one focuses on written documents with the broadest general public audience. Depending on the agency, this could mean informational brochures, form letters, correspondence with license applicants, or forms and instructions. These are documents that an average Oregonian is most likely to receive from a state agency.

   The first phase will help agencies start to apply the plain language standard, even if they do not participate in a specific pilot project. Each agency will designate a plain language contact to share information about how to improve written communications and meet the plain language standard. In addition, a style guide and Web-based resources will help agencies apply the plain language standard. As agencies revise or create new general public documents, they should incorporate elements of the plain language standard.
Following are the steps for phase one:

**Designate plain language contact for each agency**

By Dec. 1, 2007, each agency will name a plain language contact person. This contact could be the regulatory streamlining coordinator, public information officer, communications manager, or executive director. This contact will provide information to agency staff about the plain language standard, pilot projects, and training opportunities. These contacts may also attend the early training opportunities developed during phase one. The Department of Consumer and Business Services, through the Office of Regulatory Streamlining, will coordinate and maintain the list of plain language contacts.

**Develop style guide and online resources and provide to all agencies**

To provide agencies guidance in applying the plain language standard to their written documents, the state will develop a style guide and online resources. These resources will be provided before Jan. 1, 2008, to help all agencies start applying the plain language standard. The Department of Consumer and Business Services, in conjunction with Department of Administrative Services and the pilot project agencies, will develop the style guide. The Oregon State Library will develop and maintain the online resources.

**Conduct pilot projects on written documents targeted at the public**

The pilot projects selected for phase one will focus on written documents with the broadest general public audience, such as informational brochures, form letters, correspondence with license applicants, or instructions to fill out forms. The pilots will include projects for which agencies can measure their effectiveness. Agencies will conduct pilot projects November 2007 through March 2008. The Department of Consumer and Business Services, through the Office of Regulatory Streamlining, will coordinate the plain language pilot projects.

Pilot agencies for phase one initially include: Department of Administrative Services, Department of Consumer and Business Services, Employment Department, Department of Environmental Quality, Department of Revenue, and the Office of Private Health Partnerships. Additional agencies may participate in the pilot phase.

**Develop targeted training plan**

Along with the style guide and online resources, the Department of Administrative Services will coordinate development of a targeted training plan by Dec. 1, 2008. The plan will include delivery of training to pilot project agencies and the plain language contacts during January and February 2008. The plan also will identify resources available to state agencies through contracted services and recommend expanded training opportunities for all agencies.
**Document agency activities and collect and identify best practices and research**

The Department of Consumer and Business Services, through the Office of Regulatory Streamlining, will develop a reporting system to allow agencies to provide feedback and examples of plain language improvements. The online resources will host examples of updated documents. In addition, the Department of Consumer and Business Services will collect research about best practices related to plain language.

**Provide status report to Legislature by Feb. 1, 2008**

The Department of Consumer and Business Services will provide the required status report by Feb. 1, 2008. The status report will include a summary of activities to implement the plan, including training and resources, and will explain any measured impacts resulting from implementation of the plan.

**Phase Two – Assess pilot phase, recommend areas for expansion**

In spring 2008, the Department of Consumer and Business Services and the pilot agencies will analyze the training, guidelines, and pilot projects to determine their effectiveness and identify the next steps in applying the plain language standard more broadly.

The specific steps for phase two are:

**Assess training, resources, and pilot projects and communicate recommendations**

Based on the results reported by the pilot project agencies, including feedback on training efforts and resources, Department of Consumer and Business Services and the pilot agencies will conduct an analysis to determine lessons learned during the pilot phase. The analysis will include best practices identified from research about other states’ efforts related to plain language.

A report based on the analysis will:

- Recommend how all agencies will apply the plain language standard to public documents
- Include a plan for additional training opportunities
- Identify ways to measure the effectiveness of plain language communications
- Describe how to expand the effort to other types of documents

The Department of Consumer and Business Services will coordinate the assessment, compile the report, and share the recommendations with all agencies by mid-2008.

**Provide status report to Legislature by Jan. 1, 2009**

The Department of Consumer and Business Services will provide the Jan. 1, 2009 status update to the Legislature. The report will include an update of activities conducted after February 2008 and include recommendations for further legislation regarding plain language standards.
## Phase 1 - Build capacity, develop resources, conduct pilot projects

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<th>All agencies designate plain language contact for each agency.</th>
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<tr>
<td>DCBS, DAS, State Library, and pilot agencies develop guidelines, style guide, and online resources and provide to all agencies.</td>
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<td>Pilot agencies conduct pilot projects on written documents targeted at the general public.</td>
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<td>DAS develops targeted training plan.</td>
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<td>DCBS documents agency activities and collects and identifies best practices and research.</td>
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<td>DCBS provides status report to Legislature.</td>
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## Phase 2 – Assess pilot phase, recommend areas for expansion

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<th>DCBS and pilot agencies conduct assessment of pilot projects and evaluate best practices. DCBS communicates recommendations to all agencies.</th>
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<td>Expand project based on Phase 1 assessment.</td>
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Contact information

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Report to the Legislative Assembly

Status Report on Implementation of House Bill 2702
(Plain Language Standard)

Feb. 1, 2008
Executive Summary

Background
House Bill 2702 (2007) required development of a plan to ensure that written documents produced by executive department agencies conform to plain language standards. The Governor designated the Department of Consumer and Business Services as the lead agency to develop the plan. The legislation required a status report to the Legislature on Feb. 1, 2008.

Summary of Activities (as of Jan. 18, 2008):

Plain language plan. The Department of Consumer and Business Services, through the Office of Regulatory Streamlining, coordinated development of a plain language plan with the assistance of a number of agencies. The department issued a preliminary plan on Nov. 1, 2007. A full copy of the plan is located at http://plainlanguage.oregon.gov.

Outreach efforts. As coordinator of the plan, the Department of Consumer and Business Services has conducted outreach on the plain language bill and plan, including presentations at agency heads’ meetings and state agency Communications Council (agency communications managers) meetings.

Plain language contacts for each agency. All state agencies have a designated plain language contact person. The contact will help each agency comply with the plain language standard by distributing information about the standard, pilot projects, and training opportunities.

Style guide. The Department of Consumer and Business Services, with the assistance of many state agency volunteers, developed a one-page “style guide” to help all state employees apply the plain language standard to written documents. The guide offers quick tips for putting plain language into everyday use and is in an easy to distribute format. In December 2007, the Department of Consumer and Business Services distributed the one-page guide to all state agencies.

Online resources. The Oregon State Library has developed and is hosting a plain language Web site. The site is located at plainlanguage.oregon.gov. The Web site includes useful links to current plain language resources, including efforts by other states. The site will contain Oregon-specific plain language examples as they are developed.
**Pilot projects on written documents targeted at the public.** Six state agencies volunteered to conduct pilot projects during phase one: Department of Administrative Services, Department of Consumer and Business Services, Employment Department, Department of Environmental Quality, Department of Revenue, and the Office of Private Health Partnerships. The pilot projects will identify opportunities and challenges that arise when updating written documents to plain language. Pilot projects cover a wide variety of written documents and some will test how to capture measurable results.

**Targeted training plan and pilot training program.** The Department of Administrative Services’ Statewide Training Program has developed a training plan and pilot training program for state employees. They have also developed a half-day class on plain language writing. The training’s foundation is the plain language standard. Pilot project agencies and plain language contacts are in training sessions starting in late January through March 2008.

**Discussion of Measurable Results**

The implementation plan is in the pilot phase. Several pilot projects under way intend to capture measurable results. For example, the Department of Consumer and Business Services is working on collections letters that generate many customer phone inquires and also do not have a good response rate. After the department starts using the revised letter, it will track collections and phone calls to determine the impact of the plain language improvements.

As the results of the pilot projects are completed, the second phase of the plan includes analysis of the successes, challenges, and recommendations for future action. This analysis will produce an updated plan in mid-2008. The information will also be included in the January 2009 report to the Legislature.
Introduction

House Bill 2702 (2007) required development of a plan to ensure that written documents produced by executive department agencies conform to plain language standards. The Governor designated the Department of Consumer and Business Services as the lead agency to develop the plan.

House Bill 2702 specified a standard for written documents produced by executive department agencies. A document meets the plain language standard if it, whenever possible:

- Uses everyday words that convey meanings clearly and directly
- Uses the present tense and the active voice
- Uses short, simple sentences
- Defines only those words that cannot be properly explained or qualified in the text
- Uses type of a readable size
- Uses layout and spacing that separate the paragraphs and sections of the document from each other

The legislation requires reports to the Legislature in February 2008 and January 2009. These reports are to include a summary of activities taken to implement the plan, a listing of training and resources provided to agencies, discussion of any measurable results, and recommendations for further legislation, if any.

Summary of Activities, Training, and Resources

This report covers activities up to Jan. 18, 2008.

Plain language plan

The Department of Consumer and Business Services, through the Office of Regulatory Streamlining, coordinated development of a plain language plan with the assistance of a number of agencies. The department issued a preliminary plan on Nov. 1, 2007. The department sent the plan to all agency heads and posted it on the plain language Web site. A summary of the plan’s schedule and major tasks is in Chart 1. A full copy of the plan is located at http://plainlanguage.oregon.gov.

To ensure long-term success and make the best use of existing resources, the plan has two phases. Phase one includes developing guidelines, providing training, and testing the standard with a variety of pilot projects. The first phase of the plan focuses primarily on written documents with a broad general public audience. This phase started in November 2007 and will end in spring 2008.

Phase two will recommend how the standard should apply broadly to all agencies based
### Phase 1 - Build capacity, develop resources, conduct pilot projects

- **All agencies designate plain language contact for each agency.**
- **DCBS, DAS, State Library, and pilot agencies develop guidelines, style guide, and online resources and provide to all agencies.**
- **Pilot agencies conduct pilot projects on written documents targeted at the general public.**
- **DAS develops targeted training plan.**
- **DCBS documents agency activities and collects and identifies best practices and research.**
- **DCBS provides status report to Legislature.**

### Phase 2 – Assess pilot phase, recommend areas for expansion

- **DCBS and pilot agencies conduct assessment of pilot projects and evaluate best practices. DCBS communicates recommendations to all agencies.**
- **Expand project based on Phase 1 assessment.**
- **DCBS provides status report to Legislature.**
on experience from phase one. In this phase, the Department of Consumer and Business Services will analyze the training, guidelines, and pilot projects to determine their effectiveness and identify the next steps in applying the plain language standard more broadly. This phase starts in spring 2008.

**Outreach efforts**

As coordinator of the plan, the Department of Consumer and Business Services has conducted outreach on the plain language bill and plan, including presentations at agency heads’ meetings and state agency Communications Council (agency communications managers) meetings. Plain language contacts have received updates about plan development and training opportunities.

The Department of Justice provided an overview of the new plain language standard to an audience of 137 state employees during one session of its 2007 Administrative Law Conference.

**Plain language contacts for each agency**

All state agencies have a designated plain language contact person. The contact will help each agency comply with the plain language standard by distributing information about the standard, pilot projects, and training opportunities. All plain language contacts had the opportunity to register for the pilot training provided by the Department of Administrative Services in early 2008.

**Style guide**

The Department of Consumer and Business Services, with the assistance of many state agency volunteers, developed a one-page “style guide” to help all state employees apply the plain language standard to written documents. The guide offers quick tips for putting plain language into everyday use and is in an easy to distribute format.

In December 2007, the Department of Consumer and Business Services sent the one-page guide to all agency heads and plain language contacts and posted it on the plain language Web site. A copy of the guide is included in Appendix A. The guide is also the basis for the pilot training discussed below. A more detailed style guide is in development.
Online resources

The Oregon State Library has developed and is hosting a plain language Web site. The site is located at plainlanguage.oregon.gov. The Web site includes useful links to current plain language resources, including efforts by other states. The site links directly to the Department of Administrative Services’ training opportunities. The State Library also compiled links to helpful writing tools as well as resource materials available through the library system. The site will contain Oregon-specific plain language examples as they are developed.

Pilot projects on written documents targeted at the public

Six state agencies volunteered to conduct pilot projects during phase one: Department of Administrative Services, Department of Consumer and Business Services, Employment Department, Department of Environmental Quality, Department of Revenue, and the Office of Private Health Partnerships. The pilot projects will identify opportunities and challenges that arise when updating written documents to plain language.

Pilot projects cover a wide variety of written documents and some will test how to capture measurable results. Most pilot project agencies are working on multiple projects. Among the pilot projects under way, examples include:

- Employment Department is revising the information guide provided to applicants for unemployment insurance benefits. The department sends out more than 200,000 of these guides each year. The department hopes to improve compliance with the law by clearly explaining claimant’s responsibilities at the earliest stage of a claim.
- Department of Revenue is revising a series of forms and brochures aimed at explaining the Working Family Child Care Credit. About 30,000 Oregonians get this information each year.
- The Office of Private Health Partnerships is working on more than a dozen form letters sent to participants in the Family Health Insurance Assistance Program. The letters cover both requests for information as well as explanation of benefits.
- Department of Environmental Quality is reviewing informational pieces and form letters for the leaking underground storage tank program.
- The Department of Administrative Services is updating its most accessed public Web pages to meet the plain language standard.
- The Department of Consumer and Business Services is reviewing letters sent to employers that collect payment for Workers’ Benefit Fund assessments. The aim is to improve compliance with the requests and reduce phone calls with questions.
Some plain language pilot projects are complete. Appendix B shows examples of new or recently revised plain language documents, including:

- Before and after example of a collections letter (Department of Consumer and Business Services)
- An excerpt from a new brochure about occupational safety in nail salons (From Oregon Occupational Safety and Health Administration (OSHA)
- Before and after examples of recent changes to public-focused Web pages (Department of Administrative Services)
- Before and after examples of job recruitment descriptions (Department of Consumer and Business Services)
- Before and after examples of a brochure on Automated Clearing House electronic payments (Department of Administrative Services)

**Targeted training plan and pilot training program**

The Department of Administrative Services’ Statewide Training Program has developed a training plan and pilot training program for state employees. The plan is in three phases. First, develop and provide pilot training sessions. Second, evaluate training, refine as needed, and provide training opportunities for all state employees. Finally, the department will develop a long-term plan to expand training offerings for state employees, including evaluation of vendor opportunities.

Department of Administrative Services developed a half-day class on plain language writing. The training’s foundation is the plain language standard. The course intends to help state employees focus on clear, concise, and reader friendly writing. Pilot project agencies and plain language contacts are in training sessions starting in late January through March 2008. As of mid-January 2008, 285 employees registered for the training and the department expects to sign up 70 more employees before the pilot phase is complete.

**Discussion of Measurable Results**

The implementation plan is in the pilot phase. Several pilot projects underway intend to capture measurable results. For example, the Department of Consumer and Business Services is working on collections letters that generate many customer phone inquires and also do not have a good response rate. After the department starts using the revised letter, it will track collections and phone calls to determine impact of the plain language improvements.

As the results of the pilot projects are completed, the second phase of the plan includes analysis of the successes, challenges, and recommendations for future action. This analysis will produce an updated plan in mid-2008. The information will also be included in the January 2009 report to the Legislature.
Use “Plain Language” to improve your writing

When material is in plain language, the audience finds what it needs, understands what it finds, and uses what it finds to meet its needs. Some of these points are elements of the House Bill 2702 Plain Language Standard.

1 Think about your audience first.
Is it a document for the public? Does it provide technical information to a licensee? Even if it is technical, make it clear. Tell yourself: I want to write clearly and effectively to my audience.

2 Focus the message around facts (who, what, where, when, why, how).
Clearly state your purpose. Are you asking, telling, or acknowledging? Is there a deadline or timeframe?

3 Include only relevant information.
We often try to provide all the detail possible instead of just the information needed. Put the most important information at the beginning of the document, then follow up with the details later.

4 Fit the writing style to the message.
A policy statement (formal) is different from a thank-you letter (semi-formal), which is different from a newsletter story.

5 Use short, simple sentences.
Keep most sentences to one thought.

6 Use words your audience understands.
If you must use a technical term, define it. Use abbreviations, acronyms, and jargon sparingly, if at all. Use everyday words that have clear meanings. Instead of...... Cease, use......Stop
Procure.........Get
Terminate......End
Utilize.........Use

7 Use present tense and active voice.
Present tense and active voice are more clear and direct. Active voice describes who does what to whom. Example:
Do: “All businesses must complete form B.”
Don’t: “Form B must be completed by all businesses.”

8 Let technology help you.
Microsoft Word® and other word processing programs have grammar tools that can help highlight passive voice, long sentences, and other common writing challenges. Online tools can also evaluate clarity and readability.

9 Design visually appealing documents.
Use an easy to read type-face (hint: many newspapers and books use Times or Arial fonts). Use a layout that spaces out paragraphs and sections of the document from each other. Bold headings or bullets can make documents more readable and highlight important points.

10 Test your message.
Try out your rewritten document on someone who does not know anything about the subject. Or, try reading it aloud.

Go to plainlanguage.oregon.gov for more resources.

Clear ● Relevant ● Brief ● Active

Appendix E
Plain Language Plus Training
Statistics for the period of January 17, 2008 to Nov. 13, 2008

Number of classes conducted: 40
(39 half-day classes plus one 1.0-hour customized overview)

Number of participants: 791
(747 attended the half-day class and 44 attended a one-hour overview)

Average number of participants per class: 18.67

Geographic location of classes:
Salem: 33
Portland: 4
Eugene: 2
La Grande: 1

Attendance by agency:

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Non-State Agencies

Appendix F
# AGENCY PLAIN LANGUAGE COORDINATORS

**November 26, 2008**

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<th>Agency</th>
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<tr>
<td>Accountancy, Oregon Board of</td>
<td>Carol</td>
<td>Rives</td>
<td>Administrator</td>
<td>3218 Pringle Rd. SE, #110 Salem, OR 97302</td>
<td>503-378-4181 ext. 26</td>
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<tr>
<td>Administrative Services, Department of</td>
<td>Raelynn</td>
<td>Henson</td>
<td>Communications Coordinator</td>
<td>155 Cottage St. NE, U20 Salem 97301</td>
<td>503-378-4481</td>
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<tr>
<td>Agriculture, Department of</td>
<td>Michele</td>
<td>Bemis</td>
<td>I.T. Project Manager</td>
<td>635 Capitol St. NE Salem, OR 97301</td>
<td>503-986-4606</td>
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<tr>
<td>Appraiser Certification and Licensure Board</td>
<td>Bob</td>
<td>Keith</td>
<td>Administrator</td>
<td>1860 Hawthorne Ave., Ste. 200 Salem, OR 97303</td>
<td>503-485-2555</td>
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<tr>
<td>Architect Examiners, Board of</td>
<td>Carol</td>
<td>Moeller</td>
<td>Rules Coordinator</td>
<td>205 Liberty St. NE, Ste. A Salem, OR 97301</td>
<td>503-763-0662 ext. 23</td>
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<tr>
<td>Aviation, Department of</td>
<td>Cindy</td>
<td>Pease</td>
<td>Fiscal Manager</td>
<td>3040 25th St. SE Salem, OR 97302</td>
<td>503-378-4881</td>
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<td>Children/Families Commission</td>
<td>Kate</td>
<td>Erickson</td>
<td>Public Affairs Specialist</td>
<td>530 Center St. NE, Ste. 405 Salem, OR 97301</td>
<td>503-378-5129</td>
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<td>Chiropractic Examiners Board</td>
<td>Dave</td>
<td>McTeague</td>
<td>Executive Director</td>
<td>3218 Pringle Rd. SE, Ste. 150 Salem, OR 97302</td>
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<td>Clinical Social Workers, Board of</td>
<td>Martin</td>
<td>Pittioni</td>
<td>Administrator</td>
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<td>503-378-5735</td>
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<td>Columbia River Gorge Commission</td>
<td>Kathy</td>
<td>Obayashi-Bartsch</td>
<td>Administrative Specialist</td>
<td>PO Box 730 White Salmon, WA 98672</td>
<td>509-493-3323 ext. 229</td>
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<td>Community Colleges and Workforce Development</td>
<td>Linda</td>
<td>Hutchins</td>
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<td>255 Capitol St. NE Salem, OR 97301</td>
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<td>Construction Contractors Board</td>
<td>Gina</td>
<td>Fox</td>
<td>Education Manager</td>
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<td>Consumer &amp; Business Services, Department of</td>
<td>Lisa</td>
<td>Morawski</td>
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<td>Eklund</td>
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<td>Economic and Community Development Department</td>
<td>Sarah Miller</td>
<td>Policy and Planning Division Administrator</td>
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<td>Education, Oregon Department of</td>
<td>Gene Jan Evans McComb</td>
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<td>Tom Fuller</td>
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<td>Employment Relations Board</td>
<td>Leann Wilcox</td>
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<td>Energy, Department of</td>
<td>Louis Torres</td>
<td>Communications Manager</td>
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<tr>
<td>Engineering and Land Surveying, Board of Examiners for</td>
<td>Shantelle Meyer</td>
<td>Information Coordinator</td>
<td>670 Hawthorne Ave. SE, Ste. 220, Salem, OR 97301</td>
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<td>Environmental Quality, Department of</td>
<td>Joanie Stevens-Schwenger</td>
<td>Communications and Outreach</td>
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<tr>
<td>Ethics Commission, Oregon Government</td>
<td>Ron Virginia Bersin Lutz</td>
<td>Executive Director Communications</td>
<td>3218 Pringle Rd SE, Ste. 220, Salem, OR 97302</td>
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<td>Fire Marshal, Oregon State</td>
<td>Rich Hoover</td>
<td>Public Affairs Representative</td>
<td>4760 Portland Rd. NE, Salem, OR 97305</td>
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<td>Fish and Wildlife, Department of</td>
<td>Richard Hargrave</td>
<td>Deputy Administrator</td>
<td>3406 Cherry Ave. NE, Salem, OR 97303</td>
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<td>Forest Resources Institute</td>
<td>Kathy Storm</td>
<td>Manager of Business Operations</td>
<td>317 SW 6th Ave., Ste. 400, Portland, OR 97204</td>
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<td>Susanna Knight</td>
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<td>Gary Lynch</td>
<td>Assistant Director of Regulation, MLRR</td>
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<td>Judicial Department</td>
<td>Sarah</td>
<td>Gates</td>
<td>Deputy State Court Administrator</td>
<td>1163 State St. Salem, OR 97301</td>
<td>503-986-5150</td>
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<td>Judicial Fitness and Disability, Commission on</td>
<td>Susan</td>
<td>Isaacs</td>
<td>Executive Director</td>
<td>P.O. Box 1130 Beaverton, OR 97075</td>
<td>503-626-6776</td>
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<tr>
<td>Justice, Department of</td>
<td>Philip</td>
<td>Christine</td>
<td>Special Counsel to the Attorney General</td>
<td>1162 Court St. NE Salem, OR 97301</td>
<td>503-378-6002</td>
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<tr>
<td>Labor &amp; Industries, Bureau of</td>
<td>Kate</td>
<td>Newhall</td>
<td>Legislative and Communications Director</td>
<td>800 NE Oregon St., Ste. 32 Portland, OR 97232</td>
<td>971-673-0786</td>
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<tr>
<td>Land Conservation and Development Department</td>
<td>Cliff</td>
<td>Voliva</td>
<td>Communications Officer</td>
<td>635 Capitol St. NE, Ste. 150 Salem, OR 97301</td>
<td>503-373-0050</td>
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<tr>
<td>Land Use Board of Appeals</td>
<td>Michael</td>
<td>Holstun</td>
<td>Board Chair</td>
<td>550 Capitol St. NE, Ste. 235 Salem, OR 97301</td>
<td>503-378-2969</td>
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<tr>
<td>Landscape Architects Board</td>
<td>Susanna</td>
<td>Knight</td>
<td>Administrator</td>
<td>1193 Royvonne Ave. SE Salem, OR 97302</td>
<td>503-589-0093</td>
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<td>Landscape Contractors Board</td>
<td>Kim</td>
<td>Gladwill-Rowley</td>
<td>Program Analyst</td>
<td>2111 Front St. NE Salem, OR 97301</td>
<td>503-378-5909</td>
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<tr>
<td>Licensed Dietitians, Board of Examiners of</td>
<td>Doug</td>
<td>Van Fleet</td>
<td>Executive Officer</td>
<td>800 NE Oregon St., Ste. 407 Portland, OR 97232</td>
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<tr>
<td>Liquor Control Commission</td>
<td>Barbara</td>
<td>Berger</td>
<td>Management Analyst</td>
<td>9079 SE McLoughlin Blvd. Portland, OR 97222</td>
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<td>Lottery, Oregon State</td>
<td>Mark</td>
<td>Hohlt</td>
<td>Rules and Policies Manager</td>
<td>P.O. Box 12649 Salem, OR 97309</td>
<td>503-540-1417</td>
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<tr>
<td>Marine Board, State</td>
<td>Ashley</td>
<td>Massey</td>
<td>Public Affairs Specialist</td>
<td>P.O. Box 14145 Salem, OR 97309</td>
<td>503-378-8587</td>
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<td>Massage Therapists, Board of</td>
<td>Patty</td>
<td>Glenn</td>
<td>Executive Director</td>
<td>748 Hawthorne Ave. NE Salem, OR 97301</td>
<td>503-365-8657</td>
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<td>Medical Examiners, Board of</td>
<td>Angie</td>
<td>Springer</td>
<td>Executive Assistant</td>
<td>1500 SW First Ave., Ste. 620 Portland, OR 97201</td>
<td>971-673-2704</td>
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<tr>
<td>Military Department</td>
<td>Steve</td>
<td>Petit</td>
<td>Personnel Director</td>
<td>P.O. Box 14350 Salem, OR 97309</td>
<td>503-584-3865</td>
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<tr>
<td>Mortuary and Cemetery Board</td>
<td>Michelle</td>
<td>Gaines</td>
<td>Executive Director</td>
<td>800 NE Oregon St., Ste. 430 Portland, OR 97232</td>
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<td>Naturopathic Examiners, Board of</td>
<td>Anne</td>
<td>Walsh</td>
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<td>Nursing, Oregon State Board of</td>
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<td>17938 SW Upp. Boones Ferry Rd</td>
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<td>Nursing Home Administrators</td>
<td>Janet</td>
<td>Bartel</td>
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<tr>
<td>Occupational Therapy Licensing Board</td>
<td>Felicia</td>
<td>Holgate</td>
<td>Executive Director</td>
<td>800 NE Oregon St., Ste. 407</td>
<td>Portland, OR</td>
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<tr>
<td>Optometry, Oregon Board of</td>
<td>David</td>
<td>Plunkett</td>
<td>Executive Director</td>
<td>P.O. Box 13967</td>
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<tr>
<td>Oregon State Library</td>
<td>Kate</td>
<td>McGann</td>
<td>Outreach and Electronic Services</td>
<td>250 Winter St. NE</td>
<td>Salem, OR</td>
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<tr>
<td>Pacific States Marine Fisheries Commission</td>
<td>Elizabeth</td>
<td>Graves</td>
<td>Human Resources</td>
<td>205 SE Spokane St., Ste. 100</td>
<td>Portland, OR</td>
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<tr>
<td>Parks &amp; Recreation, Department of</td>
<td>Lisa</td>
<td>Van Laanen</td>
<td>Assistant Director</td>
<td>725 Summer St. NE, Ste. C</td>
<td>Salem, OR</td>
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<tr>
<td>Parole and Post-Prison Supervision, Board of</td>
<td>Nancy</td>
<td>Sellers</td>
<td>Executive Director</td>
<td>2575 Center St. NE, Ste. 100</td>
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<td>Pharmacy, Board of</td>
<td>Tony</td>
<td>Burtt</td>
<td>Project Manager</td>
<td>800 NE Oregon St., Ste. 425</td>
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<td>Physical Therapist Licensing Board</td>
<td>James</td>
<td>Heider</td>
<td>Executive Director</td>
<td>800 NE Oregon St., Ste. 407</td>
<td>Portland, OR</td>
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<tr>
<td>Police, Oregon State</td>
<td>Cynthia</td>
<td>Kok</td>
<td>Research and Development</td>
<td>255 Capitol Street, Ste. 400</td>
<td>Salem, OR</td>
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<td>Private Health Partnerships, Office of</td>
<td>Cindy</td>
<td>Margaret</td>
<td>Bowman</td>
<td>Operations and Policy Analyst</td>
<td>Salem, OR</td>
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<td>Psychologist Examiners Board</td>
<td>Debra</td>
<td>Orman</td>
<td>Executive Director</td>
<td>3218 Pringle Rd. SE, Ste. 130</td>
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<td>Public Employee Retirement System (PERS)</td>
<td>David</td>
<td>Crosley</td>
<td>Communications Officer</td>
<td>11410 SW 68th Parkway</td>
<td>Tigard, OR</td>
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<tr>
<td>Public Safety Standards and Training,</td>
<td>Jeanine</td>
<td>Hohn</td>
<td>Public Affairs Liaison</td>
<td>4190 Aumsville Highway SE</td>
<td>Salem, OR</td>
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<td>Public Utility Commission</td>
<td>Bob</td>
<td>Valdez</td>
<td>Public Information Officer</td>
<td>550 Capitol St. NE, Ste. 215</td>
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<td>Racing Commission, Oregon</td>
<td>Randy Evers</td>
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<td>800 NE Oregon St. Portland, OR 97232</td>
<td>971-673-0209</td>
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<td>Radiologic Technology, Board of</td>
<td>Linda Russell</td>
<td>Regulatory Streamlining Coordinator</td>
<td>800 NE Oregon St., Ste. 1160A Portland, OR 97232</td>
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<td>Real Estate Agency</td>
<td>Laurie Skillman</td>
<td>Land Development Manager</td>
<td>1177 Center St. NE Salem, OR 97301</td>
<td>503-378-4170 ext. 237</td>
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<td>Revenue, Department of</td>
<td>Derrick Gasperini</td>
<td>Public Information Officer</td>
<td>955 Center St. NE Salem, OR 97301</td>
<td>503-945-8214</td>
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<tr>
<td>Secretary of State</td>
<td>Don Hamilton</td>
<td>Chief of Communications</td>
<td>255 Capitol St. NE, Ste. 151 Salem, OR 97301</td>
<td>503-986-2368</td>
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<td>Speech-Language Pathology &amp; Audiology</td>
<td>Sandy Leybold</td>
<td>Executive Director</td>
<td>800 NE Oregon St., Ste. 407 Portland, OR 97232</td>
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<td>State Lands, Department of</td>
<td>Julie Curtis</td>
<td>Communications Manager</td>
<td>775 Summer St. NE, Ste. 100 Salem, OR 97301</td>
<td>503-986-5298</td>
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<td>Student Assistance Commission</td>
<td>Carrie Matsushita</td>
<td>Administrator, Off. of Degree Authorization</td>
<td>1500 Valley River Dr., # 100 Eugene, OR 97401</td>
<td>541-687-7452</td>
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<td>Tax Practitioners Board</td>
<td>Marika Dwyer</td>
<td>Licensing Specialist</td>
<td>3218 Pringle Rd. SE, Ste. 120 Salem, OR 97302</td>
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<td>Teacher Standards &amp; Practices Commission</td>
<td>Vickie Chamberlain</td>
<td>Executive Director</td>
<td>465 Commercial St. NE Salem, OR 97301</td>
<td>503-378-6813</td>
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<td>Transportation, Department of</td>
<td>Patrick Cooney</td>
<td>Administrator, Communications Division</td>
<td>355 Capitol St. NE, Rm. 135 Salem, OR 97301</td>
<td>503-986-3452</td>
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<tr>
<td>Treasury, Oregon State</td>
<td>Kate Richardson</td>
<td>Chief of Staff</td>
<td>350 Winter St. NE, Ste. 100 Salem, OR 97301</td>
<td>503-378-4329</td>
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<td>Veteran's Affairs, Department of</td>
<td>Janice Stenger</td>
<td>Project Coordinator</td>
<td>700 Summer St. NE Salem, OR 97301</td>
<td>503-373-2141</td>
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<td>Veterinary Medical Examining Board</td>
<td>Lori Makinen</td>
<td>Executive Director</td>
<td>800 NE Oregon St., Ste. 407 Portland, OR 97232</td>
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<td>Water Resources Department</td>
<td>Brenda Bateman</td>
<td>Public Information Officer</td>
<td>725 Summer St. NE, Ste. A Salem, OR 97301</td>
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