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Oregon Secretary of State

Accomplishments

Under Secretary Richardson's leadership and the dedicated SOS staff, all these accomplishments were achieved in addition to the many day-to-day operations of the agency.

EXECUTIVE OFFICE

Leadership

- Set vision, mission, and values
- Establish success criteria and expectations
 - rules of engagement
 - standards
 - policies
- Communicate and guide SOS staff
 - Leadership (Arbinger) training
 - Quarterly all staff
 - Monthly newsletter
 - Daily executive meetings
 - Weekly director meetings
 - Operational meetings as appropriate
 - Be available to all staff for questions, needs, etc.
- Benchmark Assessments to determine program status and best practice options for improvement
- Survey staff and business customers to learn more about their needs, concerns, and opportunities
- Business Context Diagrams defining services and support mechanisms
- Strategic Planning for long-term initiatives and improvement endeavors
- Performance Measures and status reports
- Governance frameworks established (PSP, PRB)
- Communications Management
 - Public Records request coordination
 - Media relations management
 - Video productions management
 - Web content and social media management
 - GovDelivery operations
 - Secretary's Newsletters to Oregonians on emerging issues and audits
- Move management

- SOS PSB North Office
 - Move planning (growth and operational improvement)
- Risk Management
 - Emergency Coordinator front office
 - BCP/DR Team (coop monthly meetings)
 - Safety committee participation
 - OEM participation
 - Incident Management and Workers Comp
- Document Management
 - Update Legislative Bills Grid and disseminate to state and national tracking organizations
 - Shepard official documents thru SOS signing & tracking process
 - Mail management
- Budget Planning and Oversight
 - Review and approve budget development documentation
 - Review Status updates
 - Approved 2017-19 Budget and management
 - Emergency board request management for Elections enhancements

Outreach & Events

- Attend events and speaking engagements
- Strategic meetings and relationships
 - Met with County Clerks and other stakeholders to build relations and understand issues
 - Elections outreach - toured Multnomah County facility to see elections and the structure of Oregon's largest county for voter participation
 - Summerworks Program - Secretary met with stakeholders to discuss the value of the Summerworks Program and the potential for cooperation
 - Black Lives Matter- Secretary met with key members to discuss racial and ethnic disparities
 - Met with Legislators to inform of emerging issues (e.g. JLAC, ad hoc meetings)
 - Met with business leaders to build relations and understand issues
 - Hold town halls surrounding significant audit findings to inform and encourage Oregonians to become more involved
- Represent Oregon in expanding business opportunities
 - China E-Commerce event- Secretary used international experience to promote Oregon products to international markets
 - October China visit
 - A-I conference planning
 - Business of Diversity events
- Civics Education & Engagement
 - Launched the Oregon Kid Governor Program and elected Oregon's first Kid Governor
 - YMCA Youth engagement

Operations Oversight

- Oversight of Audits, Archives, Elections, Corporations & Small Business, and Administration services (HR, BSD, ISD)
- Review operations and assist with current directors & staff challenges

- Filled 40+ vacancies with world class candidates
- Establish criteria, monitor, and track performance

Government Relations

- Foster relationships with legislators on behalf of SOS (e.g. budget, bills, etc.)
- Administrative rule development and management
 - Protected the rights of over 60,000 voters to receive their ballots and sign petitions by extending the time to be inactivated from five years of not voting to 10 years
 - Reviewed all SOS statutes for rulemaking opportunities
- Bill drafting and management for all SOS divisions
 - Budget hearings and meetings with LFO, co-chairs, subcommittee members
 - Fiscal Impact Statements
- Legal issues management to reduce legal costs

Boards and Commissions

- Land Board Member - Key Issue: Elliott Forest
 - Forrest policy
 - Common School Fund Fiduciary Duty of Trustees
 - Portland Harbor Superfund
 - Land Management Efficiency Review
- Board of Education participation
- Liaison with state & federal agencies, NASS, NLGA

ARCHIVES DIVISION

- Oregon Administrative Rules Database (OARD) went live
- 2019-21 Blue Book published
- Updated rules to accommodate OARD
- Constitution Challenge project to restore Oregon's constitution
- Open houses and art exhibits
- Implemented new student intern program
- Added several new agencies to Oregon Records Management System
- Staff attended and presented papers at the Northwest Archivist conferences, National Association of Government Archives and Records Administrators conferences and Society of American Archivists conferences
- Records Management implemented monthly webinar training on basic records management, public records law, electronic records, social media and a variety of other topic relating to public records
- Implemented new rules to allow individuals and agencies to come to Archives for help with public records issues
- Interviewed candidates and hired Public Records Advocate
- Participation on the Sunshine Committee to review 500+ exemptions currently in statute
- Staff attained the Certified Records Manager and Certified Archivist certifications
- Implemented the Kid Governor program

AUDITS DIVISION

- Numerous staff members attained various professional certifications
- Released 14 financial audits in 2017; 30 audit adjustments amounting to \$731.4 million; Audited accounts totaling a net value of \$91.3 billion; Statewide audit looked at 12 federal programs at nine agencies and issued 23 findings
- Released seven performance audits in 2017; First-ever Auditor Alert released in May highlighting an extreme risk from OHA's failure to determine Medicaid eligibility; First-ever public Audit Plan released; IT audits of OHA and ODOT released
- Completed 68 municipal desk reviews, resulting in 114 letters; Conducted 11 field reviews at six different firms; Created a new email list for communication with municipalities, their auditors, and the public; First audit summary issued as a result of HB 2174
- Received and processed 349 Hotline calls
- The Department of Environmental Quality audit found an unacceptable backlog of air quality permitting that was putting Oregon's air quality at risk. The information the audit uncovered initiated the passage of the Cleaner Air Oregon bill to assist DEQ in obtaining the resources necessary to address the issues pointed out in the audit
- The Oregon Health Authority Automated Medicaid eligibility audit found that thousands who were ineligible to receiving benefits had not been removed from the system, costing tens of millions of dollars. In addition to the audit, the Audits Division produces a first of its kind "Auditor Alert" that won an The audit and the Auditor Alert pressed OHA to complete eligibility reexaminations and remove the thousands of ineligible recipients from the system. The agency also promised to make other changes recommended in the audit.
- The Department of Human Services audit on Oregon's aging and disabled population found that this extremely vulnerable population was not receiving adequate in-home care. This audit helped to motivate legislation to strengthen training and standards for home care workers
- The Department of Human Services Child Welfare System audit uncovered that the chronic management failures and high caseloads were jeopardizing the safety of many of the state's most vulnerable children. The impact of this audit was so significant, Governor Kate Brown requests \$14.5 million to hire nearly 200 new caseworkers.

CORPORATIONS & SMALL BUSINESS DIVISION

- Completed and analyzed Business Surveys in 2017 & 2018
- Modernization of Corporations Divisions' website
- Implemented Shell Company Bill to help prevent money laundering and tax evasion
- Assistance provided to over 105,000 customers by phone and email
- Processed over 565,000 customer documents and filings
- Handled 7,439 calls and processed over 2,000 cases in Small Business Advocates office
- Outreach expansion to Tribes initiated

ELECTIONS DIVISION

- Conducted Special Election in January 2018
- Campaign Finance management included 206,167 filings; 108,303 reviewed; 1,483 cases processed with \$71,358.90 penalties assessed
- Online voter registrations and updates
- Campaign Finance Complaints filed/investigated: 19

- Investigations completed (Complaints filed/investigated: 58; Advice Letters provided: 110; Safe Harbor documents reviewed/completed: 185)
- Initiative and Referendum (Initiatives filed/processed: 40; Referendum petition filed/ processed: 1; Number of Signatures Verified: 6,906)
- Candidates filed/processed in 2017 for the 2018 primary election: 180
- Legislative vacancies processed: 8
- Produced and distributed Voters' Pamphlet
- Updated and published 10 Election Manuals

ADMINISTRATIVE SERVICES DIVISIONS

Business Services Division

- Executed the Oregon Buys Price Agreement, as well as executing the Work Order Contract to start building the Oregon Instance, which is the foundation needed for agencies to onboard to the eProcurement Solution. This was a collective effort of nine state agencies using our collective expertise, experience, and resources
- Closed out the 2015-17 Biennium
- 2017-19 Legislative Adopted Budget (LAB) compiled, loaded, and ready for Division
- Secretary of State's monthly expenditures and payroll active on SOS transparency website. The Secretary of State is the only state agency doing this on a monthly basis
- Established Contract Administrator training mandated by ORS 279A.159 requiring Secretary of State employees responsible for administering contracts over \$150,000 to obtain a Contract Administrator certificate by December 31, 2018

Human Resources Division

- Designed and delivered HR Essentials Training to all SOS managers
- Partnered with Chemeketa Community College and brought Business Writing Classes to Corporations Division employees
- Provided internal training to staff and management (ethics, harassment, etc.)
- Supported and facilitated the hiring of **60** new SOS staff
- Completed a classification and market review for Archives Division
- Established an Inclusion and Diversity Council
- Joined Partners In Diversity
- Became sponsoring Agency of annual Statewide Diversity Conference
- Facilitated Audits Division participation in ePay
- Facilitated quarterly All-staff meetings
- Delivered successful staff appreciation event
- Designed and implemented streamlined performance evaluation format
- Designed and implemented individual development plans
- Completed agency-wide training needs assessment
- Facilitated two annual employee engagement surveys
- Delivered Sexual Harassment Prevention Training to Agency
- Participated in regular recruitment outreach events with JLMB military service members

Information Systems Division

- Windows 10 rollout

- Implemented Project Management Office and IT Governance (PMs briefed vital information on 77 projects; Developed SOS Stage-Gate Recommendations)
- Developed and published IT Strategic Plan
- Software Quality Assurance - Defined QA testing document templates for projects and implemented testing
- Application Development included adding four new languages to My Vote; enabling 16 year-old voter registration; viewing text of municipal measures in ORESTAR and candidate filing for elections
- Enterprise projects include Constitution Challenge website; implemented Oregon Administrative Rules Database (OARD); operational and infrastructure upgrades
- Security enhancements
- Website enhancements including Kid Governor, financial transparency, GovDelivery implementation and staff training, Public Records Request log and process, Constitution Challenge, migration of County Records Guide to Sharepoint, Newsroom API and Blog Feed