

# Attachment A- Ending Balance Form

UPDATED OTHER FUNDS ENDING BALANCES FOR THE 2019-21 & 2021-23 BIENNA

Agency: Secretary of State, 16500  
 Contact Person (Name & Phone #): Michael Hickam, 503-986-2238

(a) Other Fund Type	(b) Program Area (SCR)	(c) Treasury Fund #/Name	(d) Category/Description	(e) Constitutional and/or Statutory reference	(f) 2019-21 Ending Balance		(h) 2021-23 Ending Balance		(i) Comments
					In LAB	Revised	In CSL	Revised	
Other Fund Limited- Administration	001-00-00-00000	1650000401- Sec. of State General Fund	Operations	ORS 177.010; ORS 177.140; and ORS 177.200	2,045,405	1,297,499	6,596,068	1,297,499	Based on actual expenditure data through November 2020. Est 3 month Operating cost is \$2,439,057 based on 19-21 average monthly expenditures.
Other Fund Limited Election	002-00-00-00000	1650000401- Sec. of State General Fund	Operations	ORS 246.260	545	14,566	7,945	4,712	This is a miscellaneous receipts fund in which the limitation is higher than the amount of revenue generated by sales.
Other Funds Limited - HAVA County Prmts	002-05-00-00000	1650000401- Sec. of State General Fund	Operations	2002 Help America Vote Act (HAVA)	1,329,200	1,373,385	2,240,885	1,172,390	Funding is through County payments made to support OCVR maintenance. Plan to expend all 19-21 limitation. Revised 2021-23 ending balance is dedicated to completing OCVR replacement project.
Other Fund - Nonbudgeted Audits Division Muni	007-00-00-00000	1650000401- Sec. of State General Fund	Trust Fund	ORS 297.405-297.555	N/A	343,201	N/A	N/A	Municipal Audit Program. This is a non-budgeted Fund.
Other Fund - Limited Audits Division	007-00-00-00000	1650000401- Sec. of State General Fund	Operations	Oregon Constitution, Article VI, Section 2, and ORS 297.010-297.990	2,579,397	2,373,875	6,759,284	3,794,661	Funding is primarily through assessments. Based on guidance from OAM 30.20.00 PR in the event it appears assessments will exceed requirements, assessments will be reduced and/or excess collections will be refunded. Est 3 month Operating Cost is \$2,759,948 based on 19-21 average monthly expenditures. Assessment revenue will be reviewed for reduction at 21-23 LAB.
Other Fund - Limited Archives Division	012-00-00-00000	1650000401- Sec. of State General Fund	Operations	ORS 183.355; ORS 183.360; ORS 192.001-192.170; ORS 357.805-357.895; ORS 171.407; ORS 171.420-171.430; ORS 177.120; and ORS 183.325-183.362.	1,316,016	558,706	2,381,677	1,961,854	Funding is primarily through assessments. Based on guidance from OAM 30.20.00 PR in the event it appears assessments will exceed requirements, assessments will be reduced and/or excess collections will be refunded. Est 3 month Operating Cost is \$1,059,305 based on 19-21 average monthly expenditures. Assessment revenue will be reviewed at 21-23 LAB.
Other Fund - Limited Corporation Division	036-00-00-00000	1650000401- Sec. of State General Fund	Operations	ORS 56; ORS 58; ORS 60; ORS 62; ORS 63; ORS 65; ORS 67; ORS 68; ORS 79; ORS 80; ORS 87; ORS 128; ORS 194; ORS 554; ORS 647; and ORS 648	2,911,148	3,650,705	(2,593,661)	2,245,227	Revisions are based on updated actual expenditure data through November 2020. Estimated 3 month Operating Cost is \$1,510,127 based on 19-21 average monthly expenditures. Note: Package 117 is required to fund the Corporation Division in 21-23. 21-23 ending balance will be negative if retained funding increase (POP 117) is not approved.

**Objective:** Provide updated Other Funds ending balance information for potential use in the development of the 2021-23 legislatively adopted budget.

**Instructions:**

- Column (a): Select one of the following: Limited, Nonlimited, Capital Improvement, Capital Construction, Debt Service, or Debt Service Nonlimited.
- Column (b): Select the appropriate Summary Cross Reference number and name from those included in the 2019-21 Legislatively Approved Budget. If this changed from previous structures, please note the change in Comments (Column (i)).
- Column (c): Select the appropriate, statutorily established Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the working title of the fund or account in Column (i).
- Column (d): Select one of the following: Operations, Trust Fund, Grant Fund, Investment Pool, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (i)), specify the number of months the reserve covers, the methodology used to determine the reserve amount, and the minimum need for cash flow purposes.
- Column (e): List the Constitutional, Federal, or Statutory references that establishes or limits the use of the funds.
- Columns (f) and (h): Use the appropriate, audited amount from the 2019-21 Legislatively Approved Budget and the 2019-21 Current Service Level at the Agency Request Budget level.
- Columns (g) and (i): Provide updated ending balances based on revised expenditure patterns or revenue trends. Do not include adjustments for reduction options that have been submitted unless the options have already been implemented as part of the 2019-21 General Fund approved budget or otherwise incorporated in the 2019-21 LAB. The revised column (i) can be used for the balances included in the Governor's budget if available at the time of submittal. Provide a description of revisions in Comments (Column (i)).
- Column (i): **Please note any reasons for significant changes in balances previously reported during the 2019 session.**

Additional Materials: If the revised ending balances (Columns (g) or (i)) reflect a variance greater than 5% or \$50,000 from the amounts included in the LAB (Columns (f) or (h)), attach supporting memo or spreadsheet to detail the revised forecast.

# Attachment B- Total Portfolio

Division	Sponsor	Project Name	Project Manager	Status	Legislatively Mandated	Policy Option Package
<b>Division: Audits (3)</b>						
Audits	Kip	Municipal Filing TRIM Interface	Shawn Vitt	On Hold	No	
Audits	Kip	Municipal Filings (MUNI) Replacement	Shawn Vitt	Idea	No	No
Audits	Kip	Municipal Filing Modernization	Shawn Vitt	Requested	No	
<b>Division: Elections (22)</b>						
Elections	Brenda	LEVEL 2 - OCVR MFA Implementation	Bryan Edgerton	Active	No	No
Elections	Brenda	LEVEL 1 - OREGON VOTES	Bryan Edgerton	Active	No	
Elections	Brenda	Level 1 - OCVR Amendment #44	Tim Esau	Active	No	
Elections	Brenda	Level 1 - HB 2015 DMV/SOS Integration	Bryan Edgerton	Active	No	No
Elections	Brenda	Level 1 - OCVR Non-Production MCC Migration and Virtualization	Bryan Edgerton	On Hold	No	
Elections	Brenda	Level 2 - 2020 OCVR/ORESTAR/OMV Maintenance	Bryan Edgerton	Idea	No	No
Elections	Brenda	ORESTAR - Complaints & Violations/Other violations	Bryan Edgerton	On Hold	No	
Elections	Brenda	Level 2 - ERIC Phase II	Bryan Edgerton	Idea	No	No
Elections	Brenda	Level 1 - ORESTAR Survivability	Bryan Edgerton	On Hold	No	No
Elections	Brenda	ORESTAR - Electronic Business System (EBS1) Oracle Forms Calendar Transition into ORESTAR	Bryan Edgerton	On Hold	No	
Elections	Brenda	Level 1 - OCVR Production VMware Implementation and Citrix Upgrade	Jared Rhoades	Idea	No	No
Elections	Brenda	Level 2 - OCVR Drop Box Locator	Bryan Edgerton	On Hold	No	No
Elections	Brenda	ORESTAR - Statement of Organization Fixes/Upgrades	Bryan Edgerton	On Hold	No	
Elections	Brenda	Level 1 - OCVR ORESTAR STANDARDIZATION	Bryan Edgerton	On Hold	No	
Elections	Brenda	Level 1 - ORESTAR - INITIATIVES, REFERRALS, REFERENDUM UPGRADE	Bryan Edgerton	On Hold	No	
Elections	Brenda	Level 1 - ORESTAR - SOO Phase II	Bryan Edgerton	On Hold	No	

Elections	Brenda	Level 1 - OCVR Automated Testing Ecosystem	Tim Esau	On Hold	No	
Elections	Brenda	Level 1 - Campaign Finance Cleanup	Bryan Edgerton	On Hold	No	
Elections	Brenda	Level 1 - Online Voters Pamphlet	Bryan Edgerton	On Hold	No	
Elections	Brenda	Level 3 - ORESTAR - 2019 Voters Pamphlet Updates	Bryan Edgerton	On Hold	Yes	
Elections	Brenda	Level 1 - OCVR Infrastructure (Amendment #43)	Bryan Edgerton	On Hold	No	
Elections	Brenda	Level 1 - ELECTIONS DATA.OREGON.GOV INTEGRATION	Bryan Edgerton	Idea	No	Yes
Elections	Brenda	Level 3 - 2019 OMV Maintenance	Bryan Edgerton	On Hold	No	No
Division: Corporation (18)						
Corporation	Eloisa	BERI Batch	Kim Posey	Active	No	No
Corporation		Filemaker to Cloud	Kim Posey	Idea	No	No
Corporation	Eloisa	Corp Live Agent	Kim Posey	Requested	No	No
Corporation	Chris	BERI Split Merchant Fee	Kim Posey	On Hold	No	
Corporation	Chris	Business Wizard Reinvention	Kim Posey	On Hold	No	
Corporation	Chris	BERI Certificates of Existence Online	Kim Posey	Requested	No	
Corporation	Chris	Business Registration/License Renewal Change	Kim Posey	On Hold	No	
Corporation	Chris	BERI Web Search Responsive Web Design	Kim Posey	Requested	No	
Corporation	Chris	OBR Session Management	Kim Posey	On Hold	No	
Corporation		Notary Non-Filable	Kim Posey	On Hold	No	
Corporation	Chris	Corporation Call Center Migration to AWS	Kim Posey	Requested	No	
Corporation		OBR Logged-In Free Amendments	Kim Posey	Requested	No	
Corporation	Chris	BERI Automate Back File Conversion Indexing	Kim Posey	On Hold	No	
Corporation		Notary Authentication/Verification	Kim Posey	On Hold	No	

Corporation		OBR Reinstatements Group B. DLLP, FLLP, DPC, FPC, DBT, FBT, DDIP, DDINP	Kim Posey	On Hold	No	
Corporation	Chris	OBR ABN Reactivations Online	Kim Posey	Requested	No	
Corporation	Chris	CER Modernization	Kim Posey	On Hold	No	
Corporation		Automate TRIM Processing	Kim Posey	On Hold	No	
Division: Archives (8)						
Archives	Stephanie	TRIM Upgrade v9.3	Shawn Vitt	Active	No	No
Archives	Stephanie	Point-of-Sale Solution	Shawn Vitt	Idea	No	No
Archives	Stephanie	Electronic Records Receiving Tool	Shawn Vitt	Idea	No	No
Archives	Stephanie	Early Oregonians Database Enhancement	Shawn Vitt	On Hold	No	
Archives	Stephanie	Oregon Administrative Rules Database - Phase 2	Shawn Vitt	On Hold	No	
Archives	Stephanie	Early Oregonians Database Rewrite	Shawn Vitt	Requested	No	
Archives	Stephanie	OARD Cloud Migration	Shawn Vitt	On Hold	No	No
Archives	Stephanie	Point of Sale Solution	Shawn Vitt	Requested	No	
Division: Information Systems (14)						
Information Systems	Chris	Intranet Modernization	Shawn Vitt	Active	No	No
Information Systems	Chris	Oracle Designer Replacement RFP	Shawn Vitt	Active	No	
Information Systems	Chris	ER/Studio Implementation	Shawn Vitt	Active	No	No
Information Systems	Jared	WebLogic Upgrade	Mary Hadley	Active	No	No
Information Systems	Chris	UAT Environment for ORESTAR	Kim Posey	On Hold	No	
Information Systems	Jared	VMWare Upgrade: Equipment & VDI	Mary Hadley	Idea	No	Yes
Information Systems	Jeff	Anti-Virus Replacement & Endpoint Security	Mary Hadley	On Hold	No	Yes
Information Systems	Jared	Upgrade Oracle Database	Mary Hadley	Planning	No	Yes

Information Systems	Dan	Level 1 - Network Access Control	Mary Hadley	On Hold	No	Yes
Information Systems	Jeff	AD and File/Print Servers to the Cloud	Mary Hadley	On Hold	No	No
Information Systems	Brenda	OCVR ORESTAR Automated Ecosystem		On Hold	No	
Information Systems	Dan	Agency Multi-Factor Authentication	Mary Hadley	On Hold	No	No
Information Systems	Chris	Oracle Designer Replacement Implementation	Mary Hadley	Idea	No	Yes
Information Systems	Chris	Oregon Identity Management (OIM) Replacement	Shawn Vitt	Requested	No	Yes
Division: Business Services (2)						
Business Services	Jeff	Deposit Interface System (DIS) Replacement	Shawn Vitt	On Hold	No	No
Business Services	Jeff	Deposit Interface System Enhancement	Shawn Vitt	On Hold	No	

# Attachment C- 10% Reductions



**Oregon Secretary of State - Administrative Support Division**

**2021 - 2023 Biennium**

**Detail of Reductions to 2021-23 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
	ASD	SoS	HR	Reduce Personal Services				281,148			\$ 281,148	1	1.00	Yes	HRD services related to compliance training and records management, staff development and onboarding, succession planning, leadership development and support, social justice, diversity, equity and inclusion activities would be negatively impacted as we would no longer have the bandwidth to provide any of these services or staff these programs. HRD KPM #9 Staff Diversity would likely be impacted as we would not have the staffing to train and support our workforce in a way that supports retention of a diverse staff.
			BSD	Reduce Services and Supplies				34,904			\$ 34,904			Yes	Reducing Professional/IT Professional Services would reduce available funds to cover costs of maintenance/support, enhancements and bug fixes for the Deposit Interface System (DIS), which is the agency's cash management system. This would have a direct impact on our ability to timely cashier incoming payments to the agency, specifically the Corporation Division. This creates the potential for a negative impact to the Corporation Division's Key Performance Measures (KPM's) in slower turnaround times in registering new businesses and business renewals

**Oregon Secretary of State - Administrative Support Division**  
**2021 - 2023 Biennium**

**Detail of Reductions to 2021-23 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
		BSD	Reduce Personal Services	42,161		401,245				\$ 443,406	2	2.00	Yes	Reduction would harm Financial Services internal control processes and adequate checks and balances creating longer turnaround times in invoice processing for assessments as well as other accounts receivable.	
		ISD	Eliminate Infrastructure support positions, software development positions, and Funding for IT expendables	309,235		1,425,168				\$ 1,734,403	5	5.00	Yes	Reduction would impact Procurement sections ability to provide timely procurement of needed goods and services to divisions of the agency thereby reducing their ability to meet their own core functions. Workload would be shifted to remaining Purchasing and Contracts Specialist 2.	
		Exec	Reduce Personal Services	43,751		144,411				\$ 188,162	1	1.00	Yes	Cutting these positions would have a severe negative impact on our ability to lead the design, development, deployment, and support of existing public facing business applications for four agency divisions including Elections, Corporation, Archives, and Audits. There would also be a severe negative impact on our infrastructure's ability to respond to agency IT issues, web support, enterprise monitoring, deployment and maintenance of desktop and laptop troubleshooting PC and peripheral issues, providing any process improvement efforts and technical documentation of network diagrams, internal policies and forms.	
				395,147	-	2,286,876	-	-	-	\$ 2,682,023	9	9.00		Eliminate 1 FTE in Executive Office causing increased workload to remaining front office staff	

Target \$ 1,623,501  
Difference \$ 1,058,522

**Oregon Secretary of State - Archives Division**  
**2021 - 2023 Biennium**

**Detail of Reductions to 2021-23 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
	Arch	SoS	Archives	Reduce S&S			950				\$ 950			Yes	Reduce Out of State Travel budget preventing two employees from attending annual professional conferences out of state during the 21-23 biennium. Annual conferences include National Association of Government Archives and Records Administrators, Society of American Archivists, and Administrative Codes & Registers.
			Archives	Reduce Personal Services			735,685				\$ 735,685	3	3.00	Yes	Reductions in positions would cause delays in fulfilling routine reference requests as well as delays to the proactive online publishing of high-interest historical government records. Position reductions would also compromise security of the building and the staff.
			Archives	Program Elimination			167,494				\$ 167,494			Yes	For over 100 years, the Blue Book has served as Oregon's "official" fact book. This would eliminate publication of a printed Blue Book. In addition, the production of the online Blue Book would only be done on a limited basis, as time permitted. Work in the core program areas would come first. This reduction would require a statutory change.
					-	-	904,129	-	-	-	\$ 904,129	3	3.00		

Target \$ 904,129  
Difference \$ -



**Oregon Secretary of State - Corporation Division**

2021 - 2023 Biennium

**Detail of Reductions to 2021-23 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
	Corp	SoS	Eliminate Lockbox Cashiering Service			55,887				\$ 55,887			Yes	Increases mail volume delivered to Agency Mailroom increasing volume of payments processed manually. Elimination of Lockbox service may have a negative impact on division performance measure KPM #6 BUSINESS REGISTRY PROCESSING TIMES.	
			Eliminate Outreach Training Program			221,523				\$ 221,523	1	1.00	Yes	Oregon notaries will no longer receive free in-person training on proper notarization procedures, increasing risk of improper notarizations leading to invalid contracts or increased malpractice liability for notaries. Elimination of the Outreach program will have a negative impact on division performance measure KPMs #6 NOTARY PROCESSING TIME and #10 CUSTOMER SATISFACTION.	

**Oregon Secretary of State - Corporation Division**  
**2021 - 2023 Biennium**

**Detail of Reductions to 2021-23 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
			Reduce Office of Small Business to 1 FTE			602,609				\$ 602,609	3	3.00	Yes	Significant reduction in services to small businesses will occur. Entrepreneurs will have to rely on their own resources and ingenuity to attempt to resolve issues and concerns in dealings with state and local government agencies or to connect with necessary resources. Information and data provided to policymakers will be significantly reduced, resulting in greater reliance on anecdotal evidence and constituent driven complaints to identify issues and trends to improve Oregon's business climate. Loss of this assistance for small businesses could further a negative perception that Oregon is not supportive of its own small businesses and entrepreneurs. Reduction of the Small Business Advocate program will have a negative impact on the office's initiative to improve Oregon's business climate for small business.	
			Reduce Program Services			204,812				\$ 204,812	1	1.00	Yes	Reduction will decrease the ability of this team to handle legislative mandates that require upgrades, additions, or changes to online applications for business, notary, UCC, and trademark registry. Ability to modernize back-end applications designed to reduce the Division's reliance on labor will be significantly reduced. Reduction will have a negative effect on KPMs #5 BUSINESS REGISTRY TURNAROUND TIME, #6 NOTARY PROCESSING TIME, #7 UCC PROCESSING TIME, AND #10 CUSTOMER SATISFACTION.	

**Oregon Secretary of State - Corporation Division**  
**2021 - 2023 Biennium**

**Detail of Reductions to 2021-23 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
			Reduce Filing and Contact Center Teams			323,737				\$ 323,737	2	2.00	Yes	Reduction will negatively impact Division's ability to reach service goals for timely filing of business, notary, UCC and trademark filings of all types. This will include direct impacts to KPMs #5 BUSINESS REGISTRY TURNAROUND TIME, #6 NOTARY PROCESSING TIME, #7 UCC PROCESSING TIME, AND #10 CUSTOMER SATISFACTION.	
										\$ -					
										\$ -					
										\$ -					
										\$ -					
										\$ -					
										\$ -					
										\$ -					
						1,408,568				\$ 1,408,568	7	7.00			

Target \$ 1,349,147  
 Difference \$ 59,421

**Oregon Secretary of State - Elections Division**  
**2021 - 2023 Biennium**

**Detail of Reductions to 2021-23 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
	Elec	SoS	Reduce S&S	83,000						\$ 83,000			Yes	Reduced Training, Travel, Dues & Subscriptions, and Professional Services.	
			Eliminate OMV Mailer Letter and replace with postcard	182,306						\$ 182,306			Yes	This reduction would eliminate this letter and replace it with a notice postcard without a return envelope option.	
			Reduce AG Expenditures	225,000						\$ 225,000			Yes	This will result in fewer inquiries to the Attorney General for legal advice which could risk legal exposure.	
			Reduce Personal Services	474,117						\$ 474,117	2	2.00	Yes	The impact would harm our ability to provide timely responses to answering calls coming into the division, responding to questions received through the email system from committees, candidates, treasurers, and other interested parties. In addition, numerous office support functions related to campaign finance, OMV, and other areas would be significantly impacted. Workload would increase and be shifted to the remaining staff.	
			Reduce Printing & Distribution of Voter's Pamphlet	78,857						\$ 78,857			Yes	Reduce or eliminate a portion of the printing and distribution of a hard copy Voters' Pamphlet. This reduction would eliminate the ability to produce, print and mail the pamphlet to every household in the state and would necessitate a move to a personalized, limited-availability version of the voters' pamphlet through an online version and/or electronic version accessible on CD or other media. Guidance would be needed as to which voters would not receive a hard copy Voters' Pamphlet. Additional reductions, up to \$1,004,947) could be made under this item if the items above are removed or not moved forward.	



**Oregon Secretary of State - Elections Division**  
**2021 - 2023 Biennium**

**Detail of Reductions to 2021-23 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div														
			Reduce Federal Funds Expenditures					587,284		\$ 587,284					Currently, Help America Voter Act (HAVA) federal funds are used for a variety of programs and initiatives related to elections. Reductions in the necessary amount could be made in the areas of SOS IT staffing, in light of the current project that would replace OCVR with a service provided by a vendor. Reductions could also be made in the following areas: In state and out of state travel, telecommunications, professional services, and IT professional services.
			Reduce Other Funds S&S Expenditures			124,988				\$ 124,988					Reductions in the necessary amount could made in the following areas: professional services, office expenses, and other services and supplies.
										\$ -					
										\$ -					
										\$ -					
										\$ -					
										\$ -					
										\$ -					
				1,043,280	-	124,988	-	587,284	-	\$ 1,755,552	2	2.00			

Target \$ 1,755,552  
Difference \$ -

# Attachment D- Annual Performance Progress Report

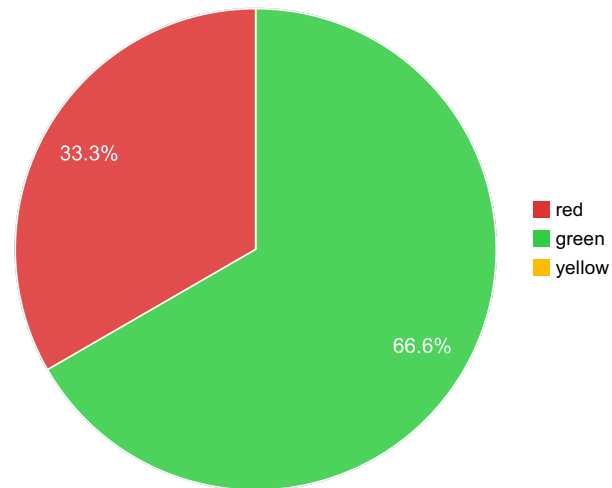
# Secretary of State

Annual Performance Progress Report

Reporting Year 2020

Published: 2/23/2021 3:58:40 PM

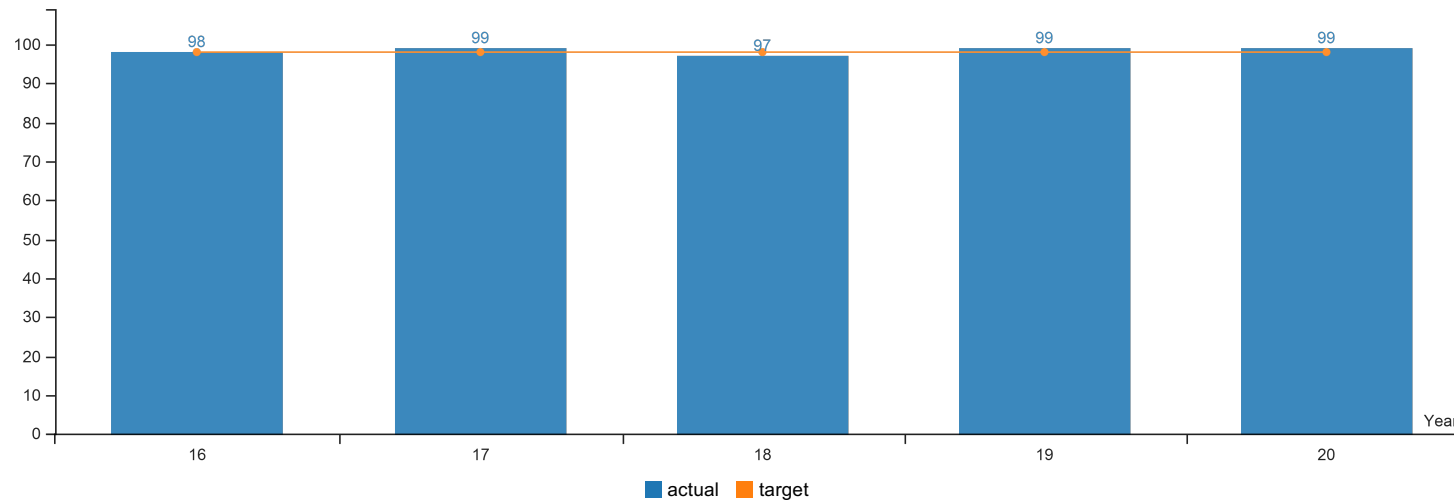
KPM #	Approved Key Performance Measures (KPMs)
1	Electronic Access to Public Information - Percentage of targeted records made available electronically.
2	Audit Efficiency - Dollar savings per dollar spent on economy and efficiency audits.
3	Audit Recommendation Implementation - Percentage of audit recommendations implemented.
4	Business registration - Document processing turnaround time from receipt.
5	Notary - Document processing turnaround time from receipt.
6	UCC - Document processing turnaround time from receipt.
7	Campaign Finance Information - Percent of committee filings determined to be sufficient.
8	Staff Diversity - Employment of Women, People of Color, and Persons with Disabilities as a percentage of the SOS workforce.
9	Customer Satisfaction - Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
<b>Summary Stats:</b>	66.67%	0%	33.33%

KPM #1	Electronic Access to Public Information - Percentage of targeted records made available electronically.
	Data Collection Period: Jan 01 - Dec 31

\* Upward Trend = positive result



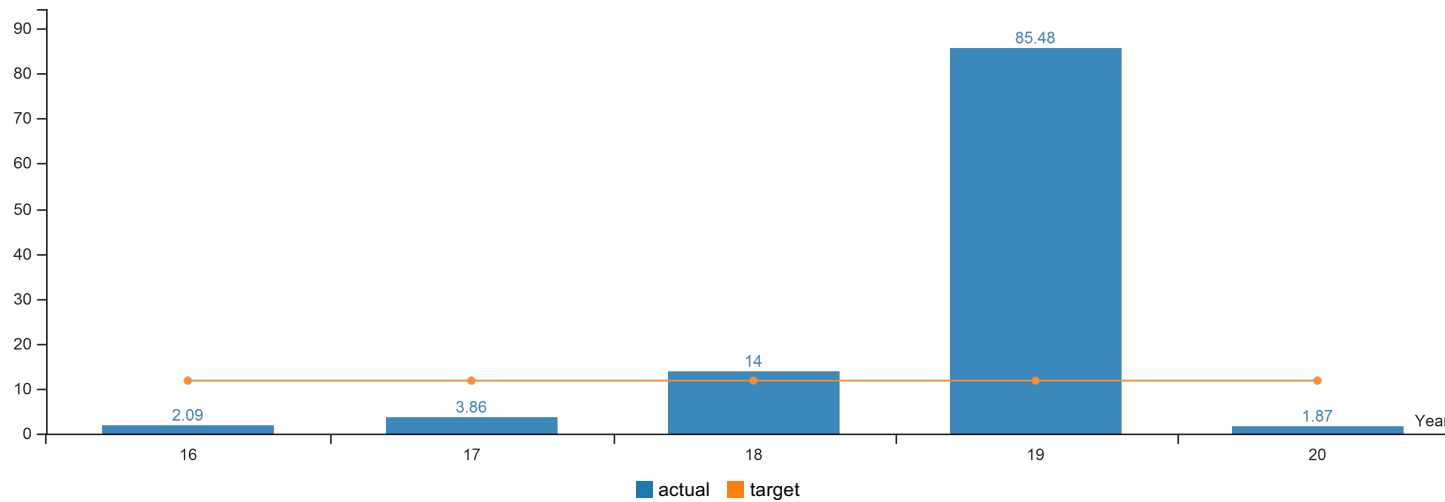
Report Year	2016	2017	2018	2019	2020
<b>Public Information Access- Improve access to public information</b>					
Actual	98%	99%	97%	99%	99%
Target	98%	98%	98%	98%	98%

**How Are We Doing**

**Factors Affecting Results**

KPM #2	Audit Efficiency - Dollar savings per dollar spent on economy and efficiency audits.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
<b>DOLLAR SAVINGS PER DOLLAR SPENT- Dollar savings per dollar spent on economy and efficiency</b>					
Actual	\$2.09	\$3.86	\$14.00	\$85.48	\$1.87
Target	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00

### How Are We Doing

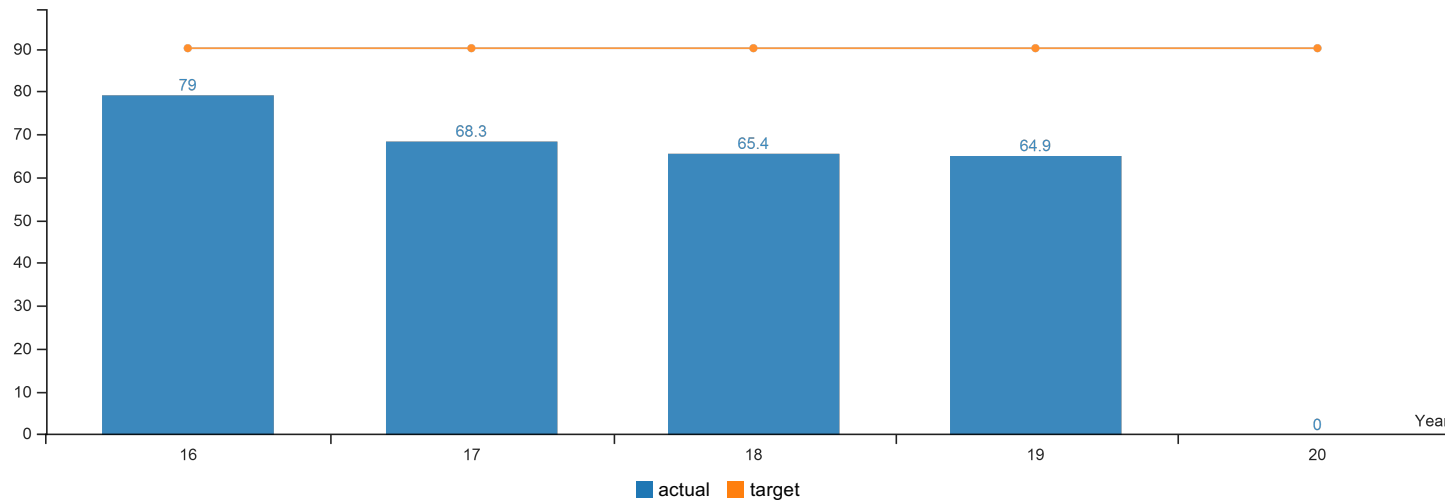
We have consistently returned more in revenue enhancements, savings and questioned costs than our audits have cost. Although identifying cost savings is an important part of our performance audit work, we also focus our attention on improving outcomes and identifying risks to the state that do not have quantifiable savings, but nonetheless provide state government tremendous value. For example, we've highlighted issues recently in Oregon's child welfare system that have a meaningful impact on some of Oregon's most vulnerable citizens. Furthermore, as our annual identification of savings can vary in magnitude over time, yearly trends can be misleading. Our cumulative savings since 1998 total \$1.1 billion, with a return on investment of \$20.32 in savings or questioned costs for each \$1 invested in performance audit staff over that time period.

### Factors Affecting Results

All audits we complete have important benefits, such as increased transparency about how well state government programs are working and improvements in program efficiency and effectiveness. Our results on this measure, however, depend on how many audits we undertake that have the potential for identifiable and quantifiable revenue enhancements, savings, or questioned costs. We will continue to undertake audits with the potential for these financial benefits, but we caution that many high impact audits will not have benefits that are measurable in dollar terms.

KPM #3	Audit Recommendation Implementation - Percentage of audit recommendations implemented.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
<b>IMPLEMENTED RECOMMENDATIONS- Percentage of recommendations implemented</b>					
Actual	79%	68.30%	65.40%	64.90%	
Target	90%	90%	90%	90%	90%

#### How Are We Doing

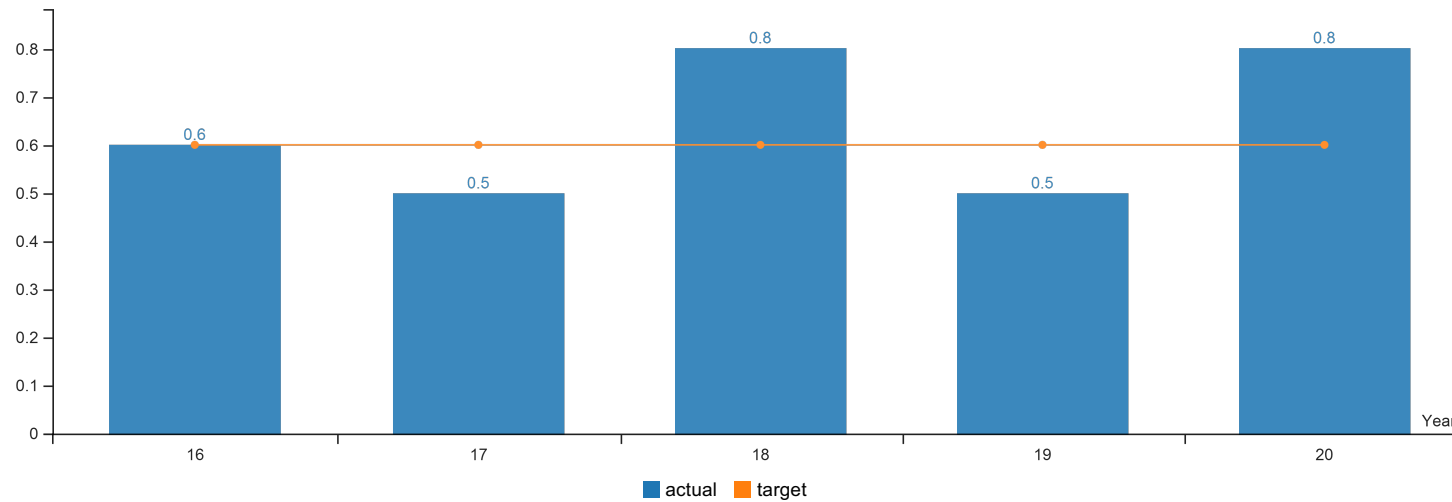
For fiscal year 2019 audits where follow-ups were conducted, audited agencies implemented 65% of the audit recommendations as of August 2020. Several agencies needed more time to implement recommendations; thus, we anticipate a higher implementation rate as we provide more time to elapse before conducting recommendation follow-up reviews.

#### Factors Affecting Results

Given that agencies may take more than a year to implement some recommendations, the implementation percentage is expected to increase over time. In 2018, we implemented a new process where we follow up once, about one year after an audit's completion. As we reevaluate this process, we anticipate allowing more time to elapse before conducting recommendation follow-up reviews to allow for more complete reporting.

KPM #4	Business registration - Document processing turnaround time from receipt.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
<b>TIMELY DOCUMENT PROCESSING-CORPORATION DIVISION- Business Registration document processing turnaround time from receipt</b>					
Actual	0.60	0.50	0.80	0.50	0.80
Target	0.60	0.60	0.60	0.60	0.60

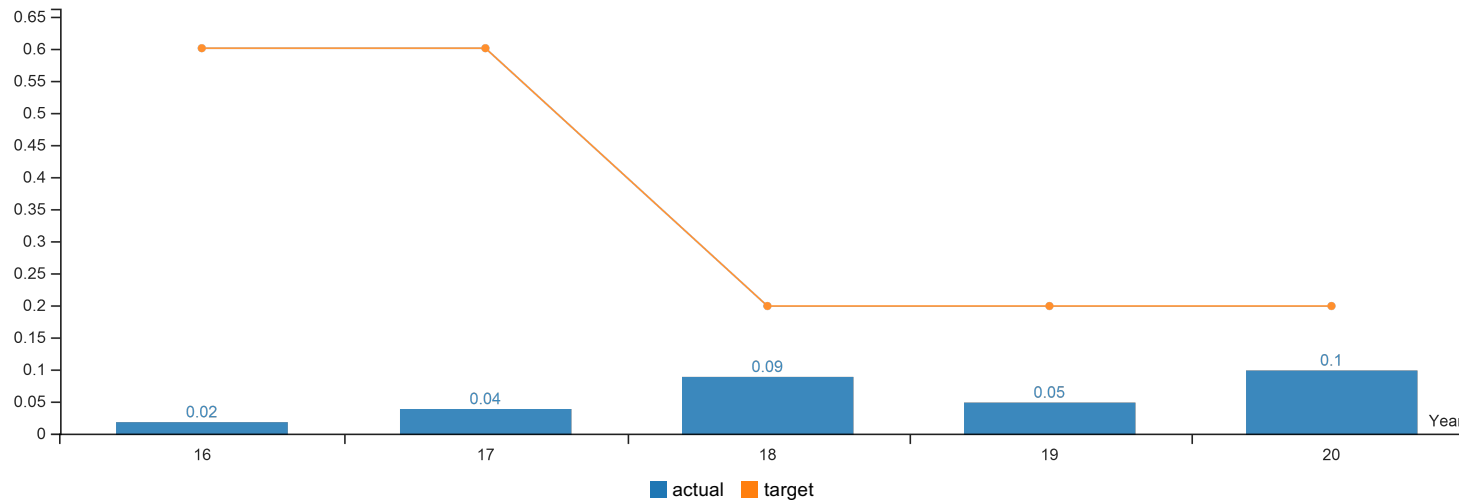
**How Are We Doing**

**Factors Affecting Results**



KPM #5	Notary - Document processing turnaround time from receipt.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = negative result



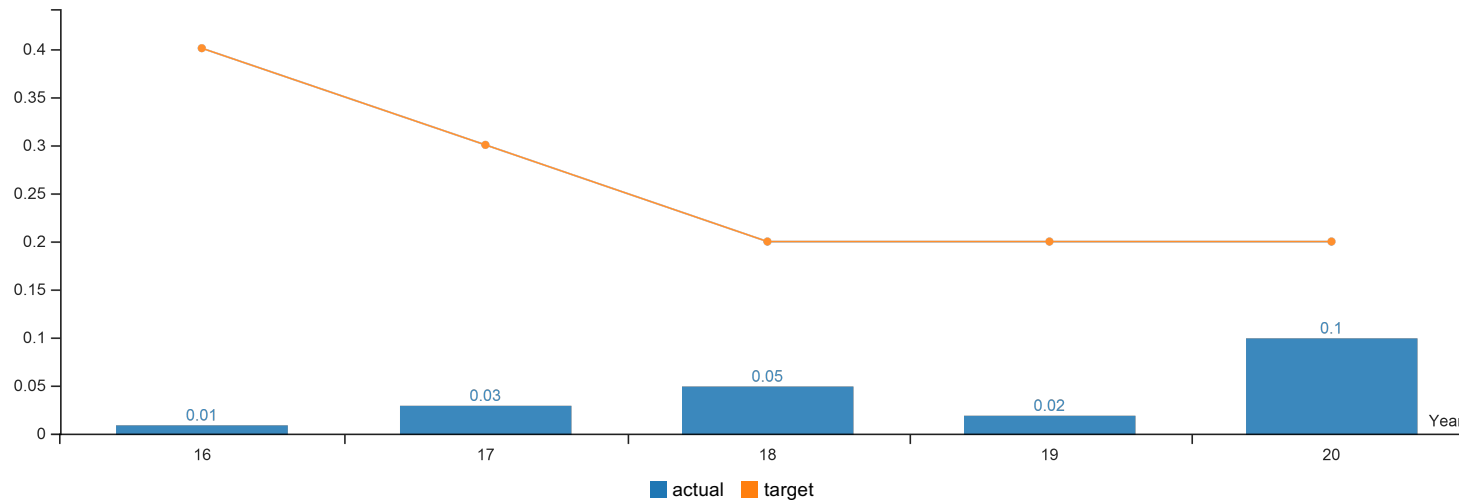
Report Year	2016	2017	2018	2019	2020
<b>TIMELY DOCUMENT PROCESSING- CORPORATION DIVISION- Notary Public document processing turnaround time from receipt</b>					
Actual	0.02	0.04	0.09	0.05	0.10
Target	0.60	0.60	0.20	0.20	0.20

**How Are We Doing**

**Factors Affecting Results**

KPM #6	UCC - Document processing turnaround time from receipt.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = negative result



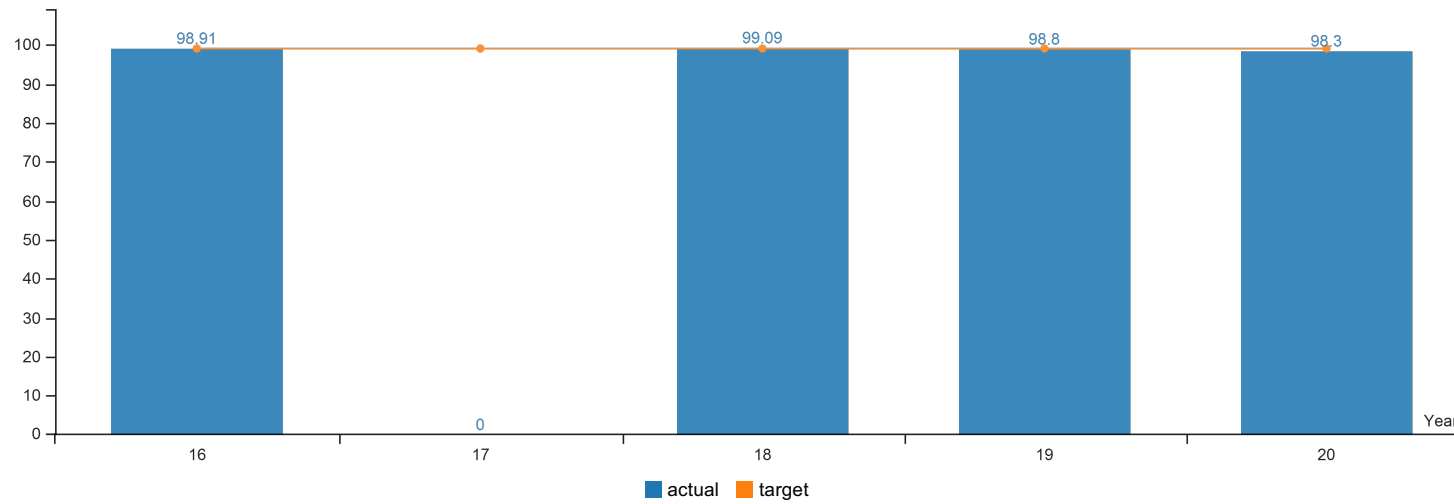
Report Year	2016	2017	2018	2019	2020
<b>TIMELY DOCUMENT PROCESSING- CORPORATION DIVISION - Uniform Commercial Code document processing turnaround time from receipt</b>					
Actual	0.01	0.03	0.05	0.02	0.10
Target	0.40	0.30	0.20	0.20	0.20

**How Are We Doing**

**Factors Affecting Results**

KPM #7	Campaign Finance Information - Percent of committee filings determined to be sufficient.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result

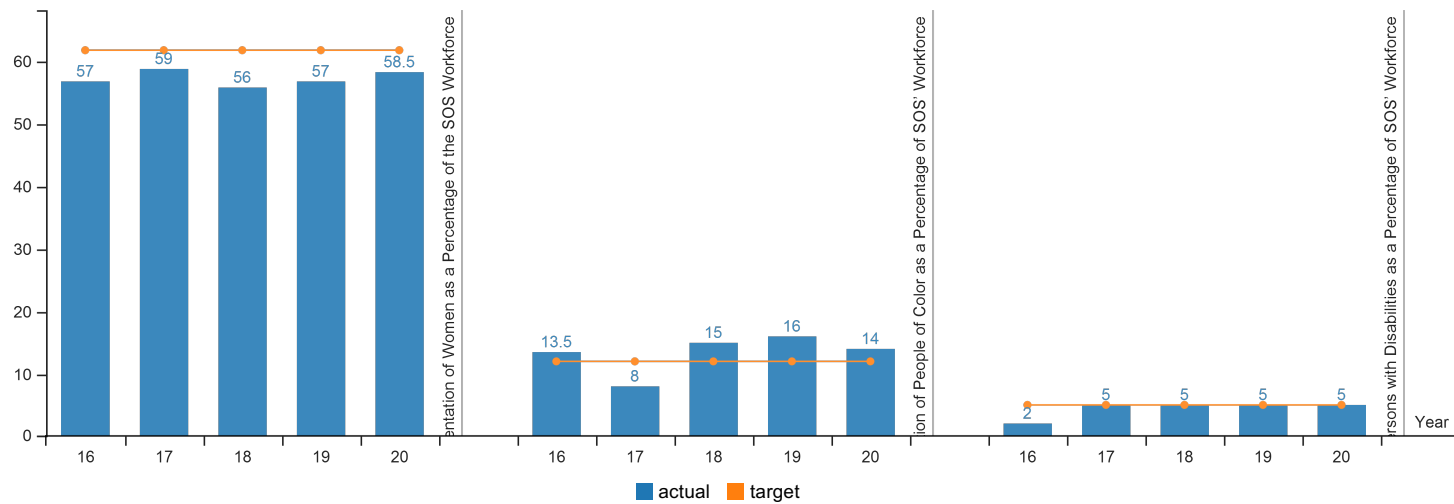


Report Year	2016	2017	2018	2019	2020
<b>Public Access to Campaign Finance Information</b>					
Actual	98.91%		99.09%	98.80%	98.30%
Target	99%	99%	99%	99%	99%

**How Are We Doing**

**Factors Affecting Results**

KPM #8	Staff Diversity - Employment of Women, People of Color, and Persons with Disabilities as a percentage of the SOS workforce.
	Data Collection Period: Jul 01 - Jun 30

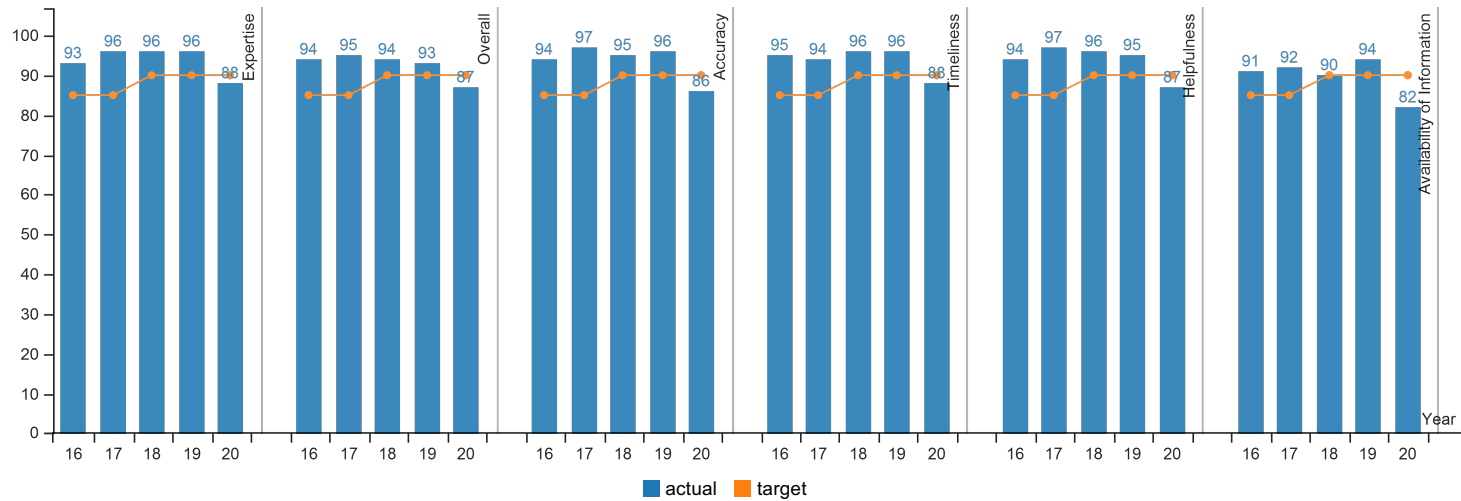


Report Year	2016	2017	2018	2019	2020
<b>a. Representation of Women as a Percentage of the SOS Workforce</b>					
Actual	57%	59%	56%	57%	58.50%
Target	62%	62%	62%	62%	62%
<b>b. Representation of People of Color as a Percentage of SOS' Workforce</b>					
Actual	13.50%	8%	15%	16%	14%
Target	12%	12%	12%	12%	12%
<b>c. Representation of Persons with Disabilities as a Percentage of SOS' Workforce</b>					
Actual	2%	5%	5%	5%	5%
Target	5%	5%	5%	5%	5%

**How Are We Doing**

**Factors Affecting Results**

KPM #9 Customer Satisfaction - Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.  
 Data Collection Period: Jan 01 - Dec 31



Report Year	2016	2017	2018	2019	2020
<b>Expertise</b>					
Actual	93%	96%	96%	96%	88%
Target	85%	85%	90%	90%	90%
<b>Overall</b>					
Actual	94%	95%	94%	93%	87%
Target	85%	85%	90%	90%	90%
<b>Accuracy</b>					
Actual	94%	97%	95%	96%	86%
Target	85%	85%	90%	90%	90%
<b>Timeliness</b>					
Actual	95%	94%	96%	96%	88%
Target	85%	85%	90%	90%	90%
<b>Helpfulness</b>					
Actual	94%	97%	96%	95%	87%
Target	85%	85%	90%	90%	90%
<b>Availability of Information</b>					
Actual	91%	92%	90%	94%	82%
Target	85%	85%	90%	90%	90%

How Are We Doing

## Factors Affecting Results