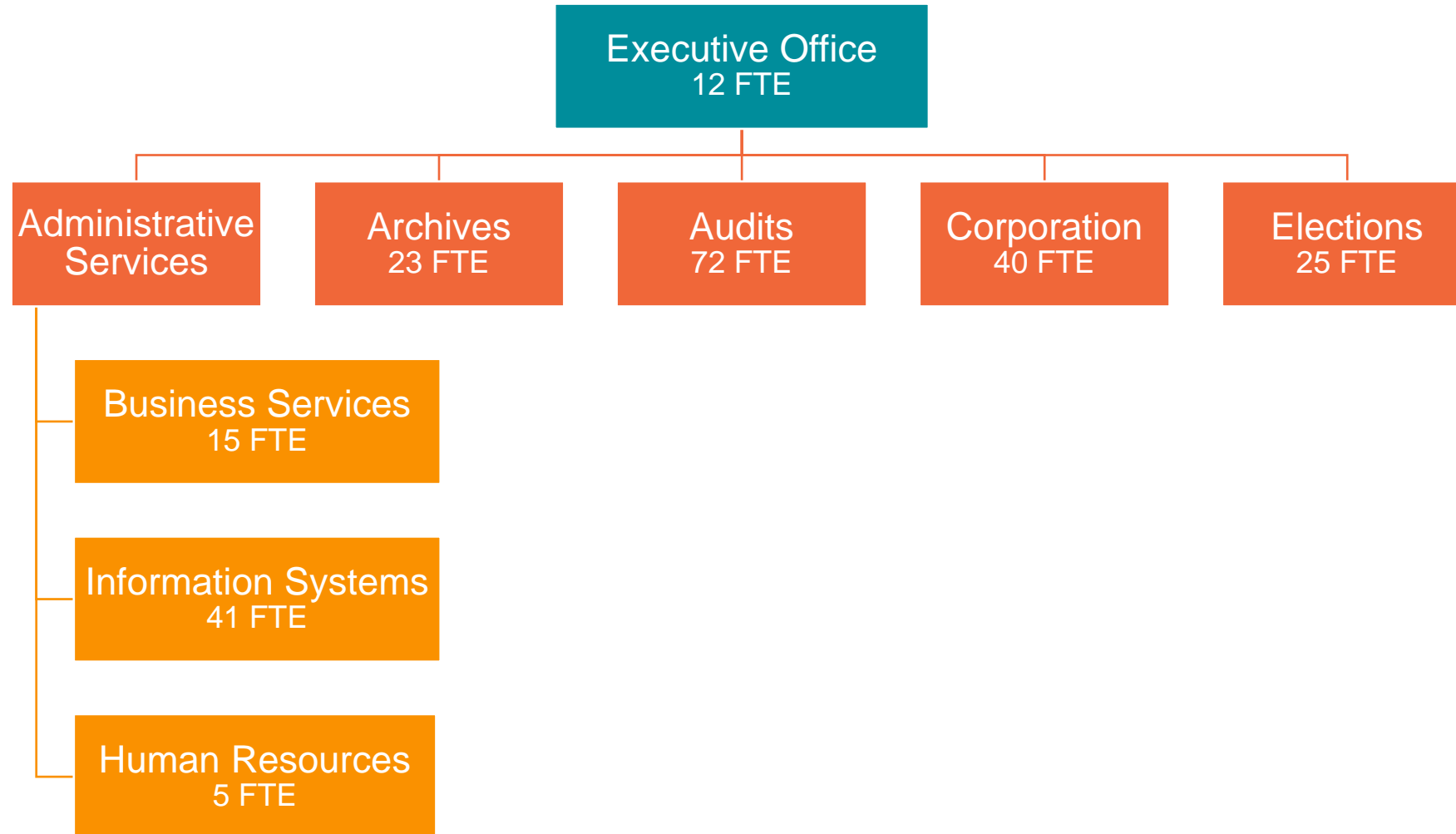SECRETARY OF STATE

2023-25 Budget Presentation

Office of the Secretary of State: ORG CHART (21-23)

AGENCY GOALS

MISSION

Build trust between Oregonians and their state government so Oregonians can trust the public services and the public servants who can make a difference and their everyday lives.

VISION

We envision an Oregon without barriers where everyone has equitable access to our democracy, available tools to achieve economic success, our state resources are efficiently utilized and accountable to the public, and where we honestly acknowledge our state's history. We lead with our values and believe every voice should be heard.

VALUES

ACCESS FOR ALL

We seek to identify and actively eliminate barriers.

AUTHENTICITY

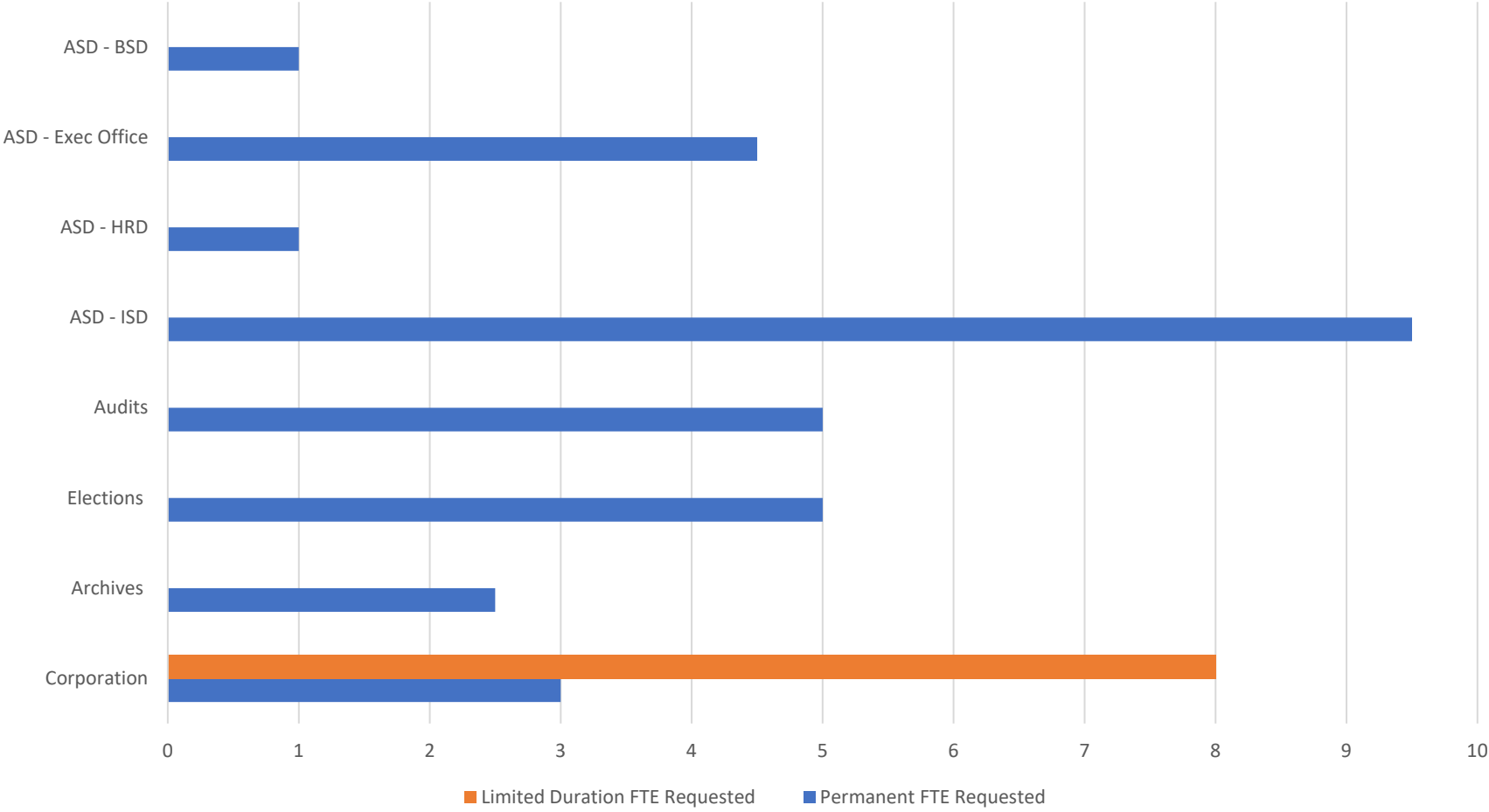We are honest and true with ourselves and others.

CLARITY

We share stories, using plain language to increase understanding and impact.

RESPECT

We strive to understand all viewpoints.

Position Requests by Division

Corporation Division

Corporation Division Overview

Business Support 29 FTE

Business and nonprofit registrations
Contact Center
Uniform Commercial Code
Authentications/Apostille

Program Services 4 FTE

Monitor, maintain, test, and trouble-shoot systems and applications
Data.Oregon.gov
Data extracts
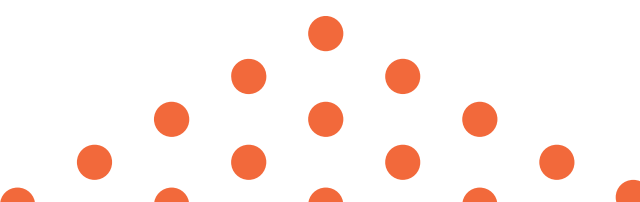
Office of Small Business Assistance 4 FTE

Coaching and assistance
Investigations
Statewide Outreach
Annual Report

Compliance 2 FTE

Statute and rules review/development
Notary compliance
Investigations
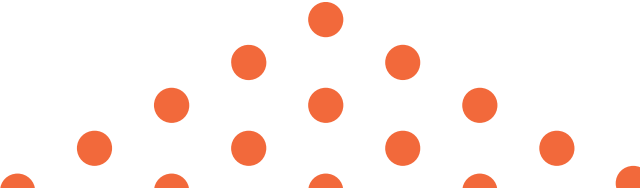License Directory
Business Information Center

Notary 1 FTE

Content development
Training in multiple formats
Notary newsletter

Business Drivers

- Awareness and demand for services
- Turnaround time at the speed of business
- Ability to do business from anywhere
- User-friendly tools and resources
- Multilingual support and access for people with disabilities
- Operating at optimal efficiency
- Continuous improvement; being proactive in meeting customer needs

Challenges

- Significant increase in filing transactions
- Limited multilingual support and access for people with disabilities
- Slow to automate
- Limited capacity to analyze data from within 12 systems and applications
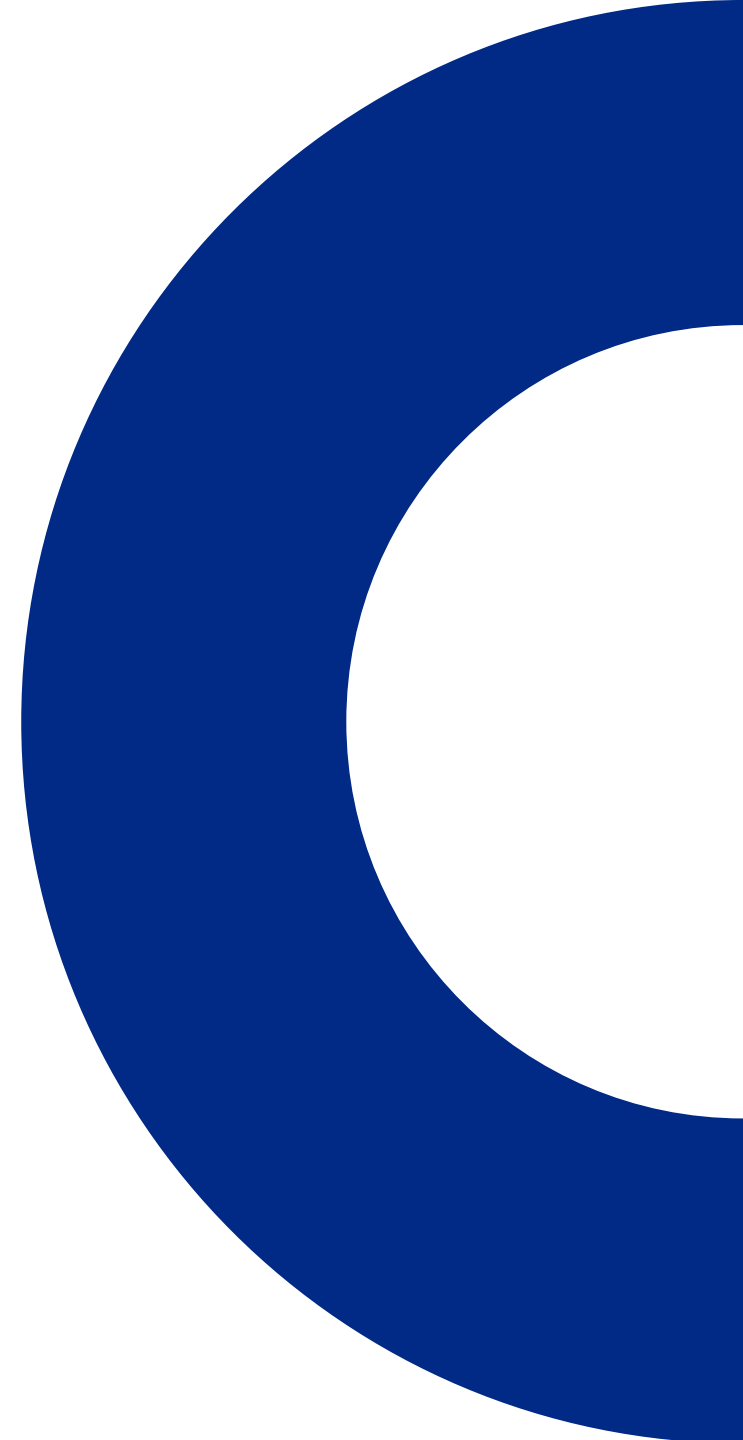
CORPORATION DIVISION REIMAGINED

A reimagined Corporation Division delivers:

- Digital access to all public records and information
- Automation and technology at the speed of business
- Connectedness through inclusive and accessible information and resources for all
- Continuity of operations to maintain steadiness and readiness

2021-23 Highlights

- Reopened to the public in May 2022

- Office of Small Business Assistance (OSBA) assisted more than 4,300 entrepreneurs and visited 14 counties along the coast, Eastern Oregon, Central Oregon, Columbia Gorge, and Willamette Valley

- Reinforced stability with cross-training

- Certificate of Existence (COE) automation

- Significantly improved usability of the License Directory

- Enhanced content of notary training and transitioned to Workday

- Progressed through filing backlog fluctuations

Impact of Technology Automation Investments

Percent of Filings Done Online

Oregon Central Business Registry

74% online in 2021
82% online in 2022

Uniform Commercial Code

73% online in 2021
70% online in 2022

Impact of Technology Automation Investments

Online Public Record Images

Over 5.9 million public record documents (4.3 million remaining in microfiche and microfilm from 1976-2009)

Online Search

Approximately 660,000 online Business searches per month
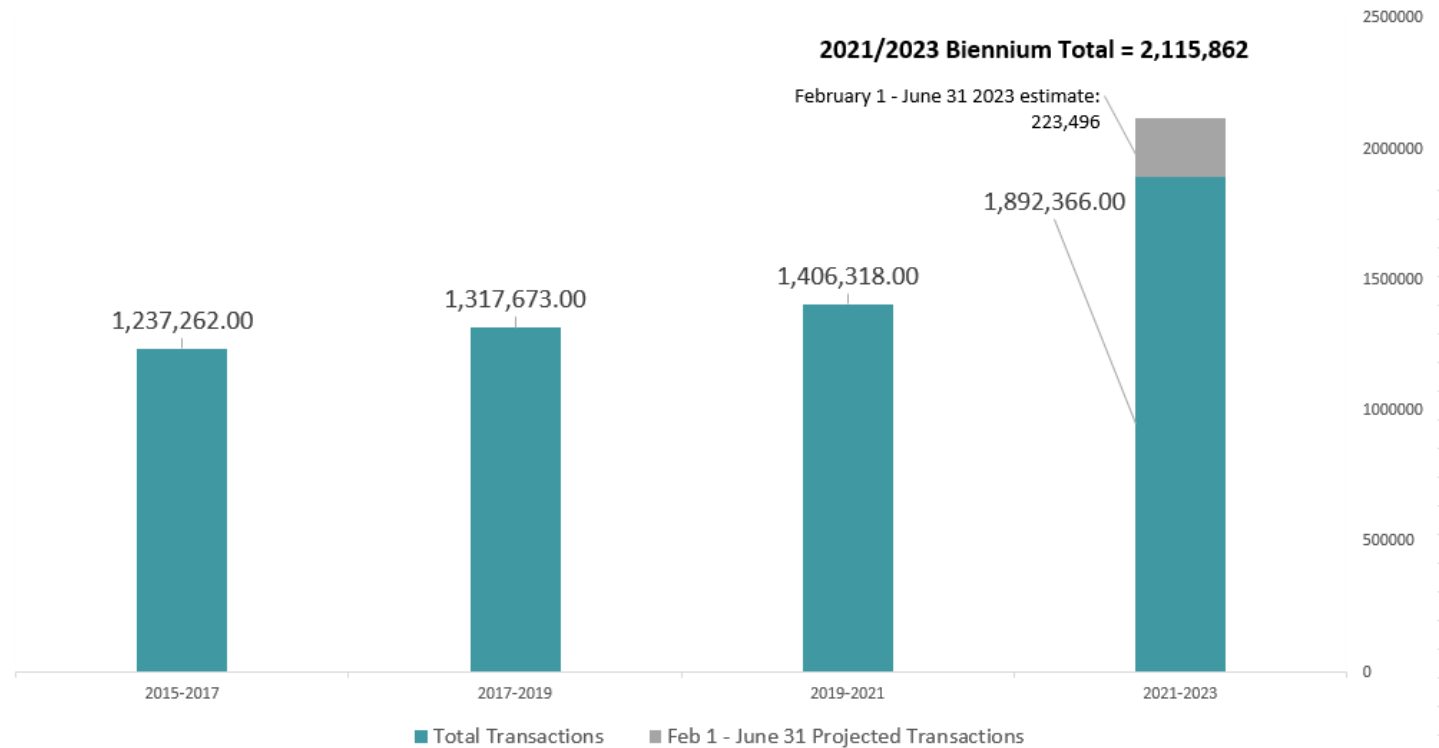Approximately 20,000 online UCC searches per month
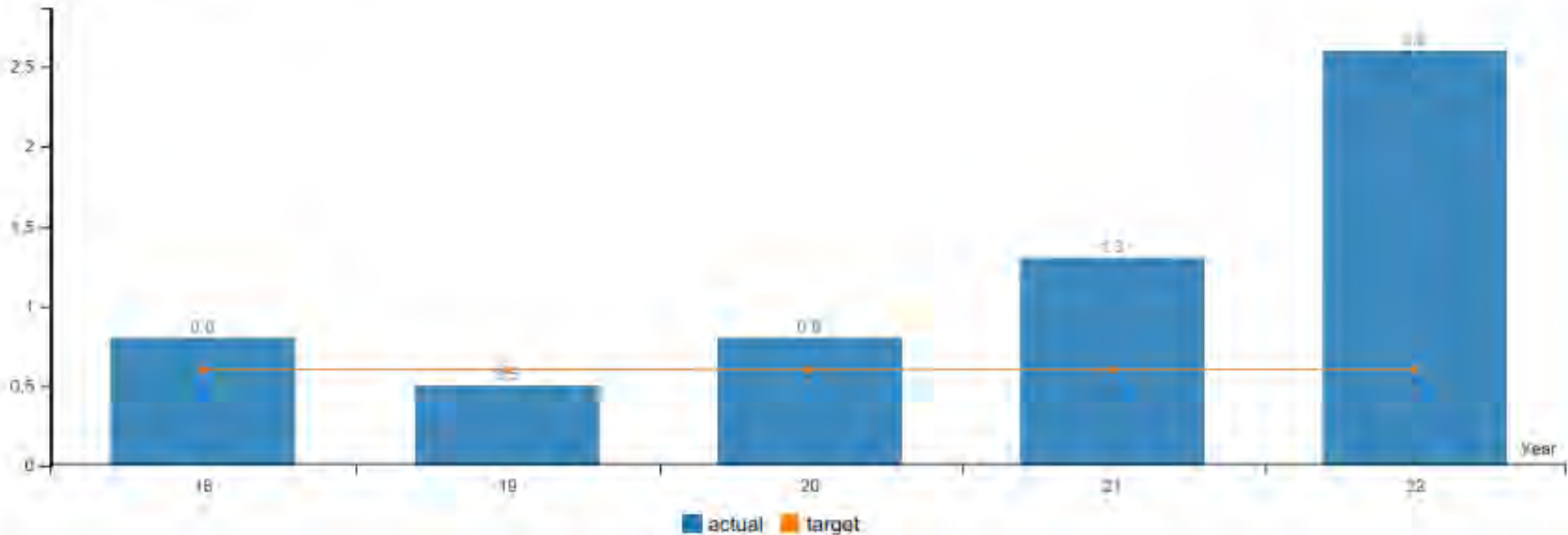
CORPORATION DIVISION

KPM Story

- **Tremendous increase in overall transactions**

- **Reduced FTE availability**
  - **High turnover**
  - **COVID leave**
  - **Extended FMLA/OFLA leave**

Business Support Transactions

2021/2023 Biennium Total = 2,115,862

February 1 - June 31 2023 estimate: 223,496

1,892,366.00

1,237,262.00 (2015-2017)

1,317,673.00 (2017-2019)

1,406,318.00 (2019-2021)

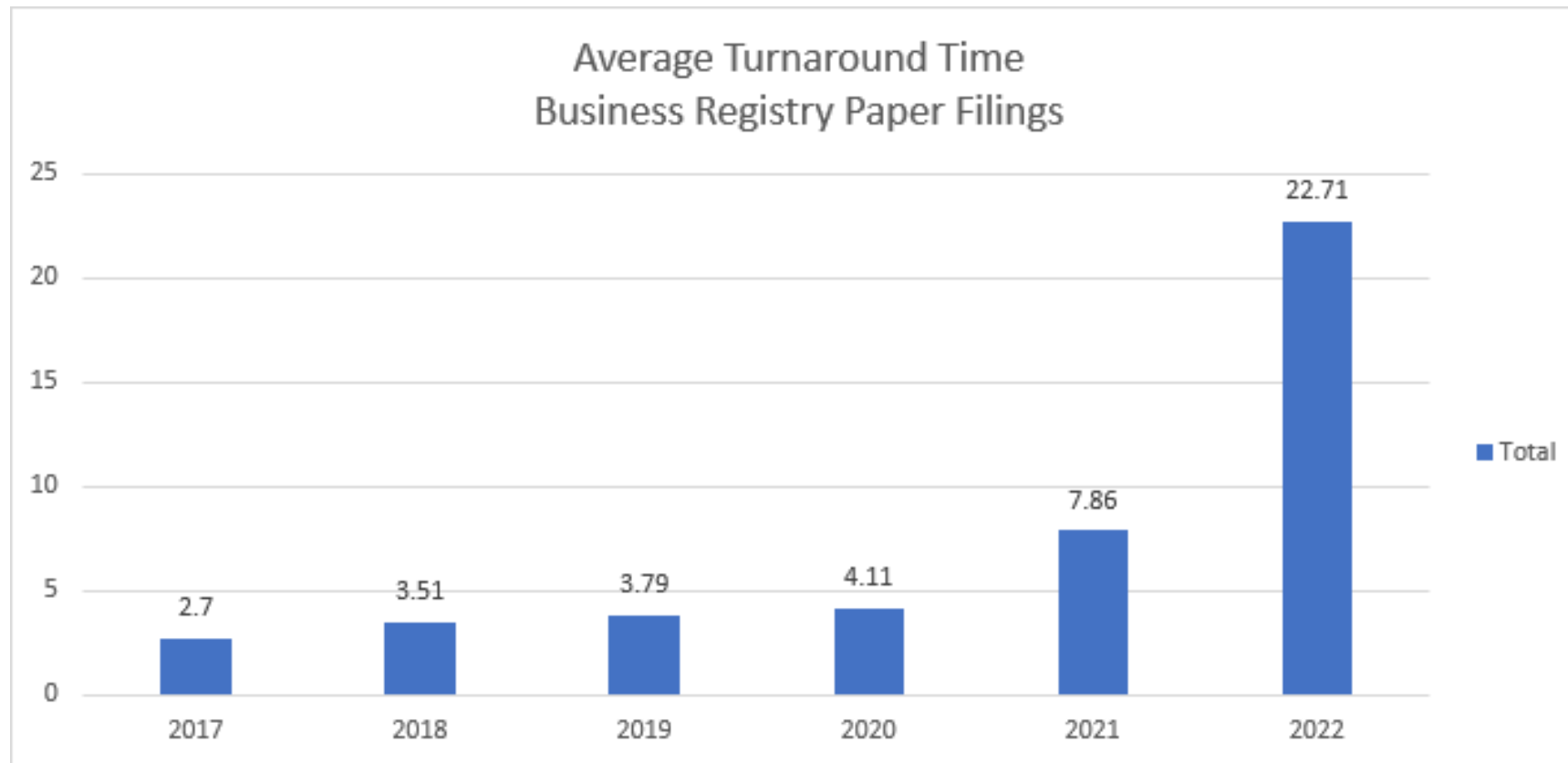■ Total Transactions ■ Feb 1 - June 31 Projected Transactions

KPM #4: Business registration document processing time

* Upward Trend = negative result

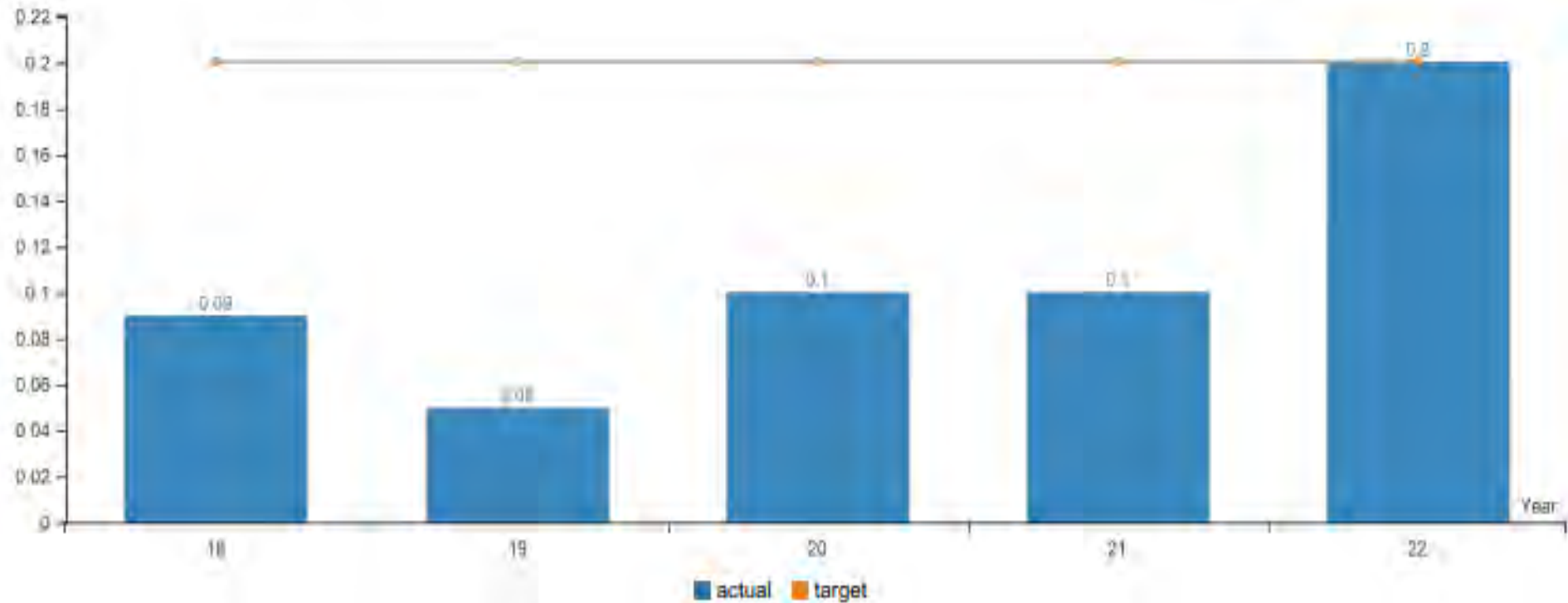| Report Year	2018	2019	2020	2021	2022
TIMELY DOCUMENT PROCESSING-CORPORATION DIVISION- Business Registration document processing turnaround time from receipt					
Actual	0.80	0.50	0.80	1.30	2.60
Target	0.60	0.60	0.60	0.60	0.60

KPM #4: Paper business registration document processing time

Average Turnaround Time
Business Registry Paper Filings

KPM #5: Notary public document processing time

* Upward Trend = negative result

| Report Year	2018	2019	2020	2021	2022
TIMELY DOCUMENT PROCESSING- CORPORATION DIVISION- Notary Public document processing turnaround time from receipt					
Actual	0.09	0.05	0.10	0.10	0.20
Target	0.20	0.20	0.20	0.20	0.20

KPM #6: Uniform Commercial Code document processing time

* Upward Trend = negative result
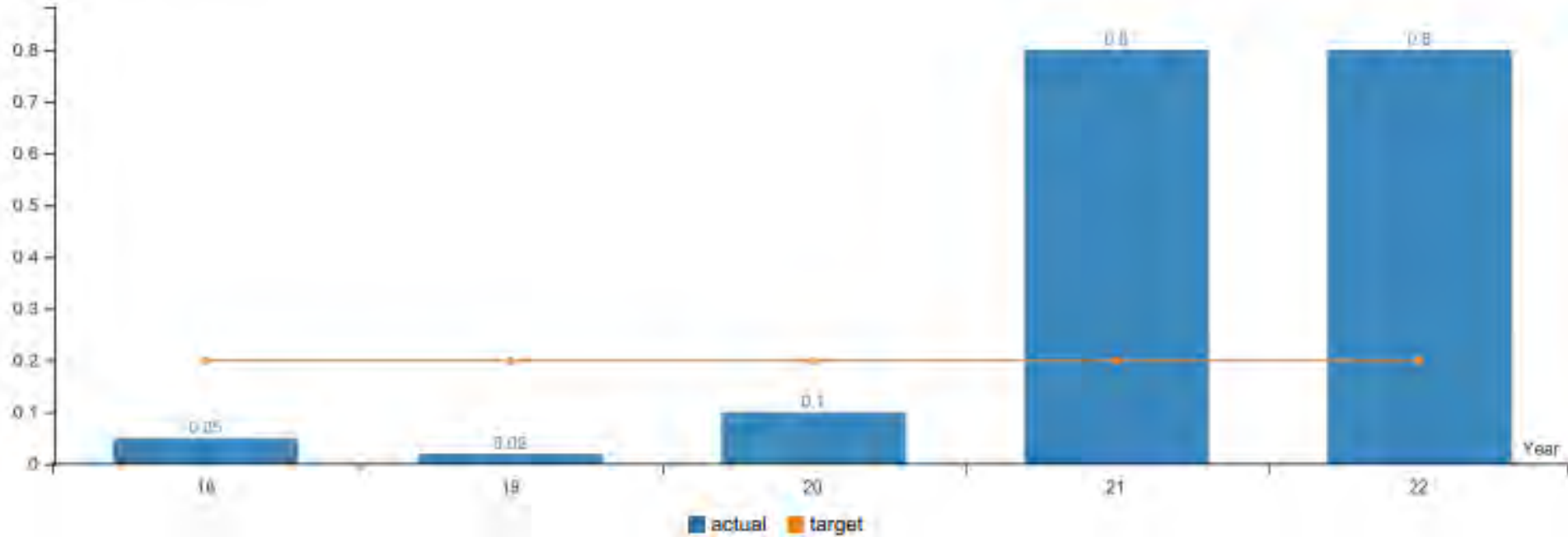
Report Year	2018	2019	2020	2021	2022
TIMELY DOCUMENT PROCESSING- CORPORATION DIVISION - Uniform Commercial Code document processing turnaround time from receipt					
Actual	0.05	0.02	0.10	0.80	0.80
Target	0.20	0.20	0.20	0.20	0.20

KPM #9: Customer satisfaction
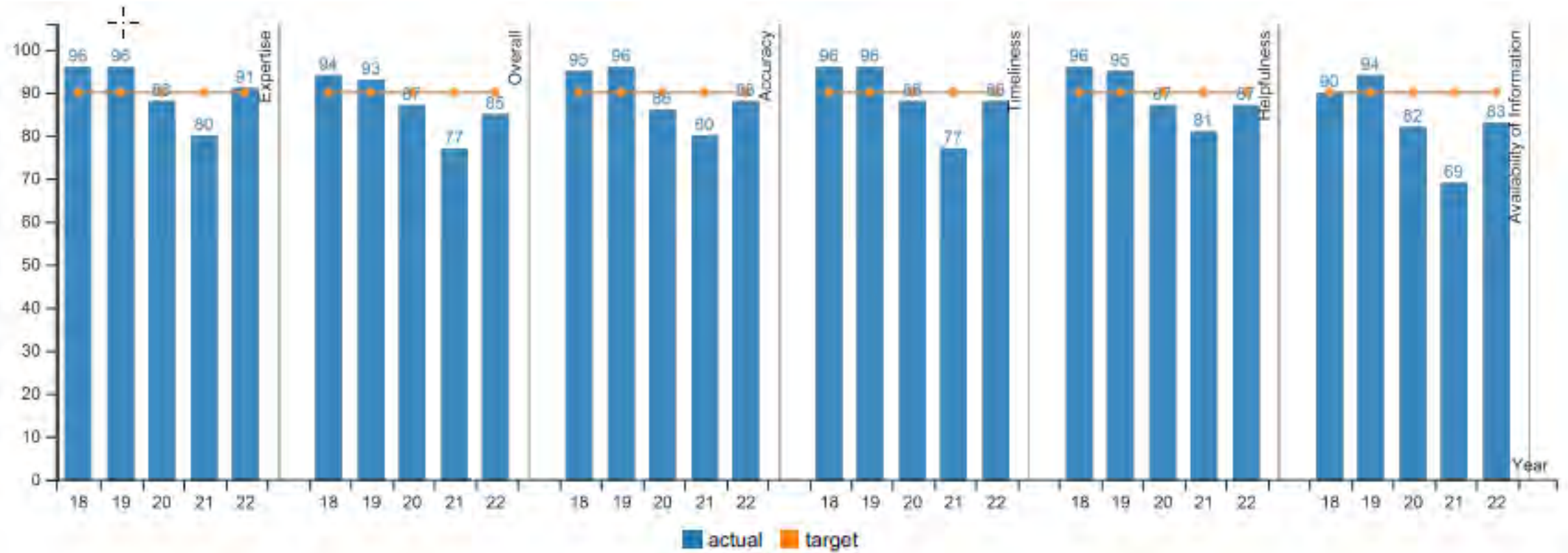
2023-25 Policy Options Packages

POP 119 — $734,212 OF

- Microfilm & Microfiche digitization project

POP 120 — $1,608,696 OF

- Staffing needs

POP 121 — $300,000 OF

- Corporation Division transaction charges related to credit card merchant fees

POP 122 — $0.00

- Corporation Division personnel true-up

2023-25 Policy Options Packages

Agency Request Budget

$17,802,207
Other Funds

50
FTE

Current Service Levels

$15,159,299
Other Funds

39
FTE

$111.8 million
Revenues

$87.6 million
General Fund Transfer

POP 119

Microfilm & Microfiche
Digitization Project $734,212 OF

Problem

- 4.3 million public records from 1976-2009 are nearing the end of their expected lifespan and cost an estimated $3.2 million in staff time.

Solution

- 3 limited duration positions and third-party consultant to digitize the records and improve service to Oregon's businesses.

POP 120

Staffing Needs $1,608,696 OF

Problem

- The Division continues to fall behind in serving its customers at the speed of business without short-term investments in automation and technology, and long-term investments in staffing to fill gaps in operations and service.

Solution

- 5 limited duration positions to maintain service levels and lay the foundation for automation and technology upgrades. 3 permanent positions to improve and expand services.

POP 121

Transaction Charges Related to Credit Card Merchant Fees
$300,000 OF

Problem

- Oregon's growing business community results in additional fees for the Division.
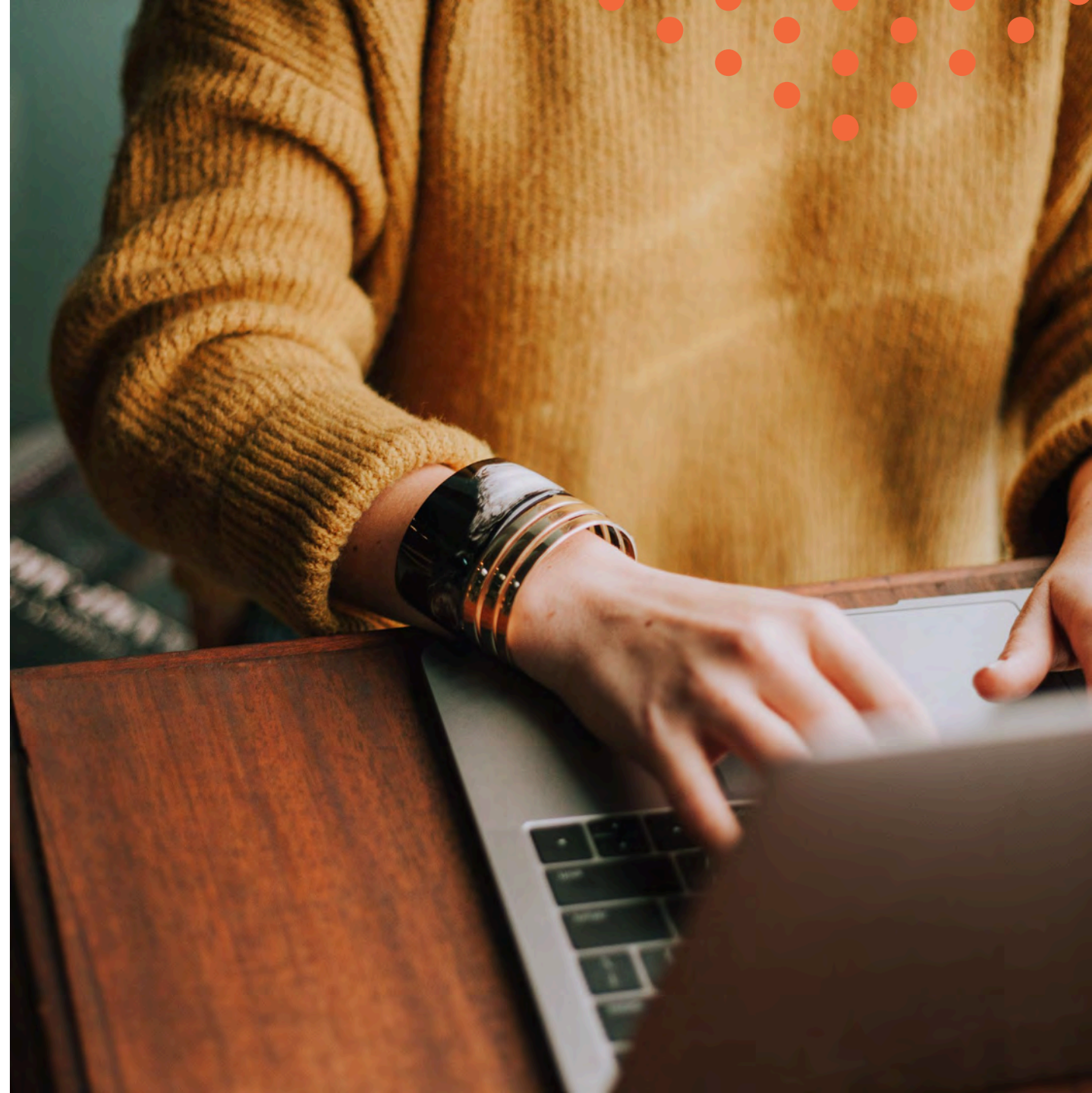
Solution

- Allow the Division to "true up" the budget and reflect the current actual costs of doing business without passing fees onto businesses.

POP 122

Personnel True-Up $0 OF

- Policy Package 122 appropriately classifies one position as an Operations and Policy Analyst 2, positioned within the program services team.

Impacts of 15% Reduction Request

5% - $757,96F OF
10% - $1,515,930 OF
15% - 2,273,895 OF

Reductions:

- Eliminates live outreach training program for Oregon notaries

- Scales back the Office of Small Business Assistance to one FTE

- Reduces program services

- Eliminates new employee training program for those entering the business support team

- Eliminates business mailings and postage

- Ends SalesForce contract

These reductions would have a negative impact on Corporation Division Key Performance Measures (KPMs) for customer service, timely document processing, places the division at risk of commissioning notaries trained by a third party, and reduces Oregon's support for the small business community.
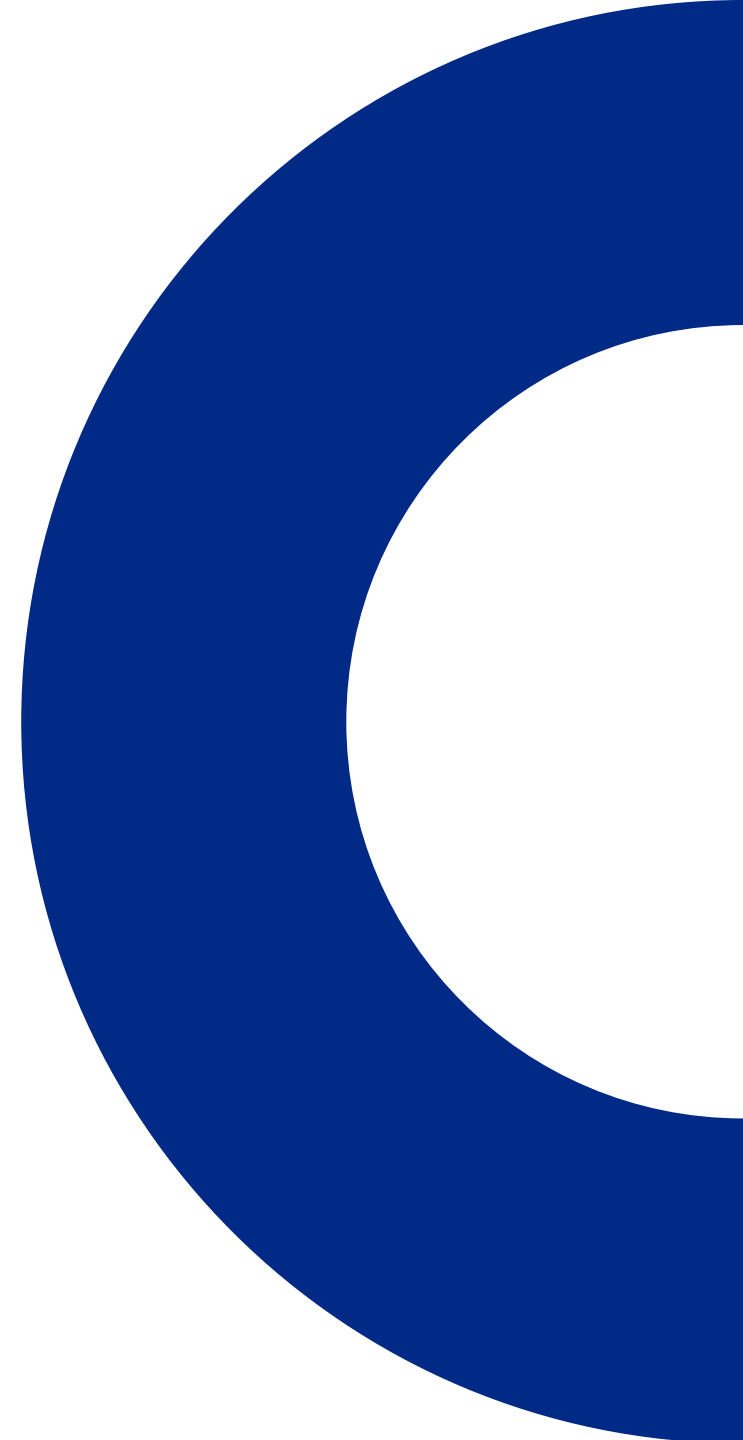
Help us bring this vision to life.

A reimagined Corporation Division delivers:

- Digital access to all public records and information
- Automation and technology at the speed of business
- Connectedness through inclusive and accessible information and resources for all
- Continuity of operations to maintain steadiness and readiness

Archives Division

Archives Division Overview

Reference and Publications Unit

Permanent Historical Records

Oregon Administrative Rules

Oregon Blue Book

Records Management Unit

Records Retention Schedules

Public Records Training

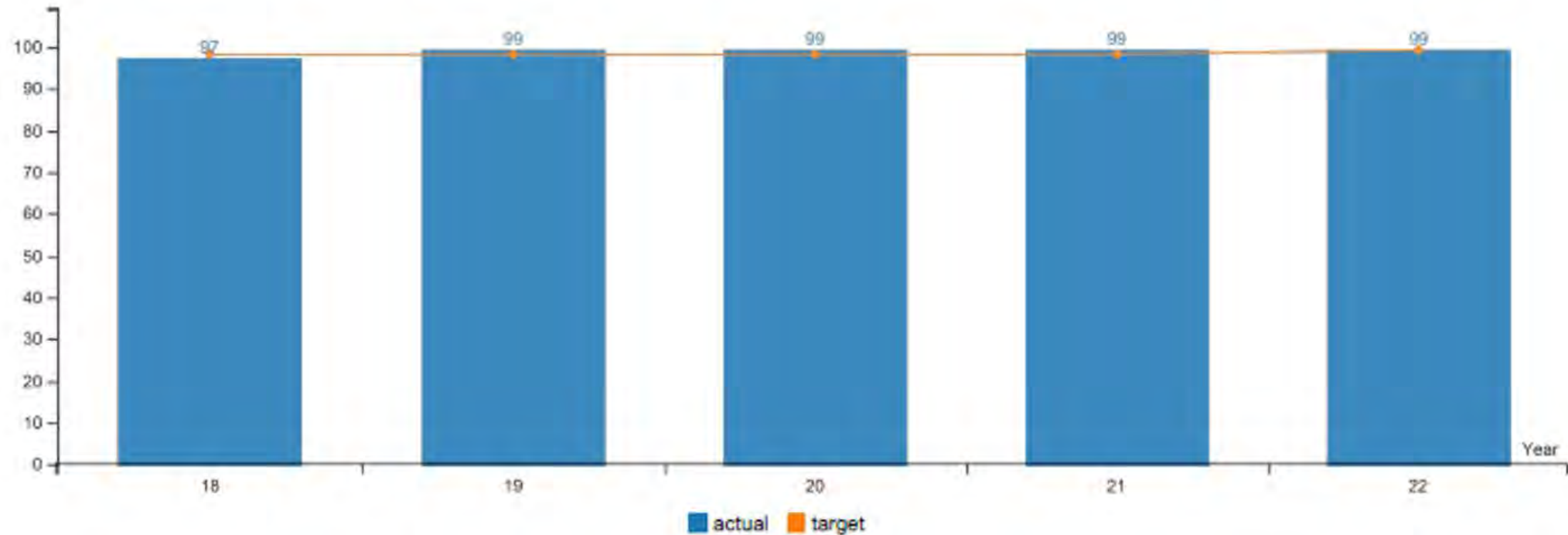Oregon Records Management Solution (ORMS)

State Records Center

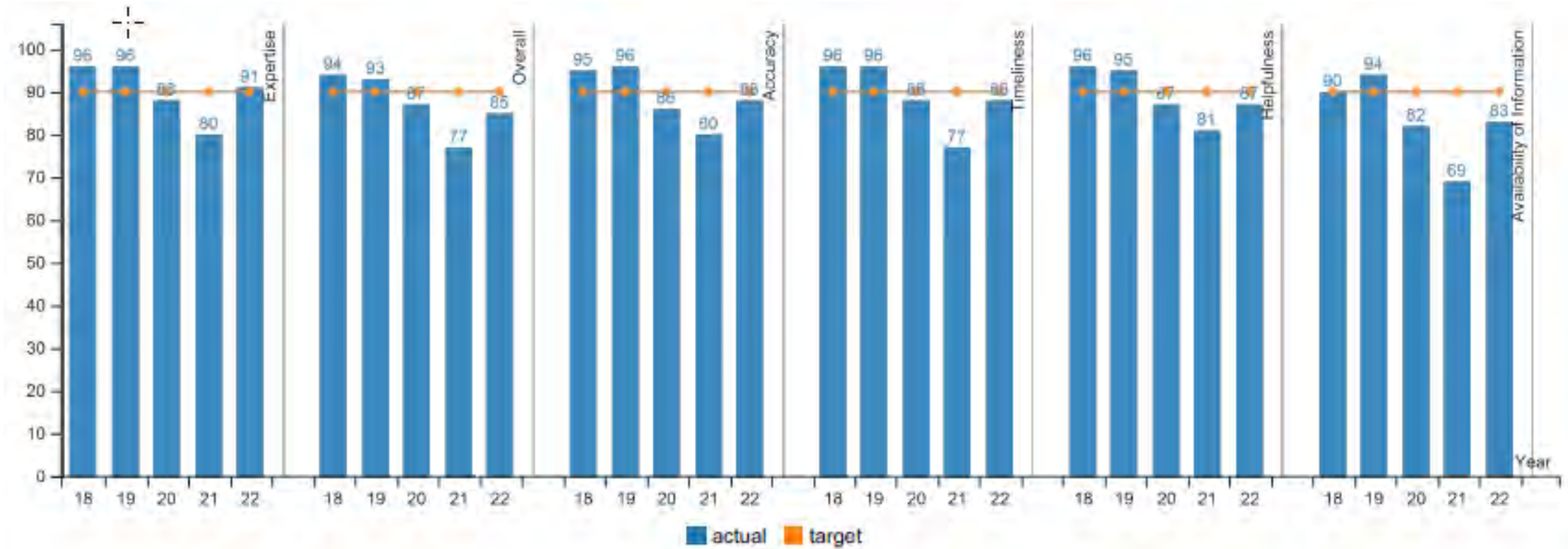Security Copy Depository

KPM #1: Electronic Access to Public Information

KPM #1   Electronic Access to Public Information - Percentage of targeted records made available electronically.

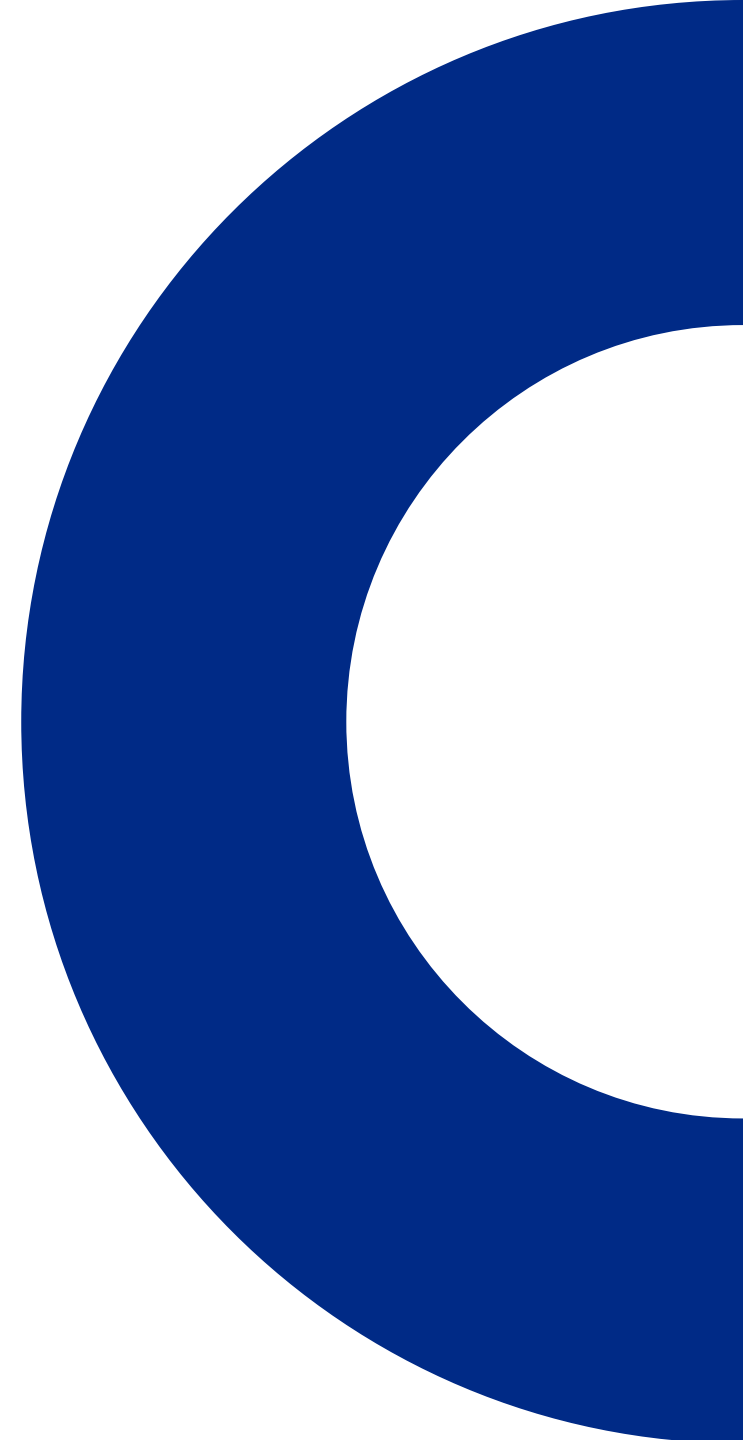Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result

KPM #9: Customer Satisfaction

2021-23 Highlights

Records Management Focus

- Government accountability and transparency

- Oregon Records Management Solution (ORMS)

- Statewide electronic records policy

2021-23 Highlights

Reference and Publications Focus

- Digitizing degrading records
- Accepting historical electronic records
- Public access for Oregon scenic images collection
- Help Oregonians care for their family records
- Internship/Volunteer program
- Early Oregonians Database
- Oregon Administrative Rules Database
- Increased rulemaking activity
- Excellent customer service
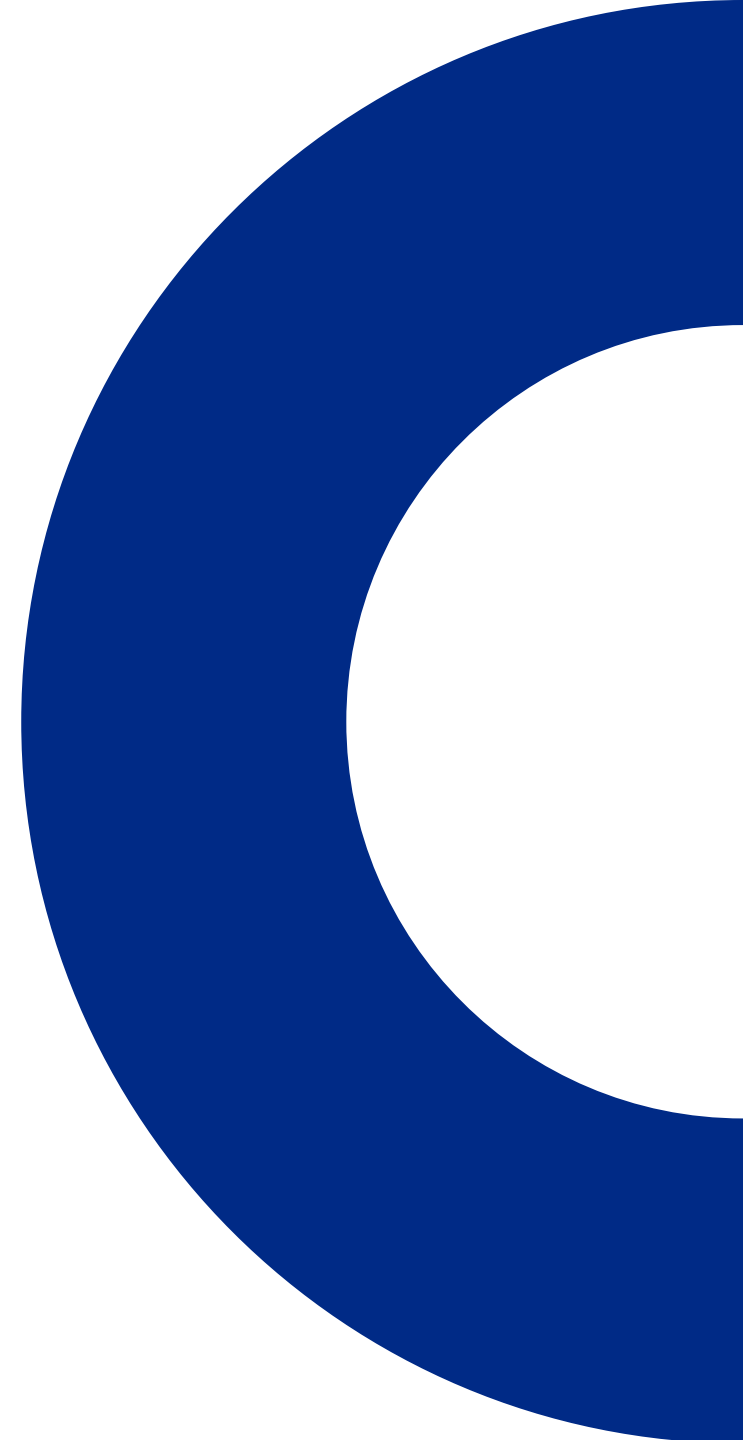
2021-23 Highlights

Administration Focus

- Strategic planning

- Building security

- Heritage organizations support

- Government transparency (HB 2112)

- The Oregon Blue Book
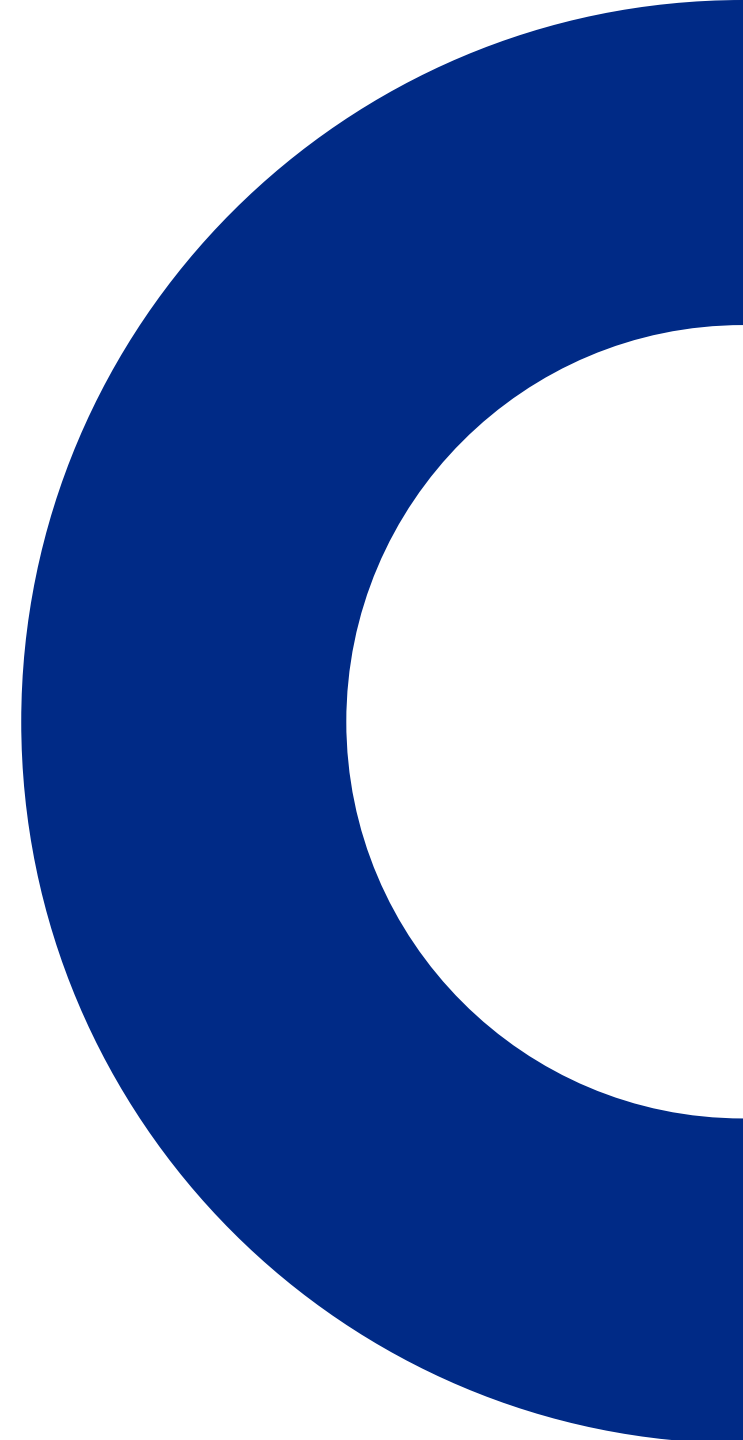
Blue Book Student Essay Contest

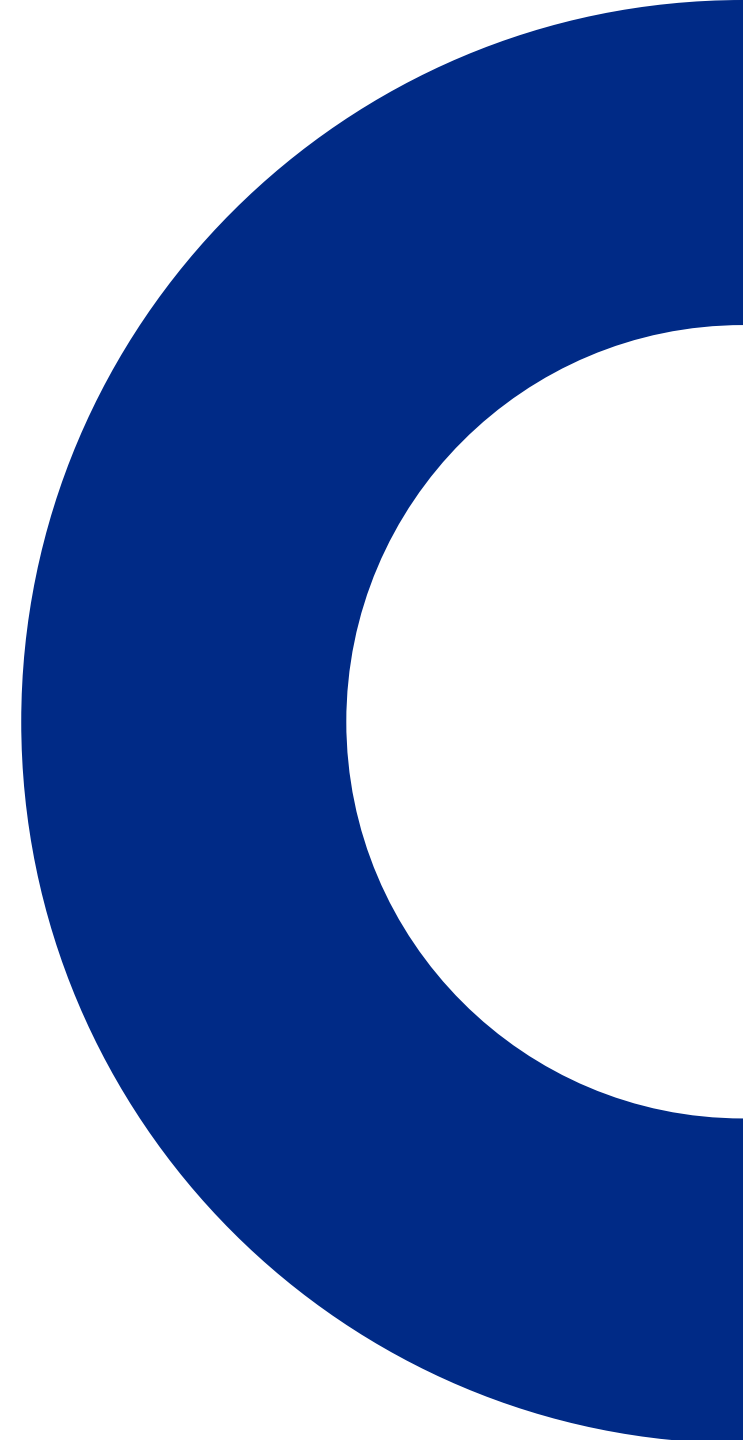**My Pandemic Experience**
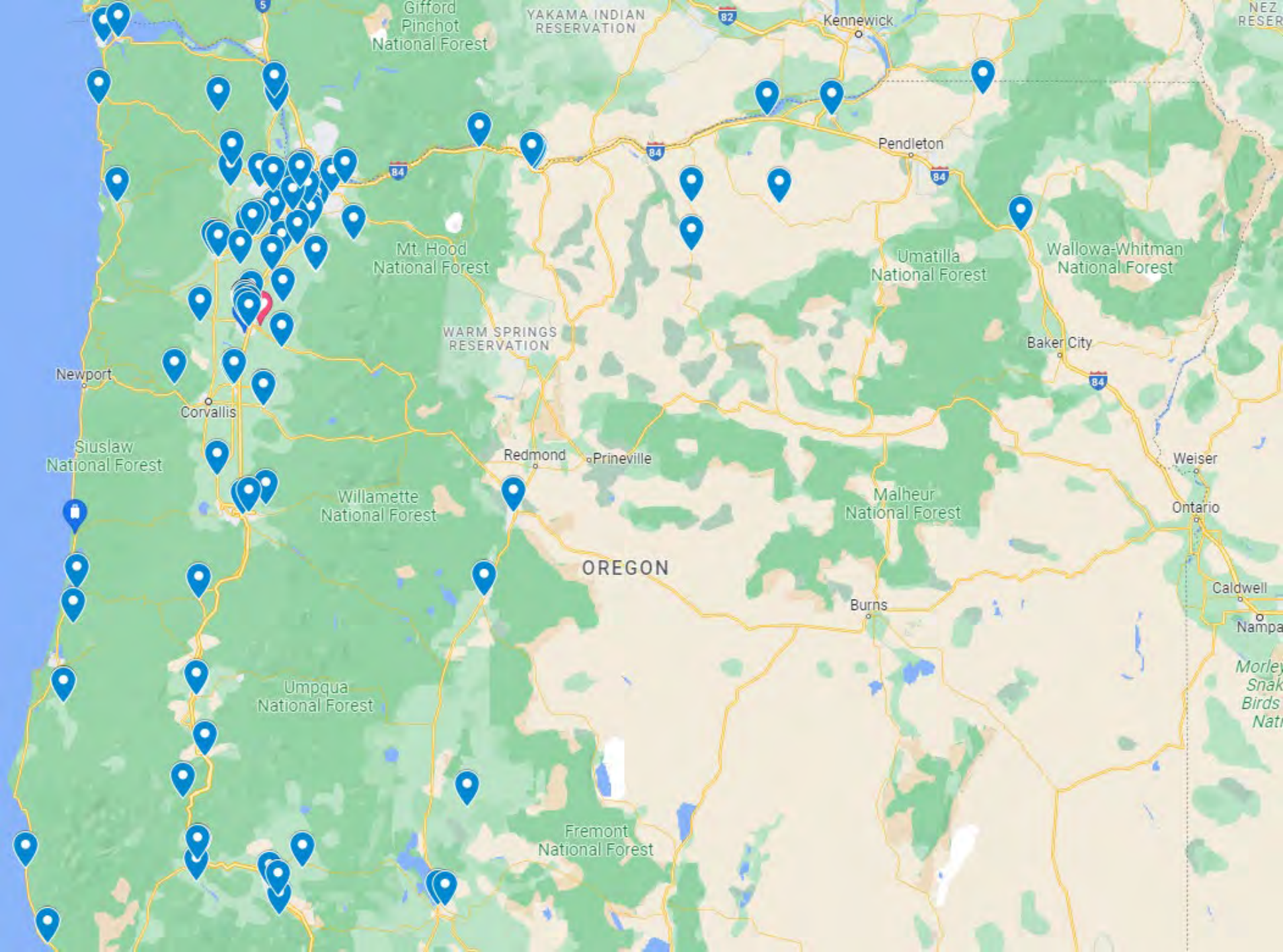By Ashlyn Huang
6th Grade
Corbett Grade School

Cost Control Actions

Serving Oregonians with:

- Combined units and facilitated cross-training
- Virtual records management and trainings
- Interns and volunteer programs
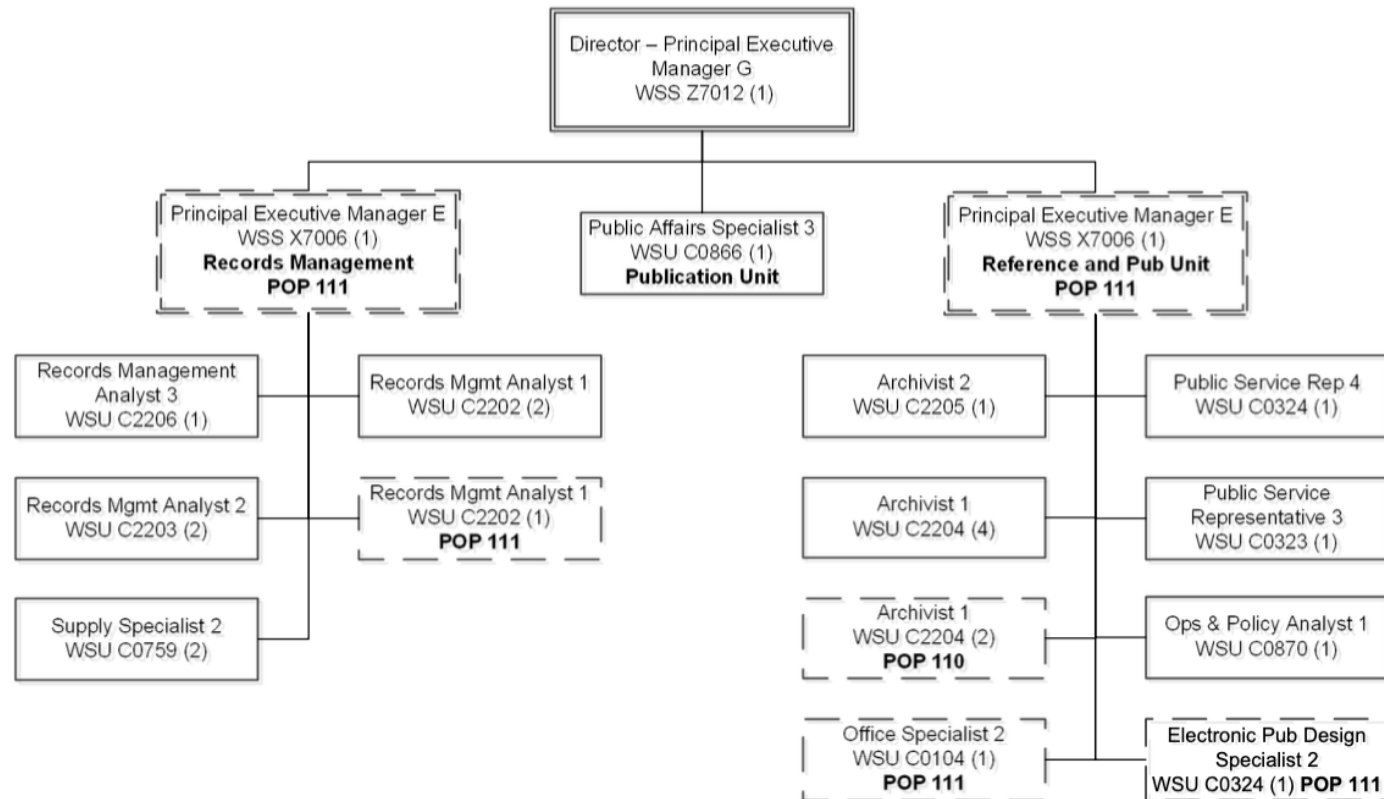- Simplified records fees

16 new ORMS agency clients

109 total agencies

2023-25 Agency Request Budget

Other Funds: $11,727,913; Federal Funds: $20,000; 24.00 FTE

Archives Division
Organization Chart
2023-25 Biennium

Director – Principal Executive Manager G
WSS Z7012 (1)

Principal Executive Manager E
WSS X7006 (1)
Records Management
POP 111

Public Affairs Specialist 3
WSU C0866 (1)
Publication Unit

Principal Executive Manager E
WSS X7006 (1)
Reference and Pub Unit
POP 111

Records Management Analyst 3
WSU C2206 (1)

Records Mgmt Analyst 1
WSU C2202 (2)

Records Mgmt Analyst 2
WSU C2203 (2)

Records Mgmt Analyst 1
WSU C2202 (1)
POP 111

Supply Specialist 2
WSU C0759 (2)

Archivist 2
WSU C2205 (1)

Public Service Rep 4
WSU C0324 (1)

Archivist 1
WSU C2204 (4)

Public Service Representative 3
WSU C0323 (1)

Archivist 1
WSU C2204 (2)
POP 110

Ops & Policy Analyst 1
WSU C0870 (1)

Office Specialist 2
WSU C0104 (1)
POP 111

Electronic Pub Design Specialist 2
WSU C0324 (1) **POP 111**

2023-25 Policy Options Packages

Package 110 – Archivists: $509,452 (OF)

- Two permanent Archivist 1 positions to focus on digitizing over 70k legislative recordings in 23-25 and providing access to those records.

Package 111 – Digitization Personnel Reclassifications: $66,063 (OF)

- This package seeks to reclassify five positions in the Archives Division.

Package 112 – Final Phase of Compact Shelving Project: $750,000 (OF)

- The Phase Four (final phase) assessment collection and limitation authority of $750,000 to complete the transition from Archives traditional shelving to high density compact shelving.

Package 123 – Archives Building Rent Increase: $201,497 (OF)

- Increase in the Archives Division's rent budget to permit funding to lease remaining space in the Archives Building

POP 110

Digitizing Legislative Recordings
$509,452 (OF)

- Two permanent positions to digitize over 70K legislative recordings and provide access to those records.

POP 111

Digitization Personnel Reclassifications $66,063 (OF)

- Additional work managing electronic records

- Continued responsibility for the management of paper records and aging formats

POP 112

Compact Shelving Project
$750,000 (OF)

- Complete the original vision and increase storage capacity by 45%

POP 123

Archives Building Rent Increase
$201,497 (OF)

- Restores full use of the Archives building

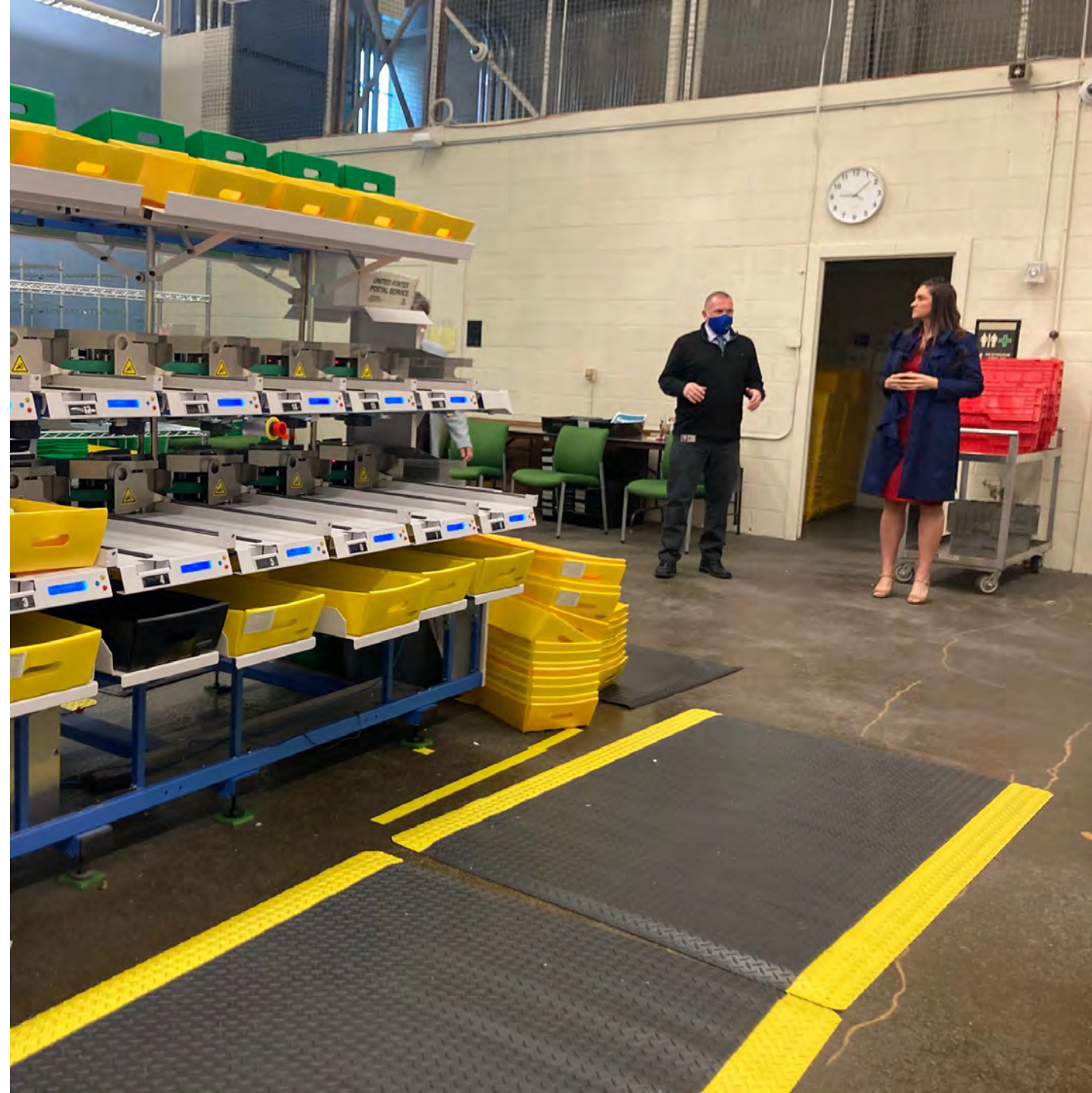- Allows us to scale up operations with equipment, volunteers, and interns

2023-25 Budget Presentation
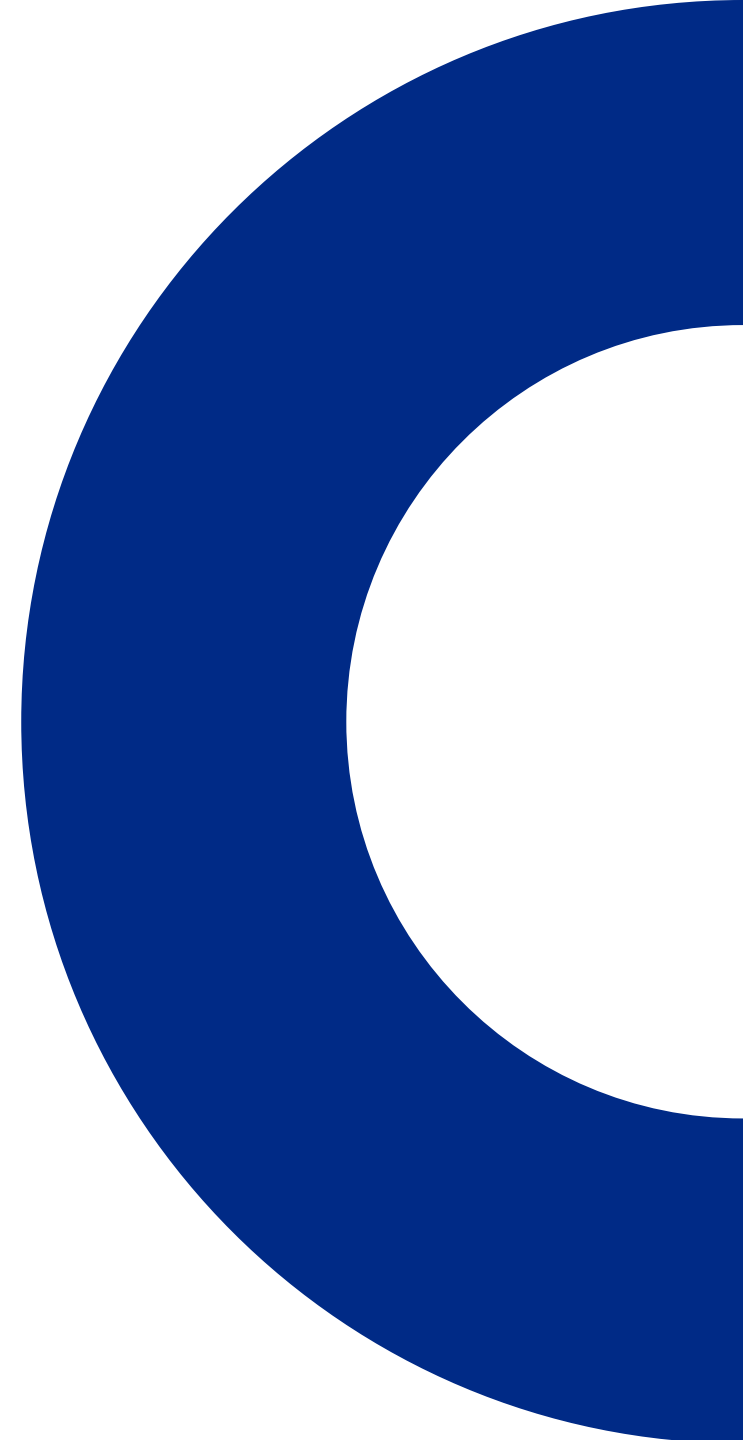
Elections Division

Ensuring secure and transparent elections in Oregon.

Division Overview

Key Activities

- Conduct of Elections

- Initiative & Referendum Processes

- Campaign Finance Reporting

- Election Law Enforcement

- Voter Registration & Database Management

- Candidate Services

- Training/Support for Cities, Districts, Counties, Candidates, and Political Committees

- Statewide Voters' Pamphlet & Translation Services

- Statewide support for Oregon's 36 County Clerks

- Election Information, Publication and Civic Education

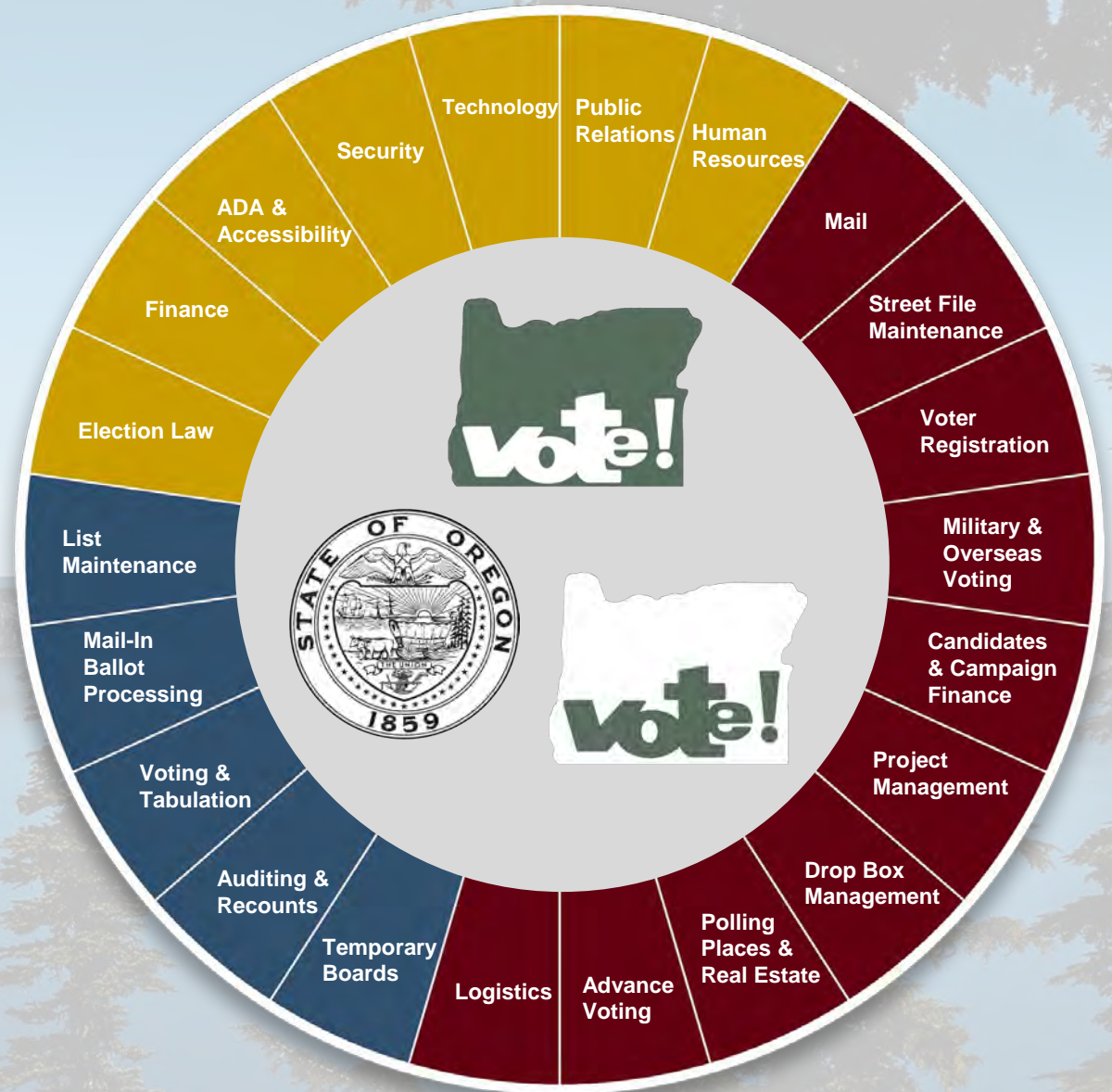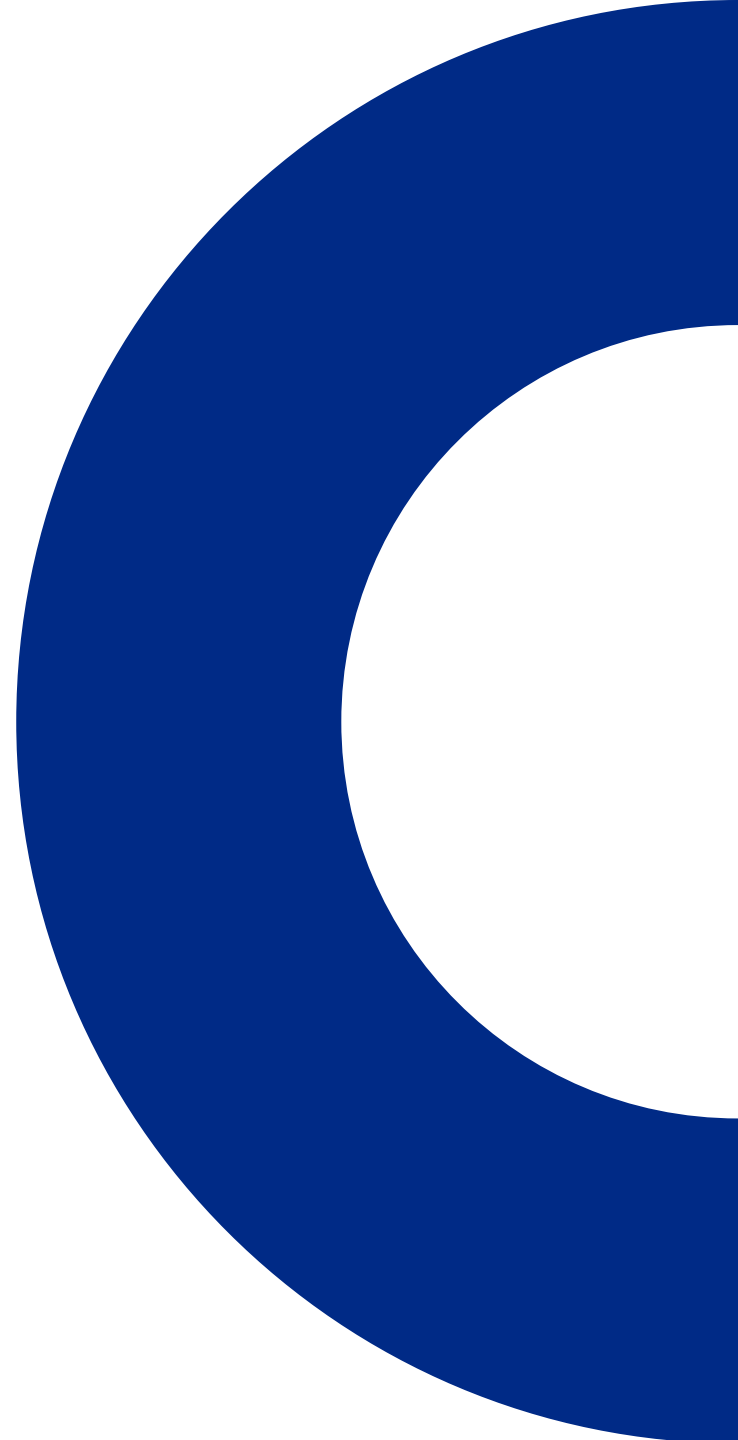- Election Security –Protection of Critical Technical and Physical Infrastructure

Division Highlights

- Oversaw two statewide elections in 2022, seeing the highest turnout in the nation in November 2022

- Continued security improvements & enhanced resiliency in state and county elections systems

- Fielded thousands of calls and emails from Oregonians, providing factual information and helping dispel mis- and disinformation

- Produced and mailed statewide voters' pamphlet to nearly two million households

- Implemented and enforced new election laws and regulations approved in 2021/2022 Legislative Sessions

Division Highlights (cont.)

- Continued project to replace Oregon Centralized Voter Registration database

- Stood up Translation Advisory Council, translated materials into 14 languages

- Created comprehensive program to combat mis/dis/malinformation and improved security and resiliency in election systems

- Executed Public Education Campaign, reaching 14 million views and driving 259% increase in web traffic to Oregonvotes.gov

- Implemented ballot postmark changes to expand access to voting

- Improved focus on long-term planning and ensuring projects are appropriately resourced
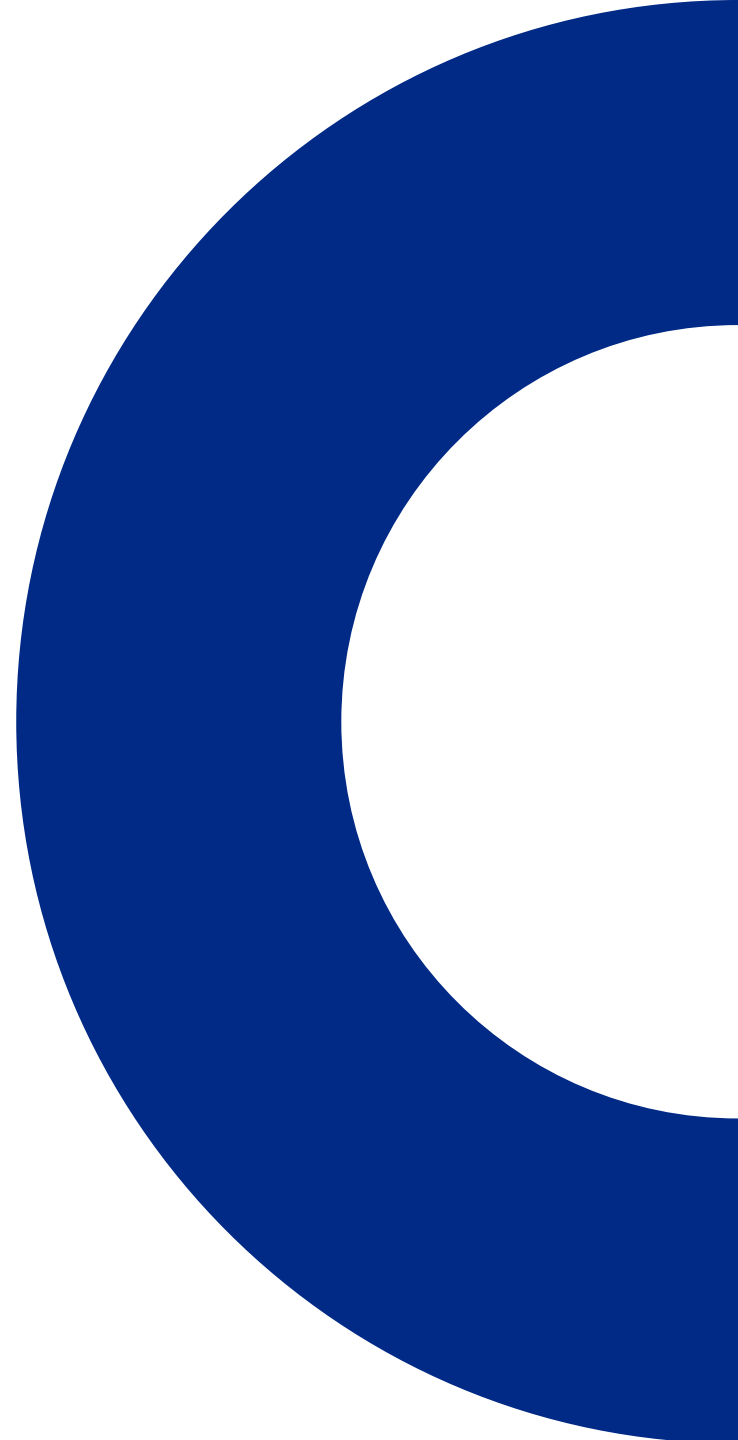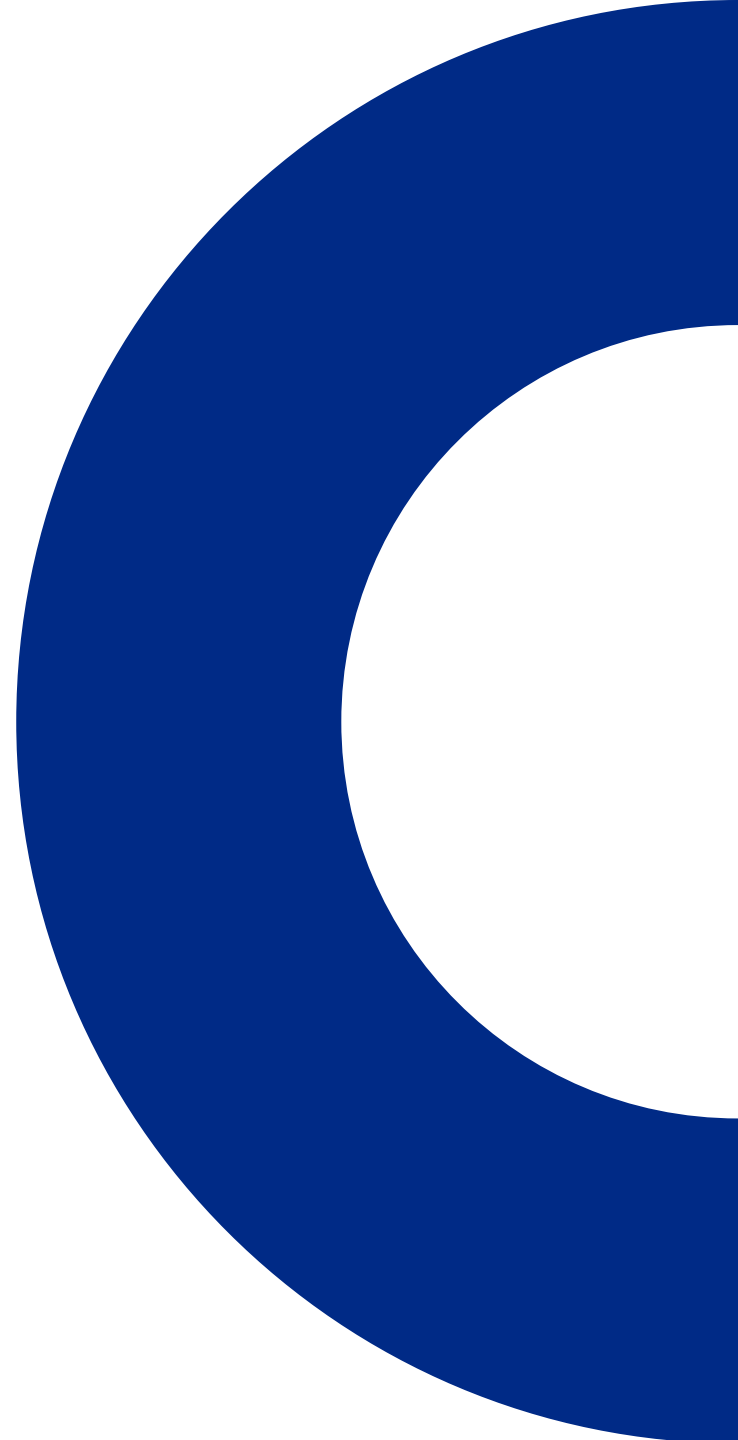
Business Drivers & Challenges

False election information, and threats/harassment resulting from false information, continue to be the top concern for elections officials.

Business Drivers & Challenges

- The nature of elections administration is unpredictable, owing to uncertainties including: number of candidates and measures, possible special elections, size of voters' pamphlets, volume of election complaints, lawsuits, and other factors drive costs and workload.

- New legislation and changing technology require continuous updates to existing forms, manuals, systems, and Oregon Administrative Rules as well as updated statewide training and guidance to help ensure uniformity in application of election laws.

- Uncertain funding for county elections and uncertain federal help (HAVA).

- Ongoing implementation of Oregon Central Voter Registration replacement.

- Statewide election staffing levels not proportionate to demand for services.
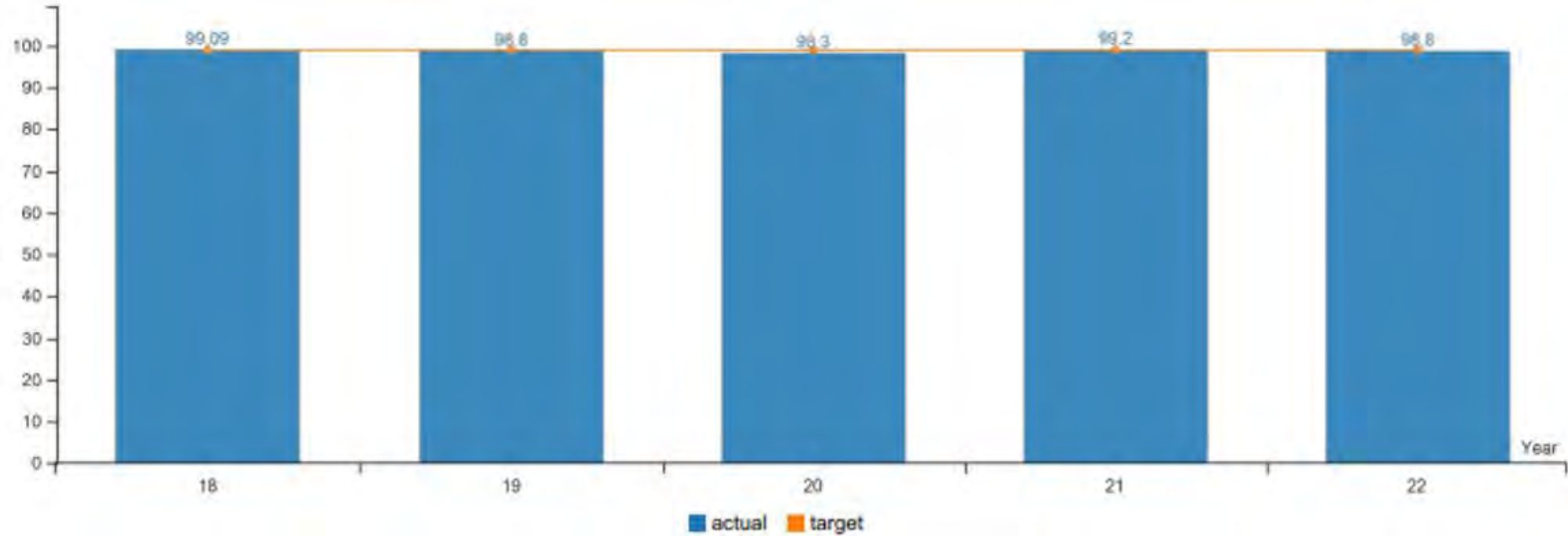
KPM #9: Customer Satisfaction
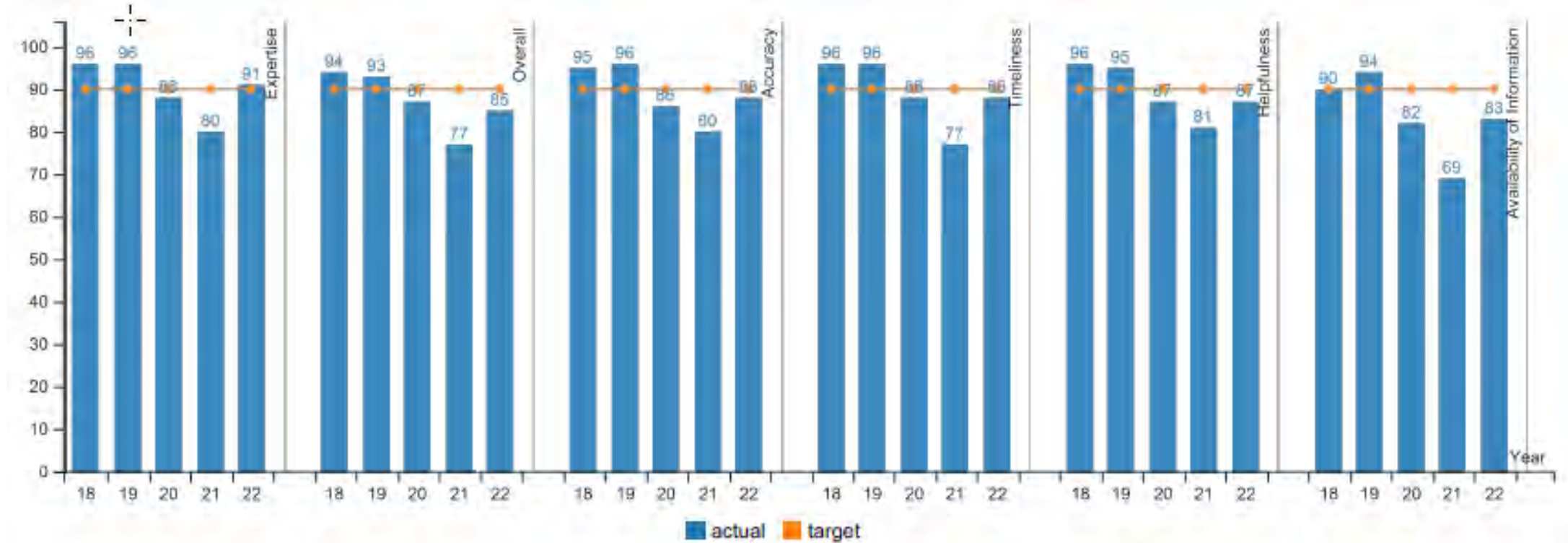
KPM #7: Campaign Finance Information

Upward Trend = positive result

Report Year	2018	2019	2020	2021	2022
Public Access to Campaign Finance Information					
Actual	99.09%	98.80%	98.30%	99.20%	98.80%
Target	99%	99%	99%	99%	99%

2023-25 Policy Option Packages

POP 115 — $1,009,404 (GF)

- ORESTAR Replacement Start-Up

POP 116 — $432,959 (GF)

- HAVA OPA Funding Shift
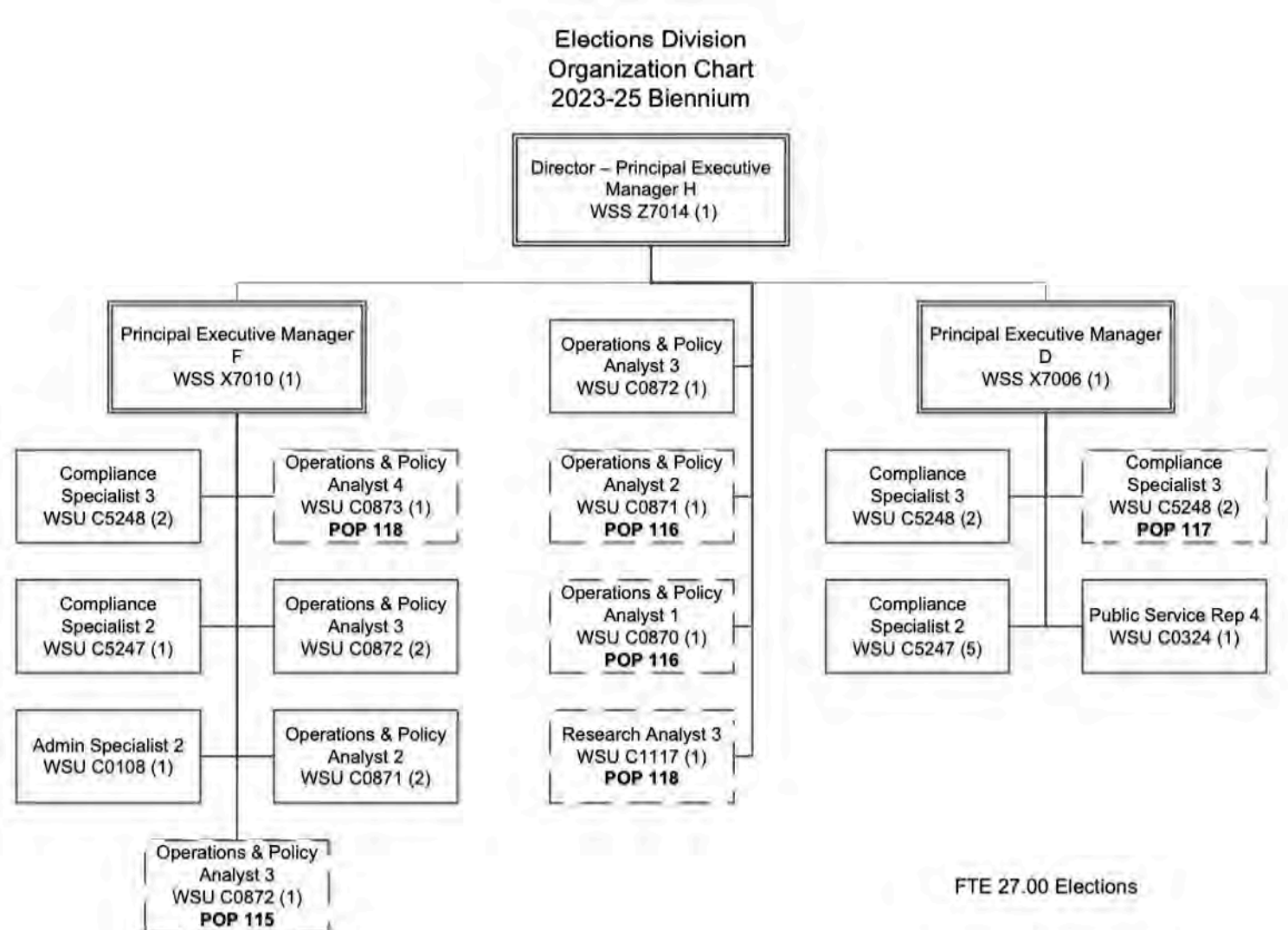
POP 117 — $600,097 (GF)

- Elections Oversight

POP 118 — $1,181,804 (GF)

- Elections Security and Public Education

2023-25 Agency Request Budget

General Fund: $15,468,438; Other Funds: $1,354,453;
Federal Funds: $4,569,688; 27.00 FTE

Elections Division
Organization Chart
2023-25 Biennium

POP 115

$1,009,404 (GF)

Problem

- The ORESTAR application needs replacement.

- The current system has been in use for 20 years and is growing outdated.

Solution

- ORESTAR Replacement Start-Up

POP 116

Help America Vote Act (HAVA) Funding Shift $432,959 (GF)

- This package requests a funding shift from HAVA/FF to GF for two Elections Division positions (OPA1 and OPA2).

POP 117

Elections Oversight $600,097
(GF)

Problem

- Oregon's underfunded investigations unit has a backlog of 500 complaints.
- While all counties conduct post-election audits, no counties use the preferred procedure – a risk-limiting audit.

Solution

- Elections Oversight Staffing
- Risk-Limiting Audits Pilot Program

ELECTIONS

Eroding trust in US elections taxes state investigators

In blue states like Oregon and red states like Idaho, elections officials say investigating the complaints is critical for maintaining voter confidence.

AP Associated Press

POP 118

Elections Security and Public Education $1,181,804 (GF)

Problem

False information since the 2020 election has eroded public trust in elections, weakening our democracy and allowing anti-democratic ideas to take root.
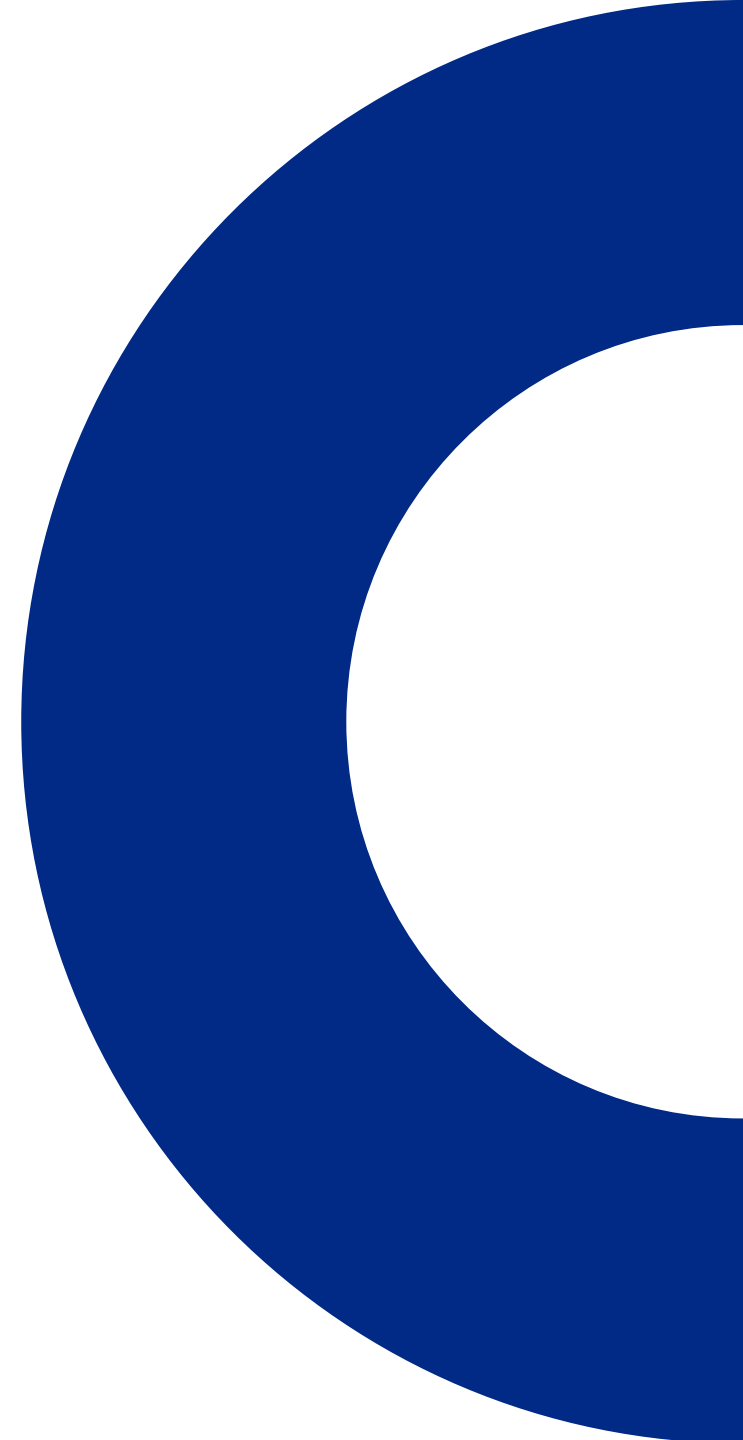
Solution

- Public Education

- Election Security

Impacts of 15% reduction request

- 5% $612,209 GF

- 10% $1,224,417 GF

- 15% $1,836,626 GF

- Reduces prepaid postage budget for returned ballots; Reduces Voters Pamphlet budget reducing ability to create and mail; Reduces HAVA IT professional services budget preventing the completion of the statewide Oregon Votes contract.
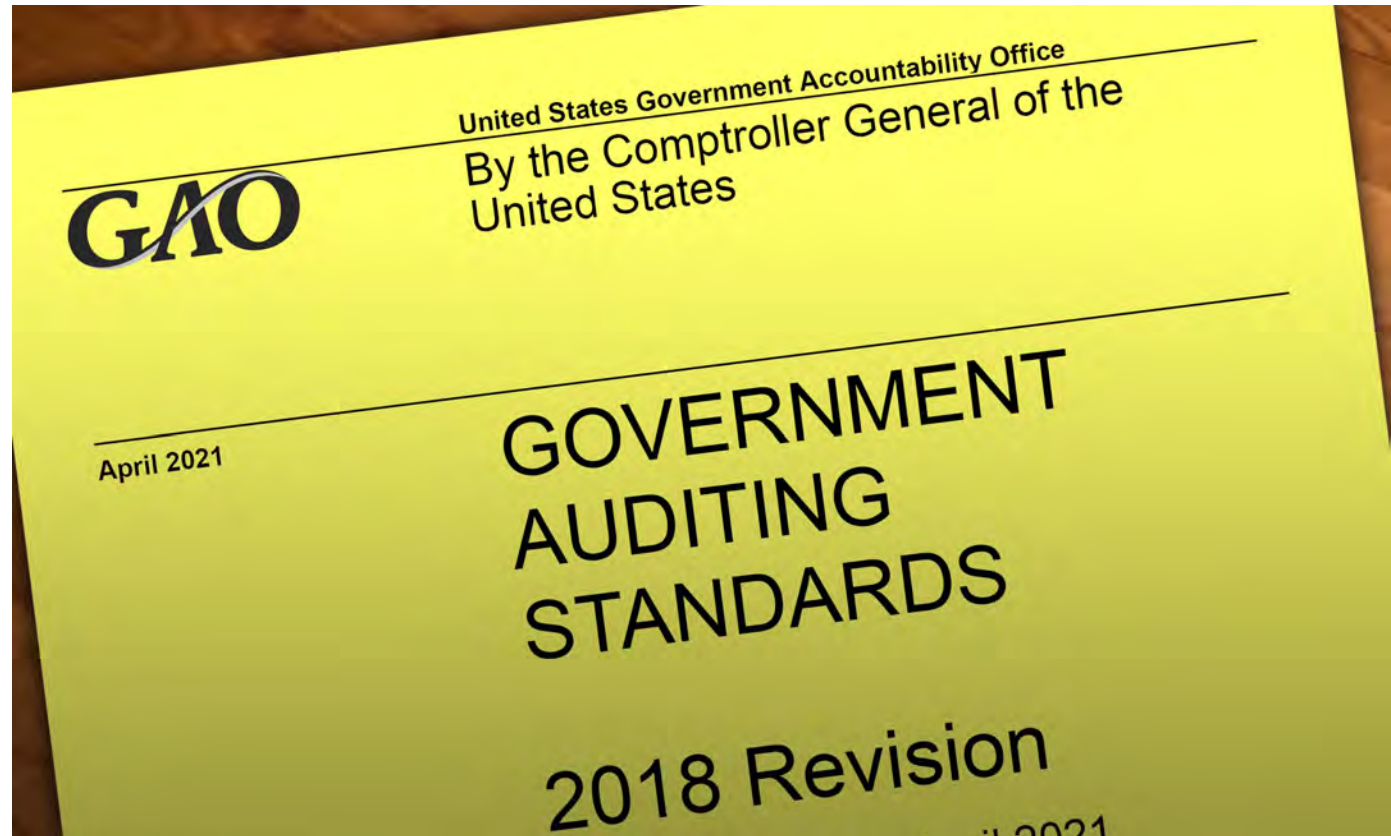
Audits Division

Auditing to protect the public interest and improve Oregon government.

Division Overview

- Government Auditing Standards

- Key Processes and Outputs

- Staff Qualifications & Credentials

Division Overview

Work Portfolio Overview

- Financial Audits

- Performance Audits

- Information Technology Audits

- Municipal Audit Program Administration

- Government Accountability Hotline Administration

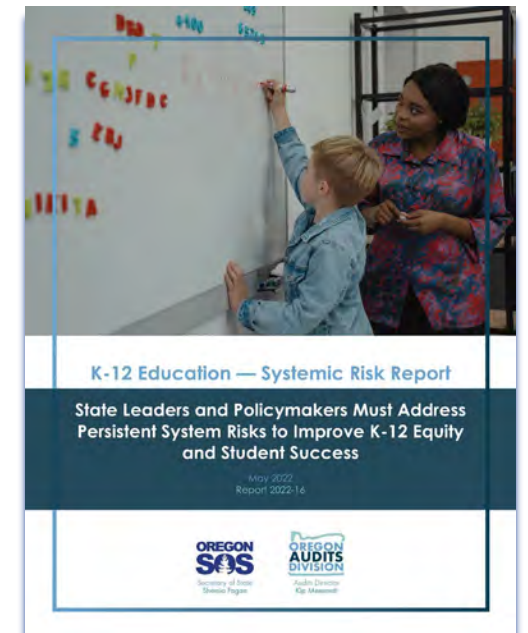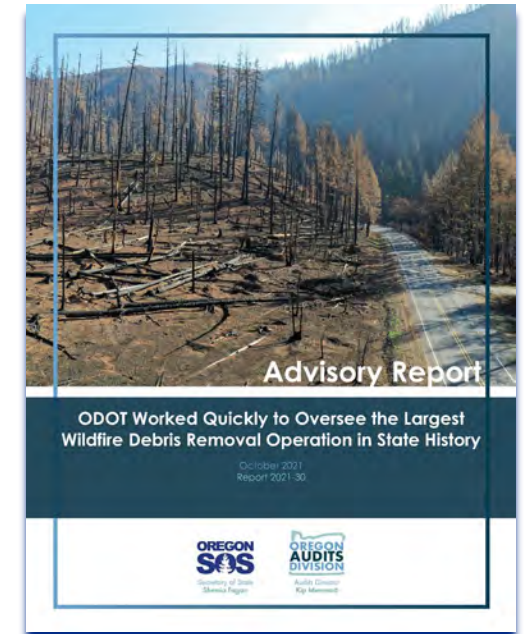- Advisory and Audit Recommendation Follow-up Reports

2023-24
Audit Plan

OREGON
SOS
Secretary of State
Shemia Fagan

OREGON
AUDITS
DIVISION
Audits Director
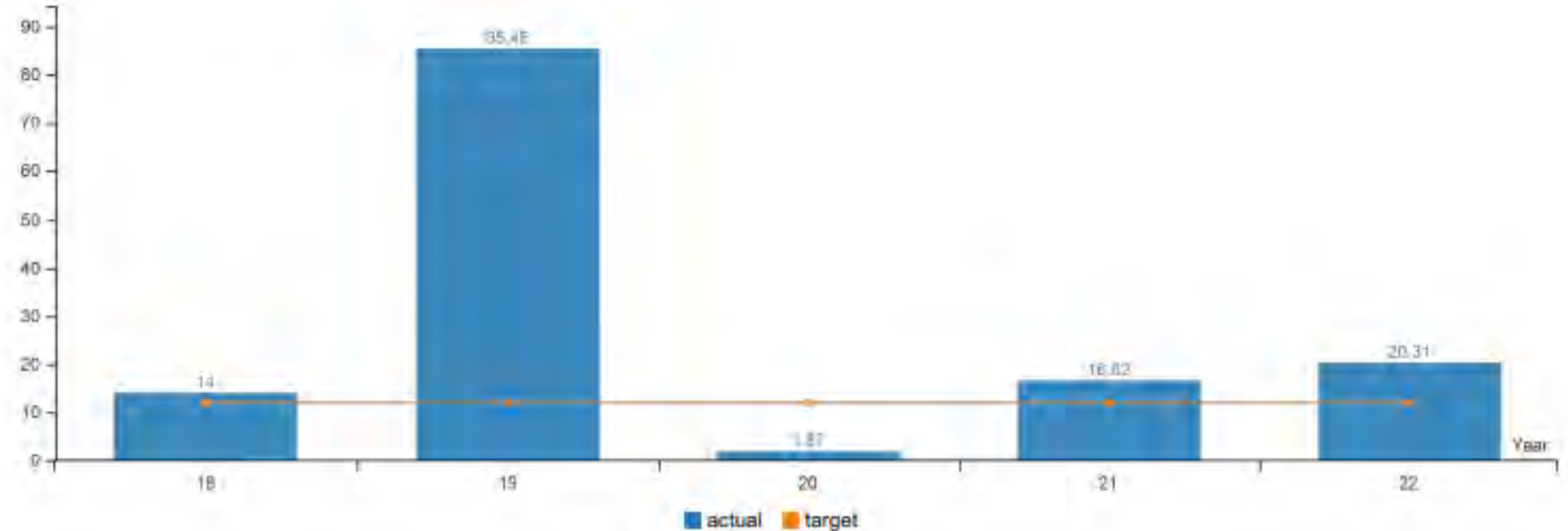Kip Memmott

2021-23 Highlights

Accomplishments to Date, Notable Impacts and Recognition

- Issued 65 diverse and high impact audits and advisory reports

- 95% agreement rate with audit report recommendations and 90% recommendation implementation rate

- Underwent successful external quality assurance (peer) review in 2022 – Full compliance opinion

- Domestic Terror and Violent Extremism Advisory Report received a National Conference of State Legislators Notable Document Award

- Use of Innovative Real-Time Auditing and Advisory Reports – M110, Long Term Care Health Risks, State Wildfire Clean-up, K-12 Education Systemic Risks, and Water Security Governance

- Collaboration with Other Government Oversight Entities and Community Organizations

- Deployed highly effective recruitment and retention strategies

Advisory Report

ODOT Worked Quickly to Oversee the Largest Wildfire Debris Removal Operation in State History

October 2021
Report 2021-30

K-12 Education — Systemic Risk Report

State Leaders and Policymakers Must Address Persistent System Risks to Improve K-12 Equity and Student Success

May 2022
Report 2022-16

KPM #2: Return on performance audit costs

Upward Trend = positive result

Report Year	2018	2019	2020	2021	2022
DOLLAR SAVINGS PER DOLLAR SPENT- Dollar savings per dollar spent on economy and efficiency					
Actual	$14.00	$85.48	$1.87	$16.62	$20.31
Target	$12.00	$12.00	$12.00	$12.00	$12.00

KPM #3: % of recommendations implemented

* Upward Trend = positive result
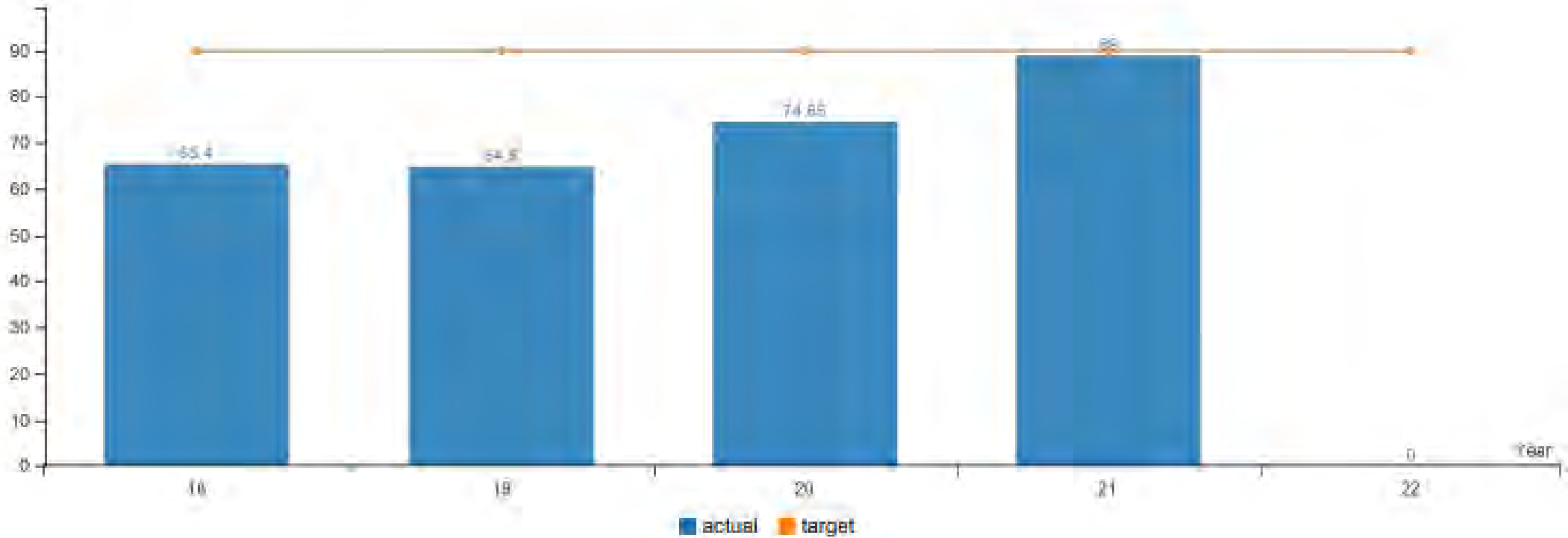
| Report Year	2018	2019	2020	2021	2022
IMPLEMENTED RECOMMENDATIONS- Percentage of recommendations implemented					
Actual	65.40%	64.90%	74.65%	89%	
Target	90%	90%	90%	90%	90%

Business Drivers & Challenges

- Opportunities to improve Oregon government programs and operations

- Obtaining and utilizing audit data, strategic use of audit resources, and measuring impact

- Public interest and concerns regarding the transparency and accountability of state government

- Mandated audits and legislative requests

- Audit risk management – Audits only able to address a small percentage of state operational risks

- Staffing – Providing competitive salary and benefits to recruit and retain qualified staff
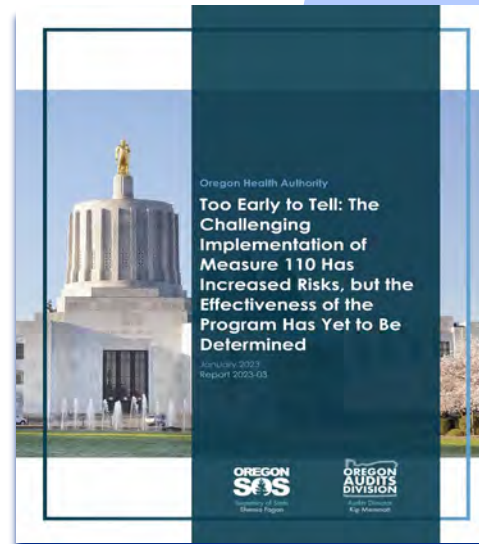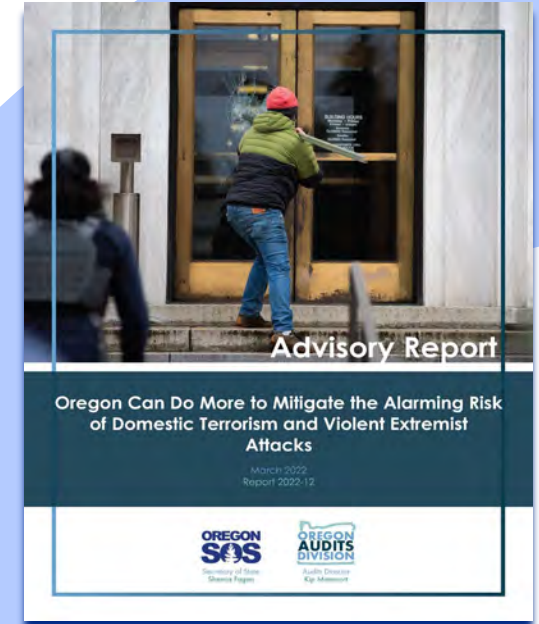
2023-25 Agency Request Budget

- $30,495,905 (OF), increase of $3,472,259 from 2021-23 budget of $27,023,646

- 77 FTE, increase of 5 FTE from 2021-23

- 90% funded through assessments to state entities and 10% through direct bill agencies

- Two Budget Policy Packages
  - 113 – IT Audit Team
  - 114 – Legislative Response Audit Team
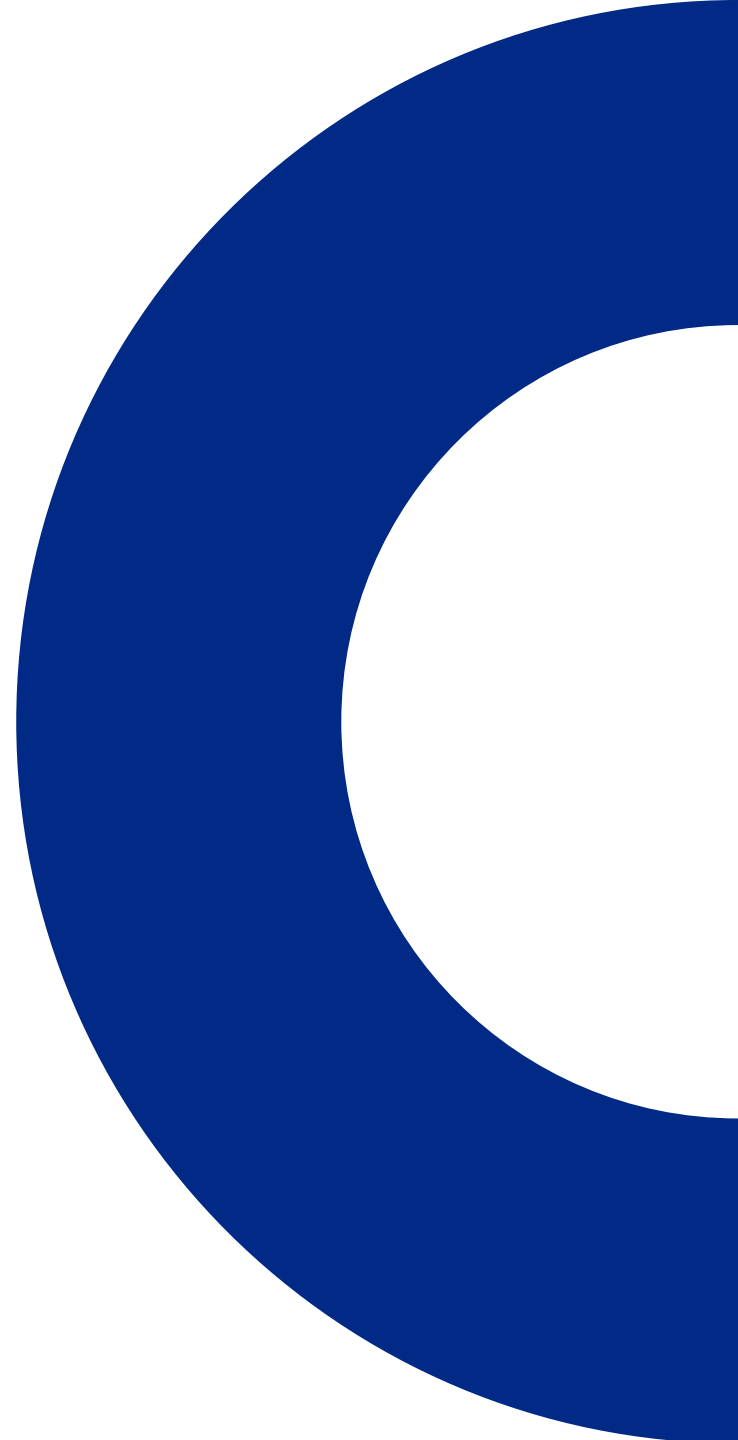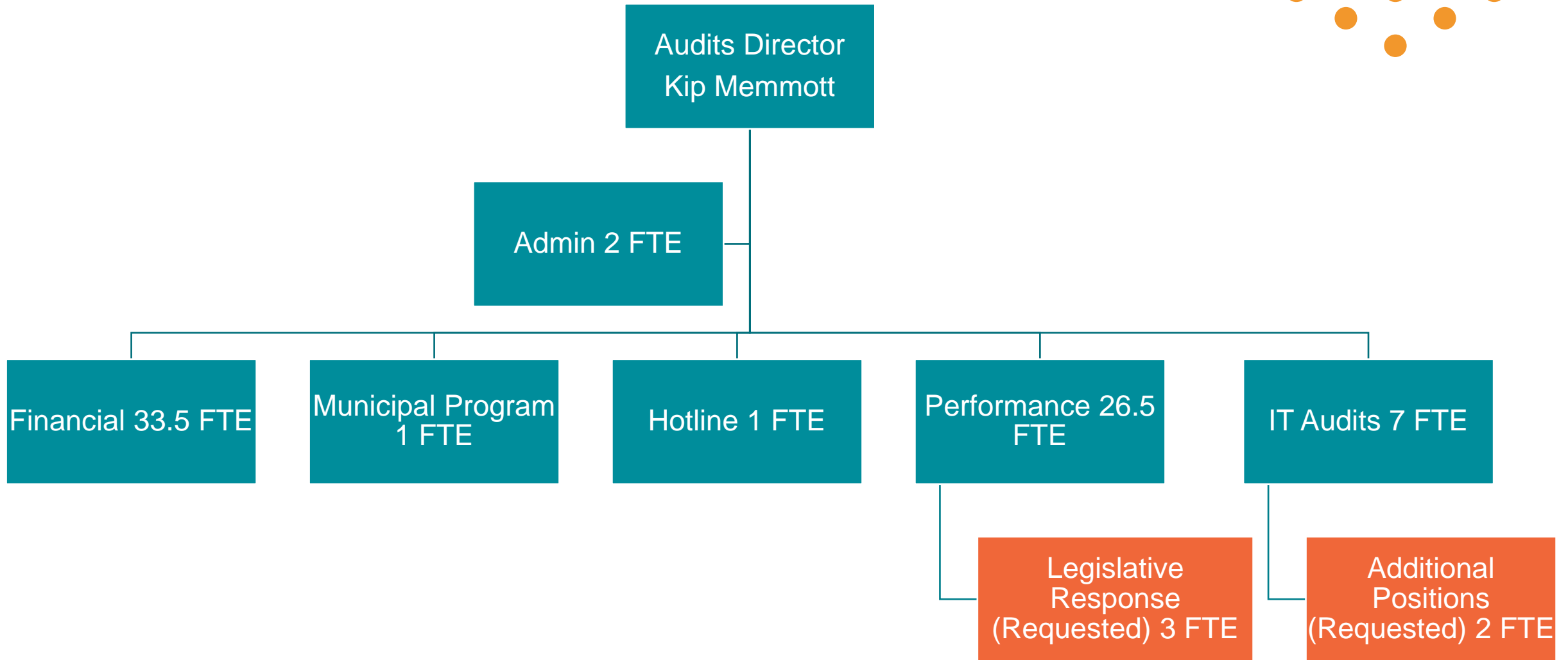
21-23 72 FTE; 23-25 77 FTE (2 IT, 3 Leg Response)

POP 113

$566,804 (OF)

Problem

- Information technology systems are becoming increasingly complex, requiring auditors with specialized IT knowledge and skills.

Solution

- Two additional IT auditors Additional IT auditors will provide the specialized knowledge needed without reducing information technology capacity for other application controls reviews and cybersecurity audits.
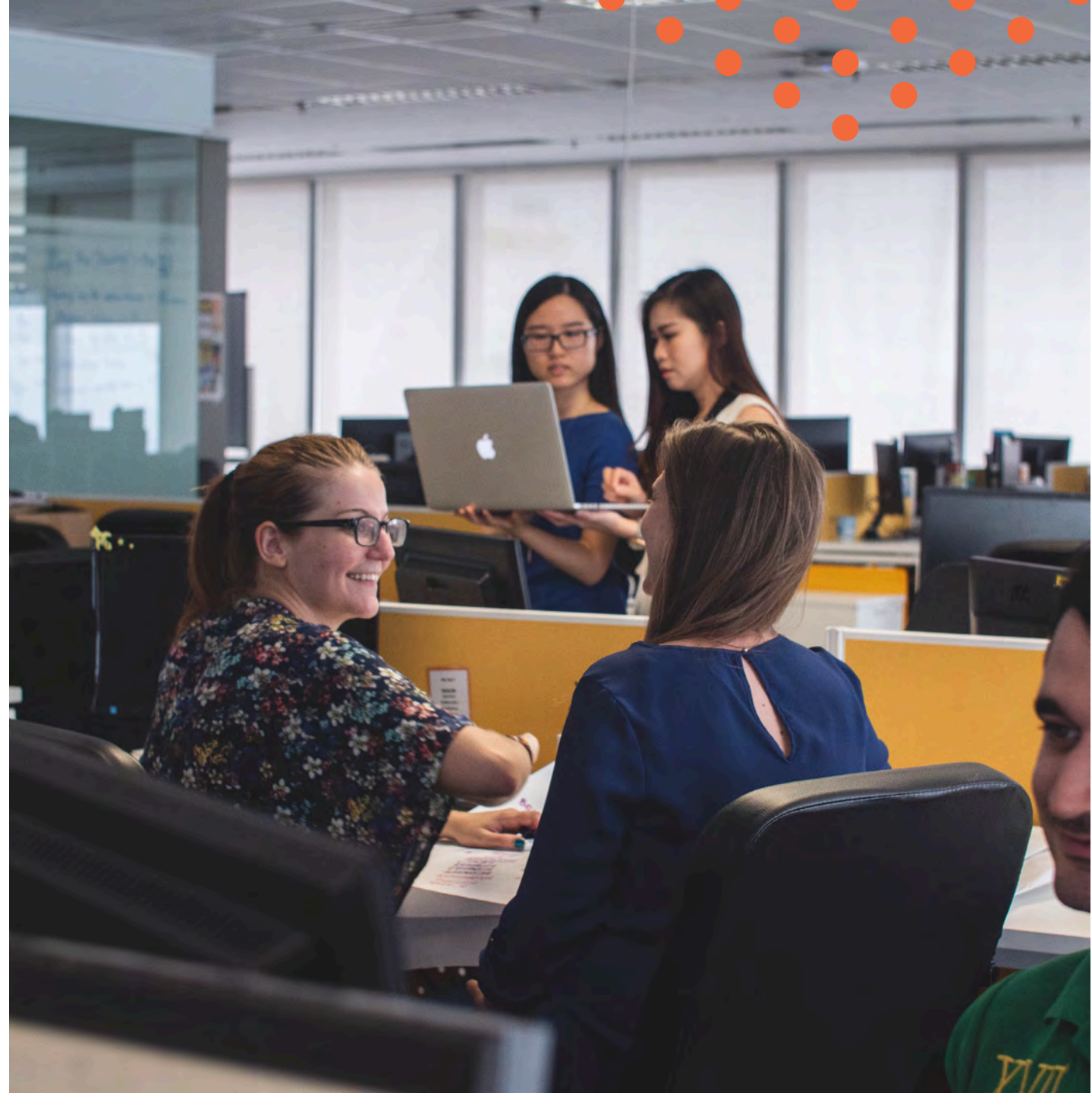
POP 114

$809,410 (OF)

Problem

- Legislators frequently include audit requests in bills without providing additional resources.

Solution

- The legislative response audit team will provide capacity to perform statutorily mandated audits and other legislative requests.

2023-25 Budget Presentation

AGENCY OVERVIEW

MISSION

Build trust between Oregonians and their state government so Oregonians can trust the public services and the public servants who can make a difference and their everyday lives.

VISION

We envision an Oregon without barriers where everyone has equitable access to our democracy, available tools to achieve economic success, our state resources are efficiently utilized and accountable to the public, and where we honestly acknowledge our state's history. We lead with our values and believe every voice should be heard.

VALUES

ACCESS FOR ALL

We seek to identify and actively eliminate barriers.

AUTHENTICITY

We are honest and true with ourselves and others.

CLARITY

We share stories, using plain language to increase understanding and impact.

RESPECT

We strive to understand all viewpoints.
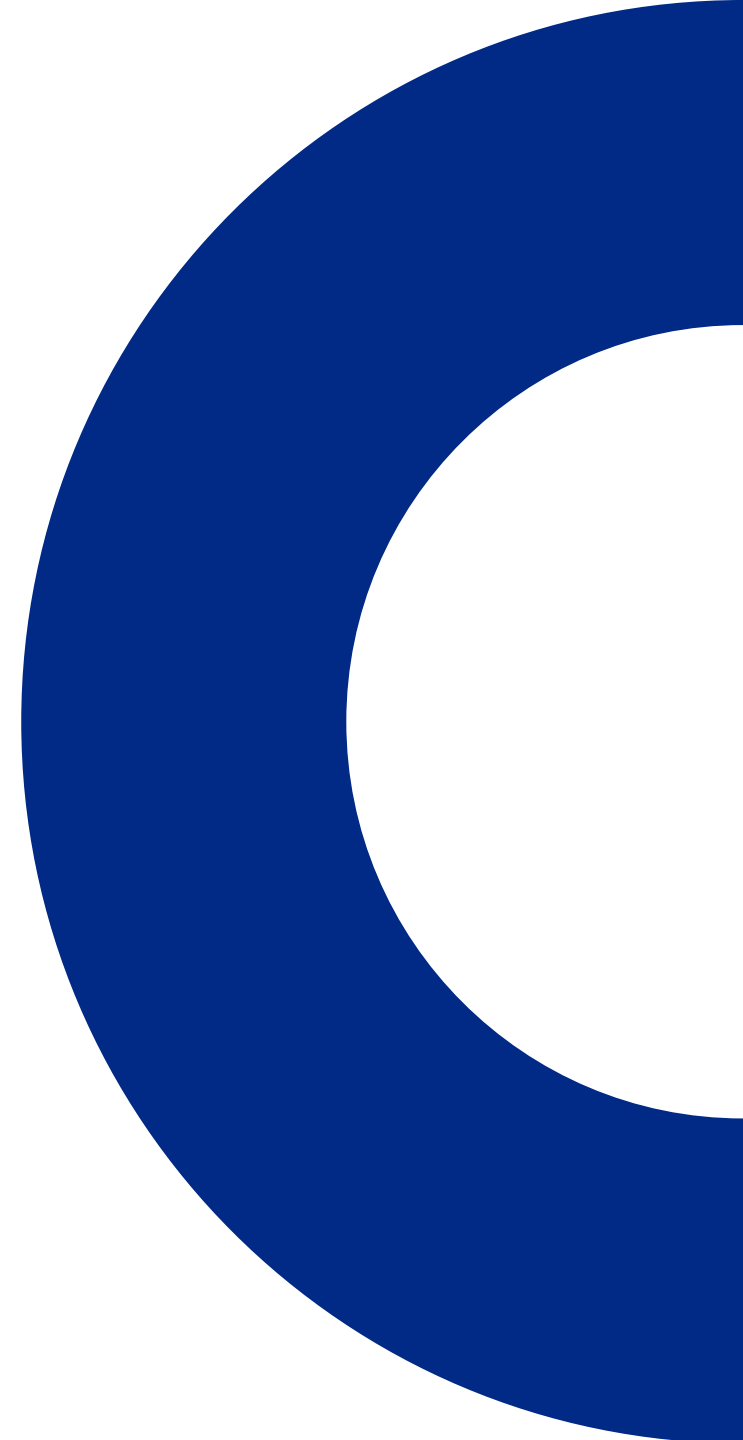
Agency Goals & Priorities

- Agency stability and planning for the long term, with an emphasis on cross-division structures resiliency, and succession planning.

- Embed equity at the core of the Agency and sustain efforts focused on diversity, equity, and inclusion in each Division's plans.

- Integrate plain language communications as a priority throughout the agency.

- Priority placed on who the agency serves through external stakeholder engagement plans in each division.
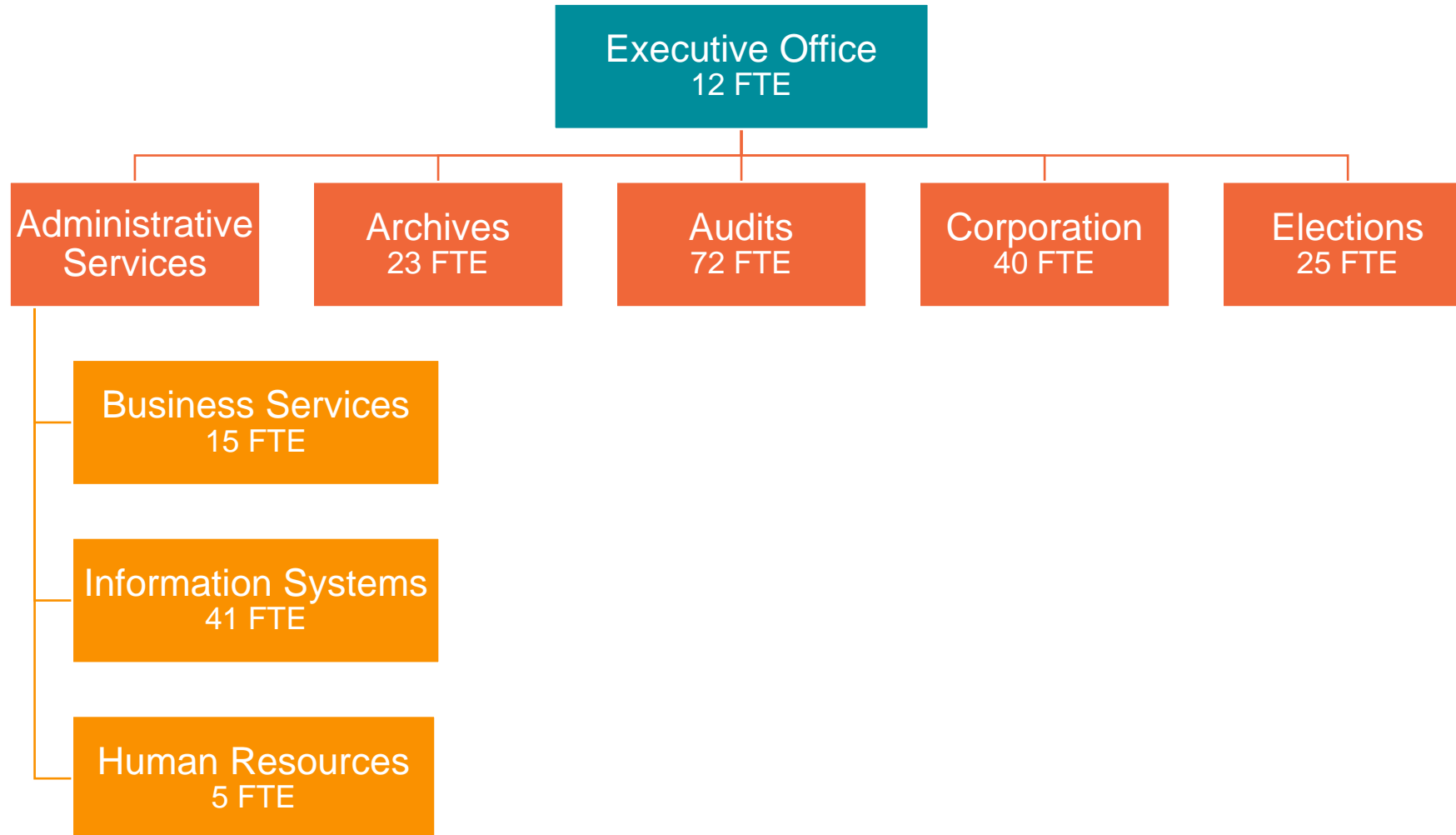
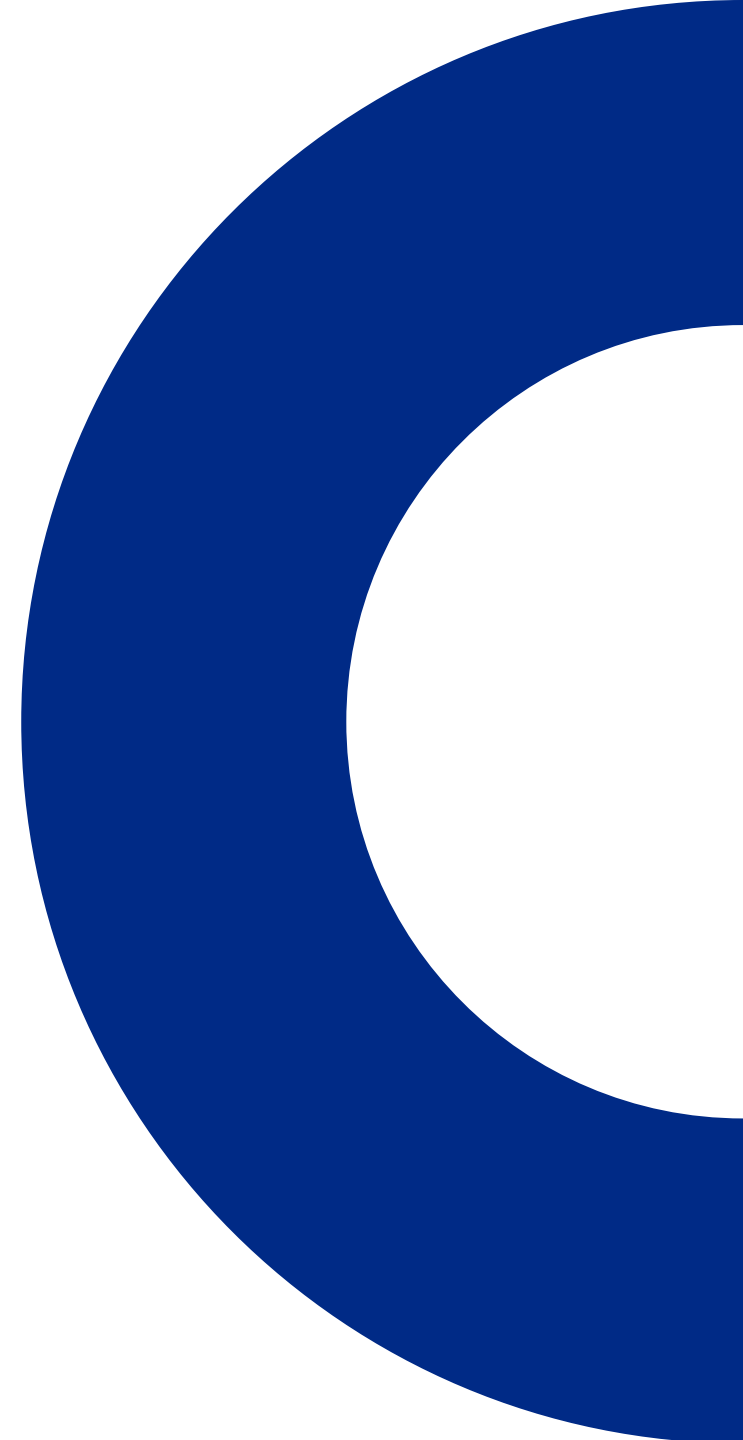**Office of the Secretary of State: ORG CHART (21-23)**

Business Drivers & Challenges

- Increased public records requests increasing demand of legal work to ensure integrity of elections and audits.

- Ensuring the appropriate resources and tools are available to provide timely financial services, HR, and IT support to agency programs; securing adequate resources for business support service demands;

- Impacts of new legislation; financial year-end reporting; agency division contracting needs; corporation and business registry filings.

- Succession planning - Number of recruitments, resignations, retirements, dismissals, and layoffs;

- Technology changes requiring system upgrades; enhanced federal and state security requirements; Demand for online services to the public; increasing reliance on technology; continued increase in our customer and partnership base; and development for "any data, any device, anywhere" (applications must be tested for different devices and ever-changing Internet browsers)

Impacts of 15% reduction request

- Administrative Services (Executive Office, Business Services, Information Systems, and Human Resources)

  - 5% $222,375 GF
  - 10% $444,749 GF
  - 15% 667,124 GF

- Requires reductions in all controllable S & S (i.e. Travel, It Professional, Professional Services, Attorney General, Data Processing SW & HW, IT Hardware, etc.). Eliminates up to 5 FTE in the support divisions.

Oregon Secretary of State

Administrative Services

Executive Office

The Executive Office provides policy direction, coordination and management oversight for all program divisions.

POP 103

Executive Staffing $1,383,144 (OF)

Problem:

- Turnover in the executive office harmed the coordination of cross-division functions in the SOS office.

Solution

- This package requests four new positions to address to address cross-division needs.
    - Counsel for Audit and Election Integrity; Public Affairs Specialist; Internal Auditor; OPA 4.

POP 104

Executive Personnel True-up
$183,065 (OF)

- This Package seeks to reconcile current staffing patterns with approved budget. This package seeks the reclassification of an existing Operations and Policy Analyst 3 (Legislative Director) to an Operations and Policy Analyst 4 as well as increasing our current Operations and Policy Analyst 2 (Legislative Analyst) from .5 FTE to a full 1 FTE.

POP 105

Secretary Travel Needs $40,000 (GF) $40,000 (OF)

- This package requests an increase in the Secretary of State's Instate Travel ($60k) and Dues and Subscriptions ($20k) budgets which would allow the Secretary monthly travel to counties, and to pay annual dues for valuable membership to the National Association of Secretary of State's and the National Lieutenant Governors Association. Total ask $80,000.

The Value of In-State Travel

"We thank Secretary Fagan for her visit to Wallowa County last year. We appreciate the fact that she acknowledges small counties, and the differences that we have from bigger counties in the state. We spoke about our local perspective and what our county finds important that may differ from other counties. I believe that she left this office knowing that we have the same vision in regard to keeping the mail-in election process accurate, safe and secure."
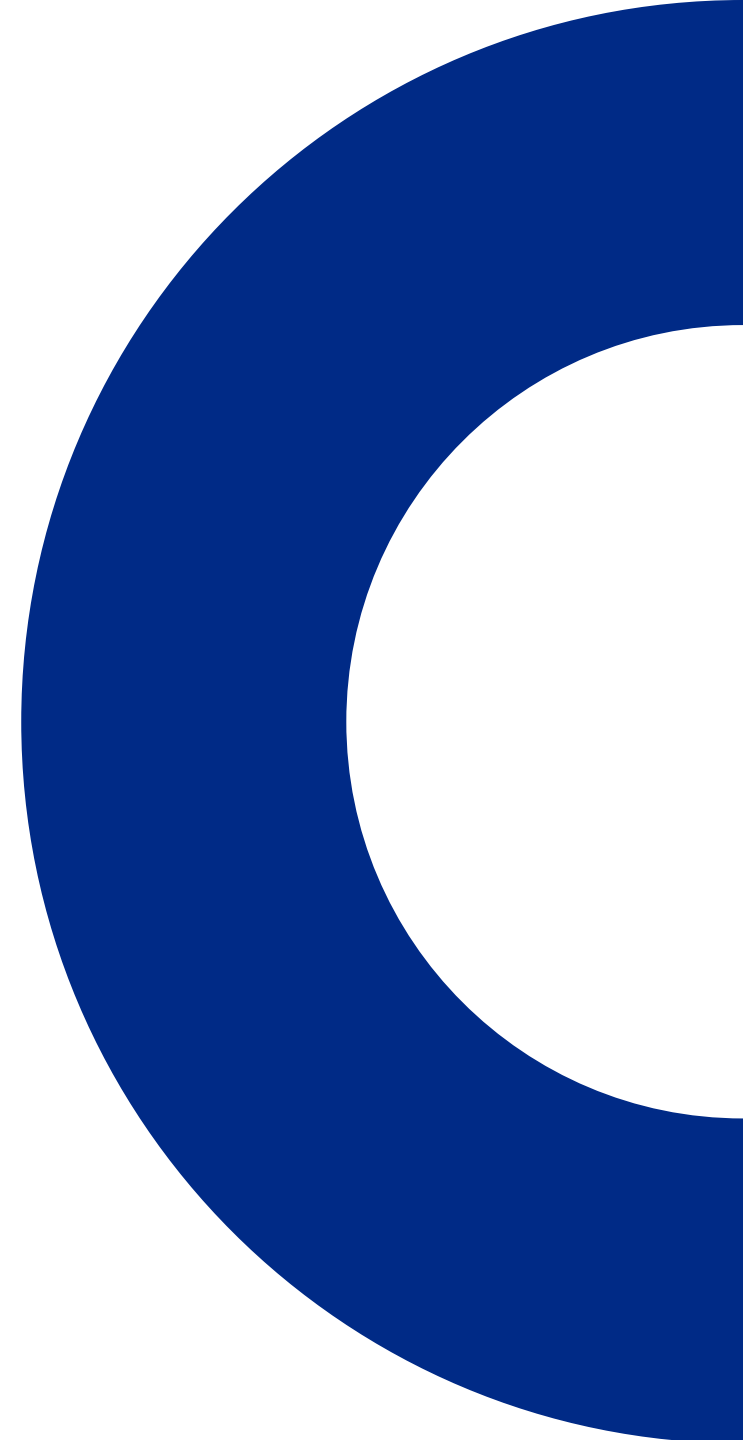
- Sandy Lathrop, Wallowa County Clerk

Human Resources

Division Overview

Human Resources,23-25 ARB: $175,663 (GF); $2,163,141 (OF); 6.00 FTE

- **Administration**: Strategic Planning and Execution of HR services; HR Systems; HR Policy and Procedures
- **Employee Relations**: Employee Engagement; Individual and Team Performance Management, Risk Management
- **Compliance**: ADA, Affirmative Action, Worker's Compensation, Protected Leaves
- **Equity Management**: Classification reviews; Pay Equity Assessment and Analysis
- **Training**: Needs Assessment, Training Plan, Training Design and Delivery, Mandatory Training Compliance

POP 109

Executive Support Specialist 2: $22,965 (GF) $168,392 (OF)

- This package requests one Executive Support Specialist 2 position to provide shared executive support to the internal-serving division heads.
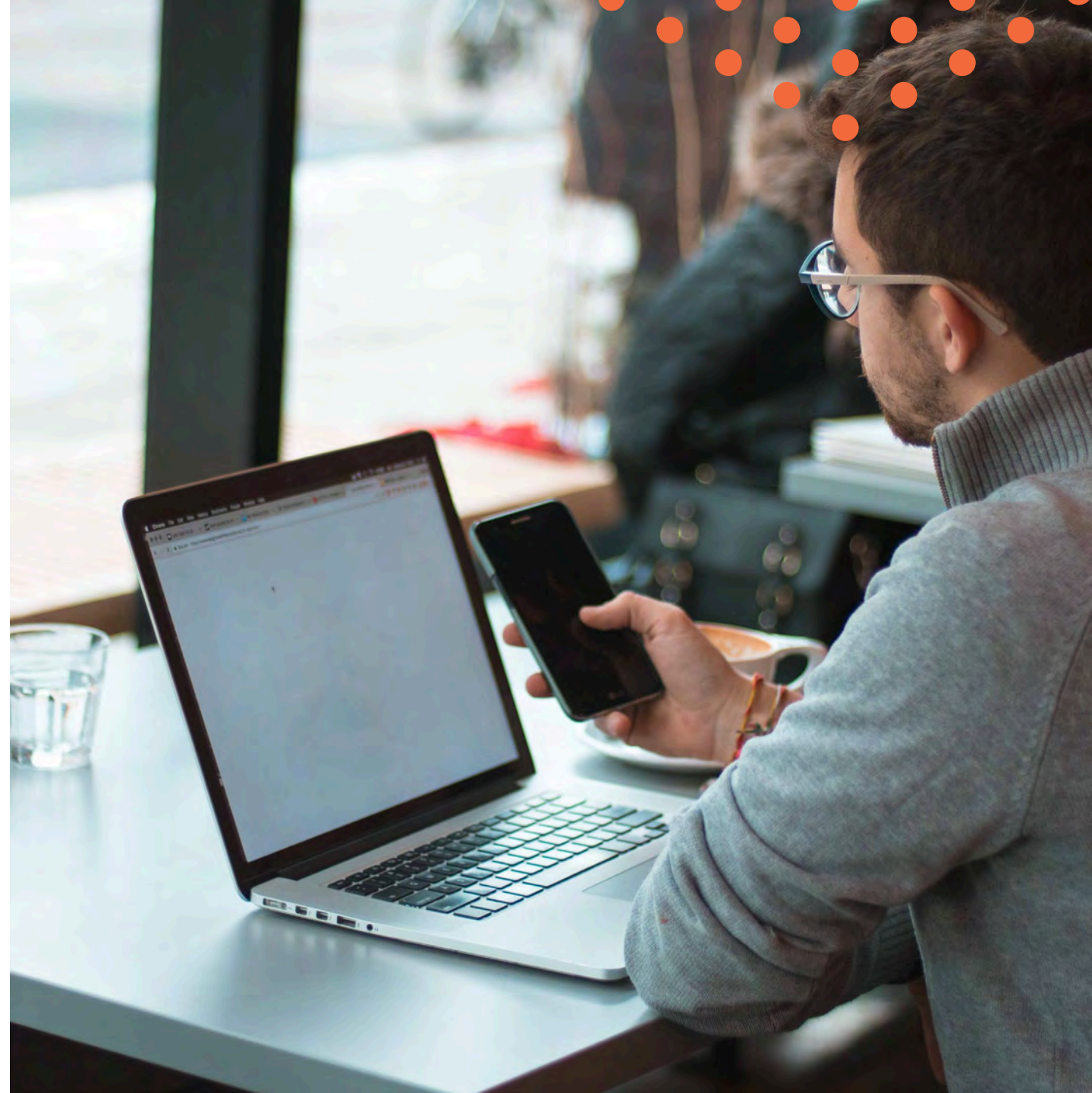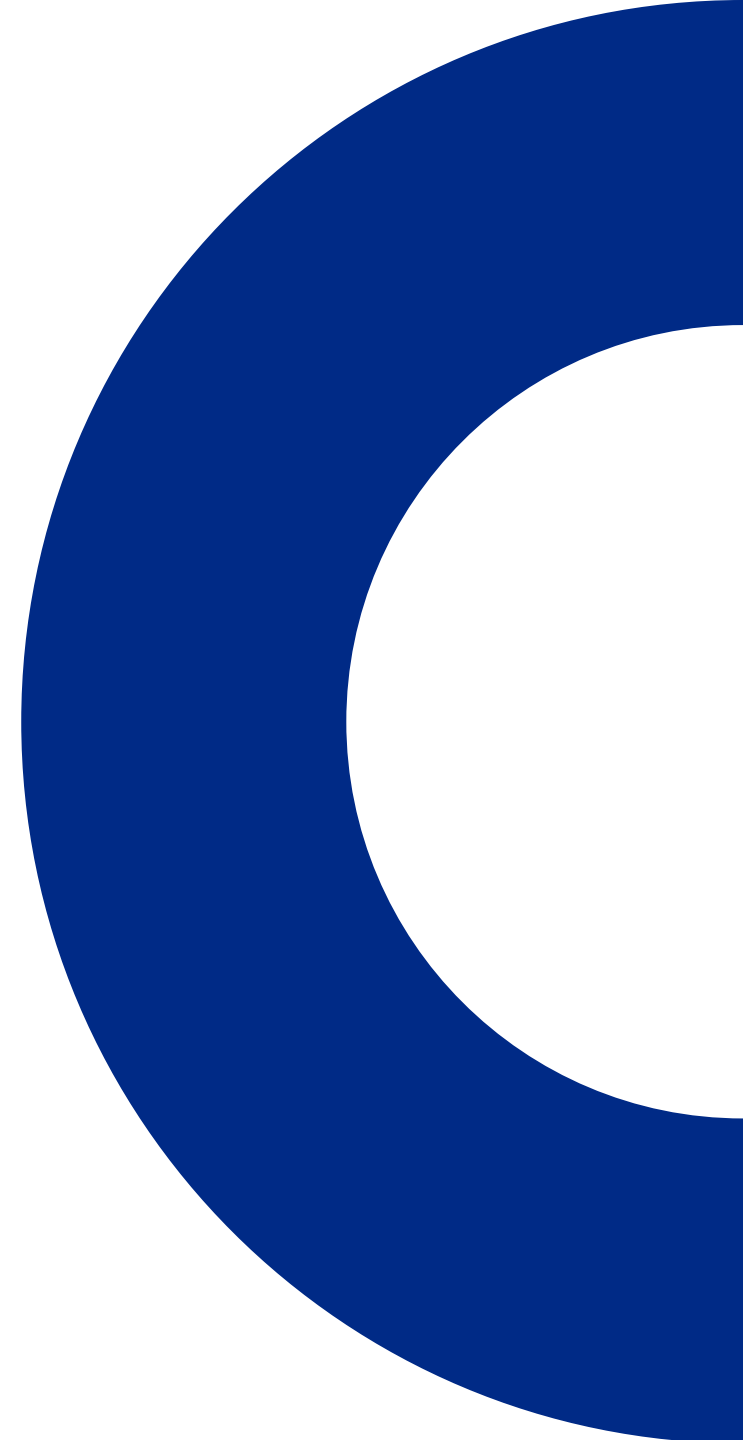
Business Services

Division Overview

Business Services Division,23-25 ARB: $488,626 (GF); $4,956,823 (OF); 16.00 FTE

- **Administration**: Strategic development & execution; financial management; policies and procedures; administrative support and safety and risk management
- **Accounting**: Financial reporting; accounts receivables and payables; and financial transaction processing
- **Payroll**: Payroll and benefits administration; compensation and classification
- **Budget**: Budget analysis; budget development; budget execution; fiscal impact statement preparation and Emergency Board
- **Business and Cash Management Services**: Blue Book sales and distribution; cash and cash equivalents processing; accounting assistance and mail distribution
- **Procurement & Operations**: Formal & informal procurement; contract administration; contract risk assessment; fixed asset tracking and storeroom and inventory management

POP 101

Procurement & Contract Assistant
$12,309 (GF) $163,556 (OF)

- This package requests one Procurement and Contracts Assistant position to focus on contractor and solicitation outreach as well as help conduct small procurements. This request will help adjust resource demands because of recent end-to-end procurement system implementation,

POP 102

Business Services Personnel True-up $2,237 (GF) $58,059 (OF)

- This package requests two position reclassifications and two position designation changes to reconcile current staffing with the approved budget, strengthen the agency's contract management and procurement team.
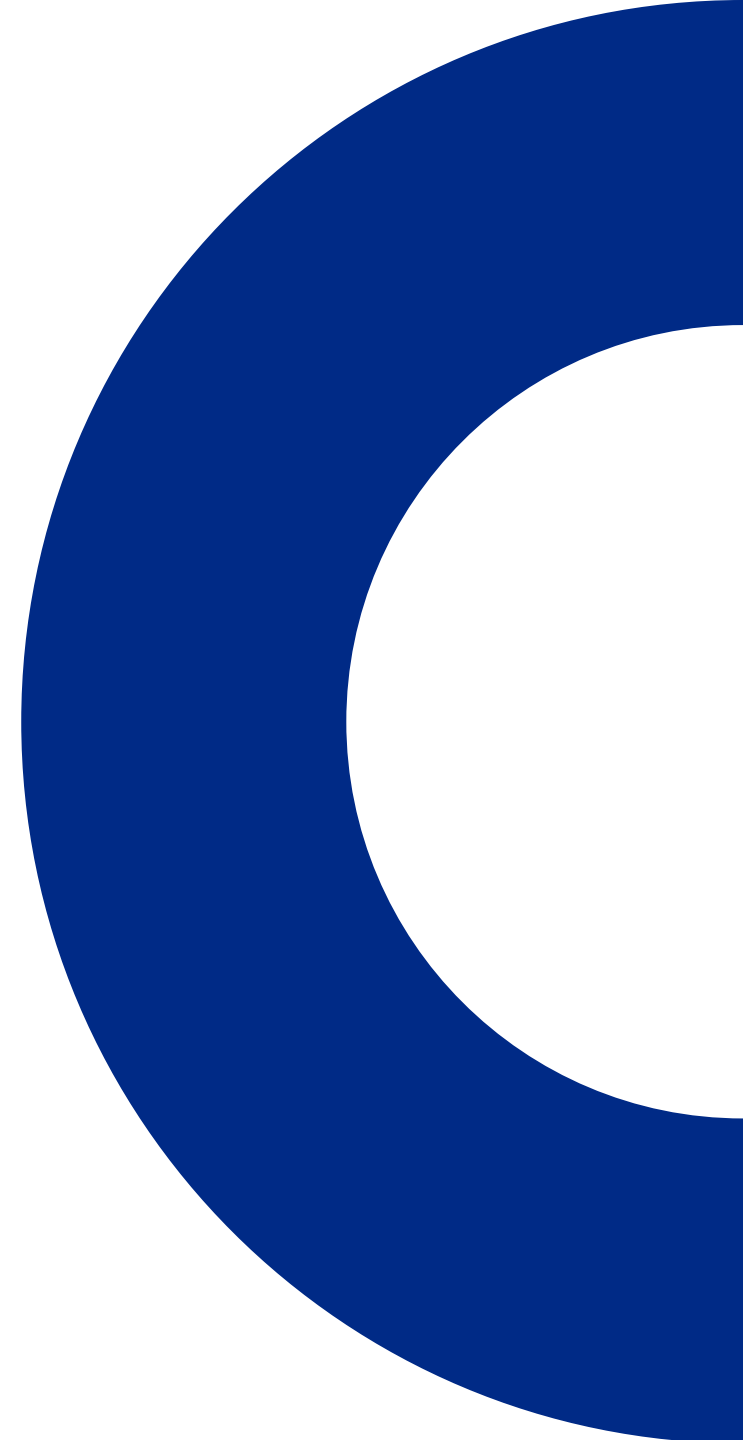
Information Systems

Division Overview

Information Systems Division,23-25 ARB: $4,231,724 (GF); $22,024,347 (OF); 51.00 FTE
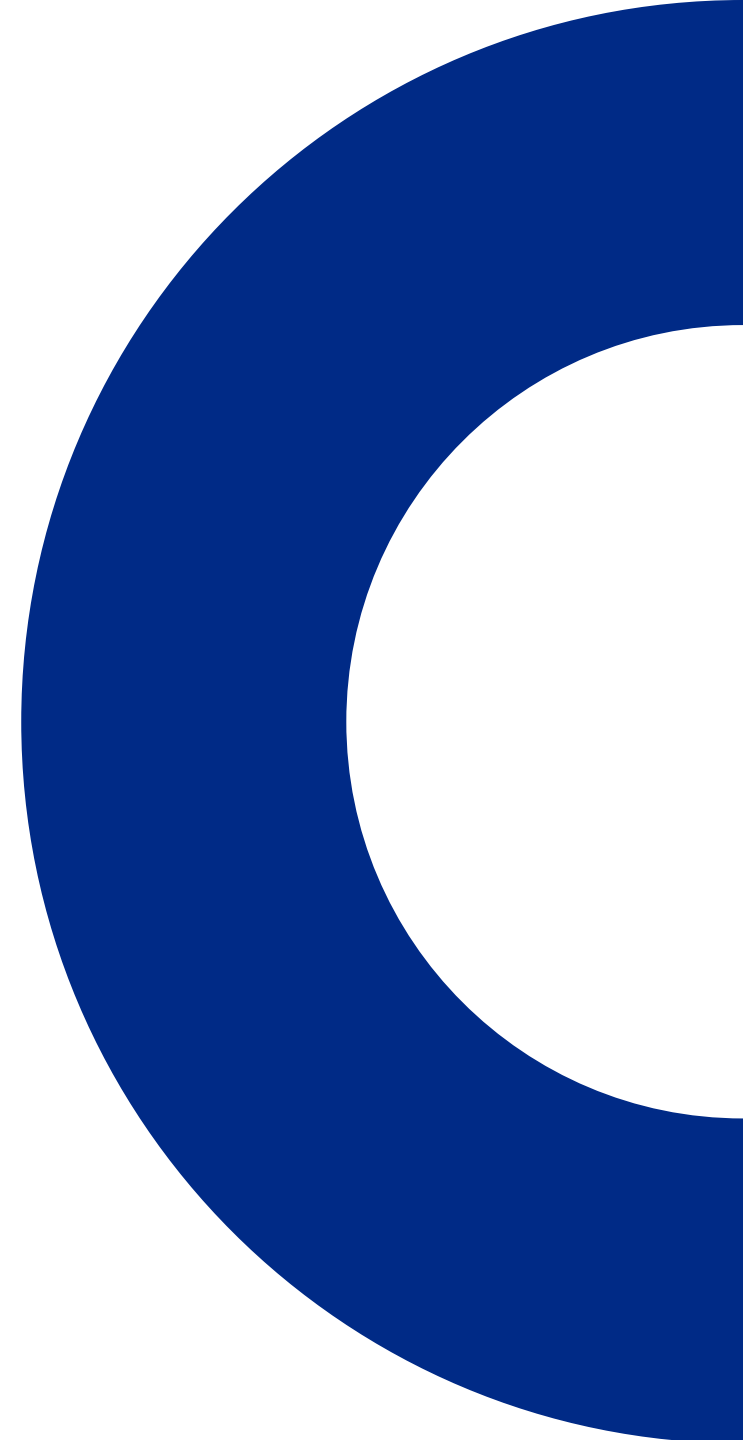
- **Application Development**: Develops quality technical solutions for business partners

- **Information Security**: Protects and defend critical information from all threats

- **Infrastructure Operations**: Operates and maintains all SOS IT infrastructure and systems

- **Project Support**: Provides project management and software testing services

- **Service Delivery**: Ensures effective and efficient delivery of technology services to our agency

Division Overview

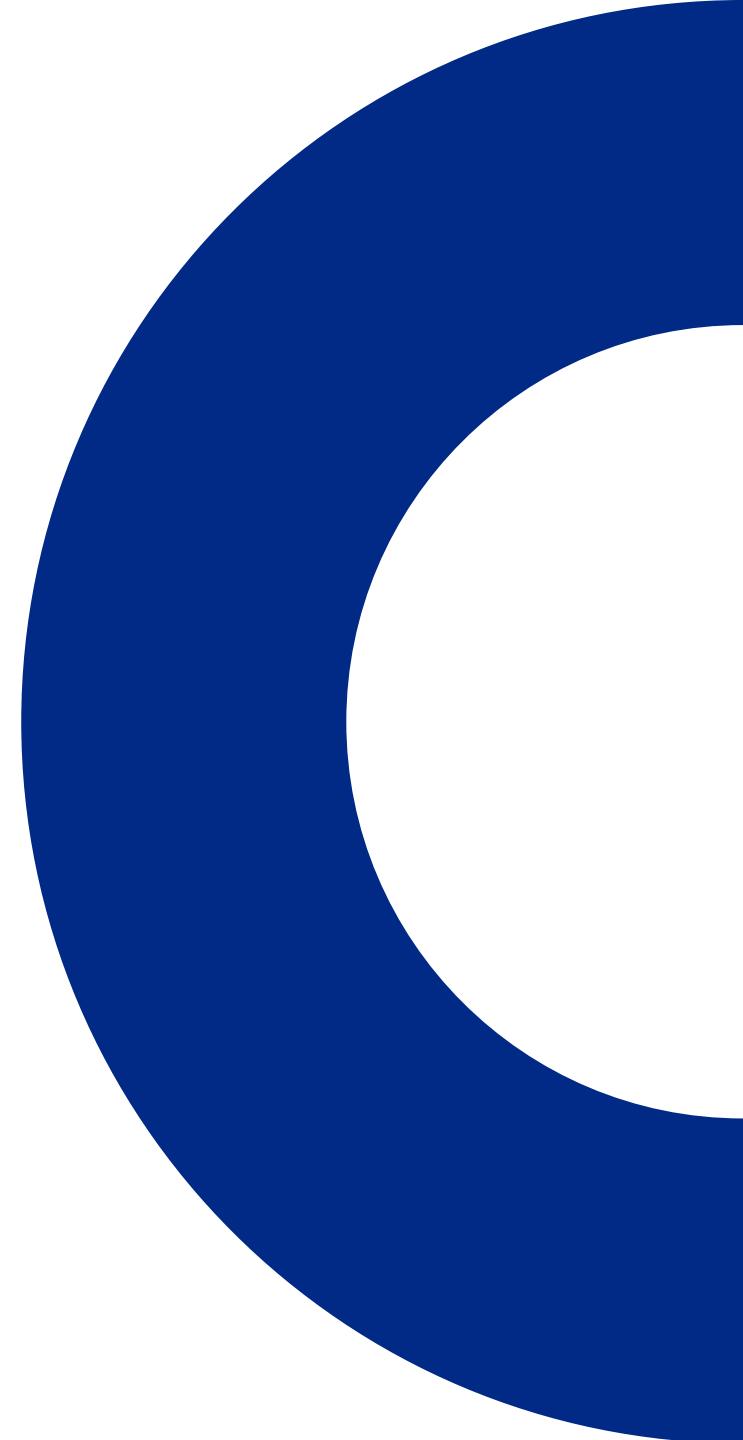**21-23 Infrastructure and Security Accomplishments**

- Upgraded server infrastructure OS and VMWare stack

- Post-pandemic IT support in agency re-opening/consolidation

- Laptop/PC technology refresh

- Implemented new website analytics functionality

- Increased monitoring and reporting of Elections and SOS systems (CIS, DHS, Local law enforcements, Albert sensors , 24/7 monitoring)

- Advisory and consulting review of Oregon Votes

- Expanded communications and cyber advisory work with Counties

- Secured Internet Egov domains

Division Overview

21-23 Business Application Accomplishments

- Mis/Dis/Mal-Information Program Rollout

- Online Certificate of Existence w/ Corporation

- HB 3021 – Translation Services and Translation Advisory Council Website

- HB 3291 – Required ballots by mail to have postal indication showing ballot was mailed NLT date of election

- Archives Oregon Admirative Rules Database Remote Hearings Enhancement

- File interchange protocol implementation between DMV and Oregon Votes

Division Overview

Our Internal Partners

- **Chief Elections Officer** ensuring election integrity
- **State Auditor** of public funds ensuring maximum value of tax dollars
- **Chief Business Adv**ocate building a prosperous Oregon economy
- **State Archivist** preserving Oregon public records and shared his

Our External Partners

- County Elections Offices
- State CIO
- State CISO & Security Council
- Oregon Tyler / NIC
- E-Gov Boards
- Federal/Local Law Enforcement
- Department of Homeland Security/Cybersecurity Infrastructure Security Agency

Division Overview

ELECTIONS:
- Oregon Votes (OCVR Replacement)
- Election Night Reporting
- Oregon Central Voter Registration
- Oregon Motor Voter
- Oregon Election System for Tracking and Reporting

AUDITS:
- Municipal Filing Application

ISD

ARCHIVES:
- Oregon Administrative Rules Database
- Oregon Historical Records Index
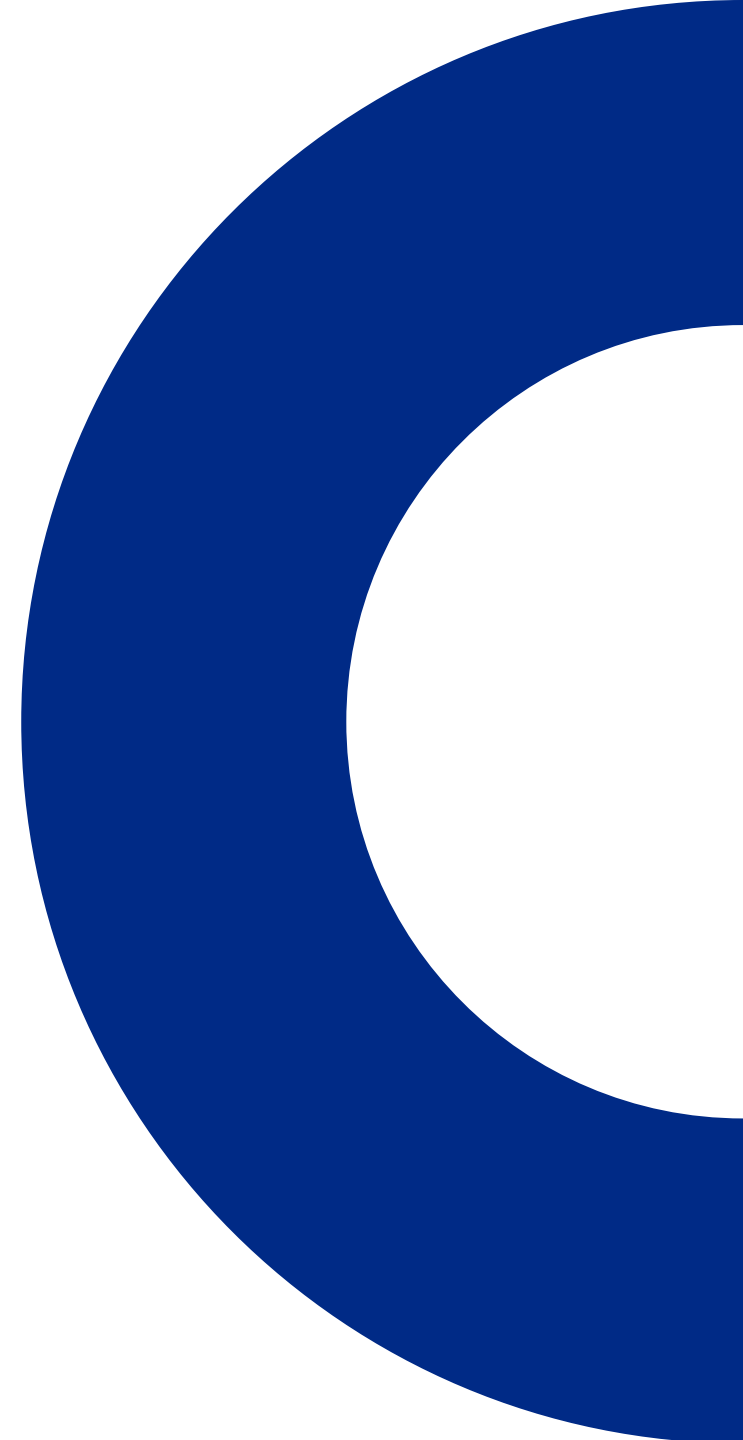- Public Records Search

CORPORATION:
- Oregon Business Registry
- Business Entity Registration Information
- Notary
- Uniform Commercial Code
- Business Information Center

ADMINISTRATION:
- Deposit Interface System
- Oregon Identity Manager
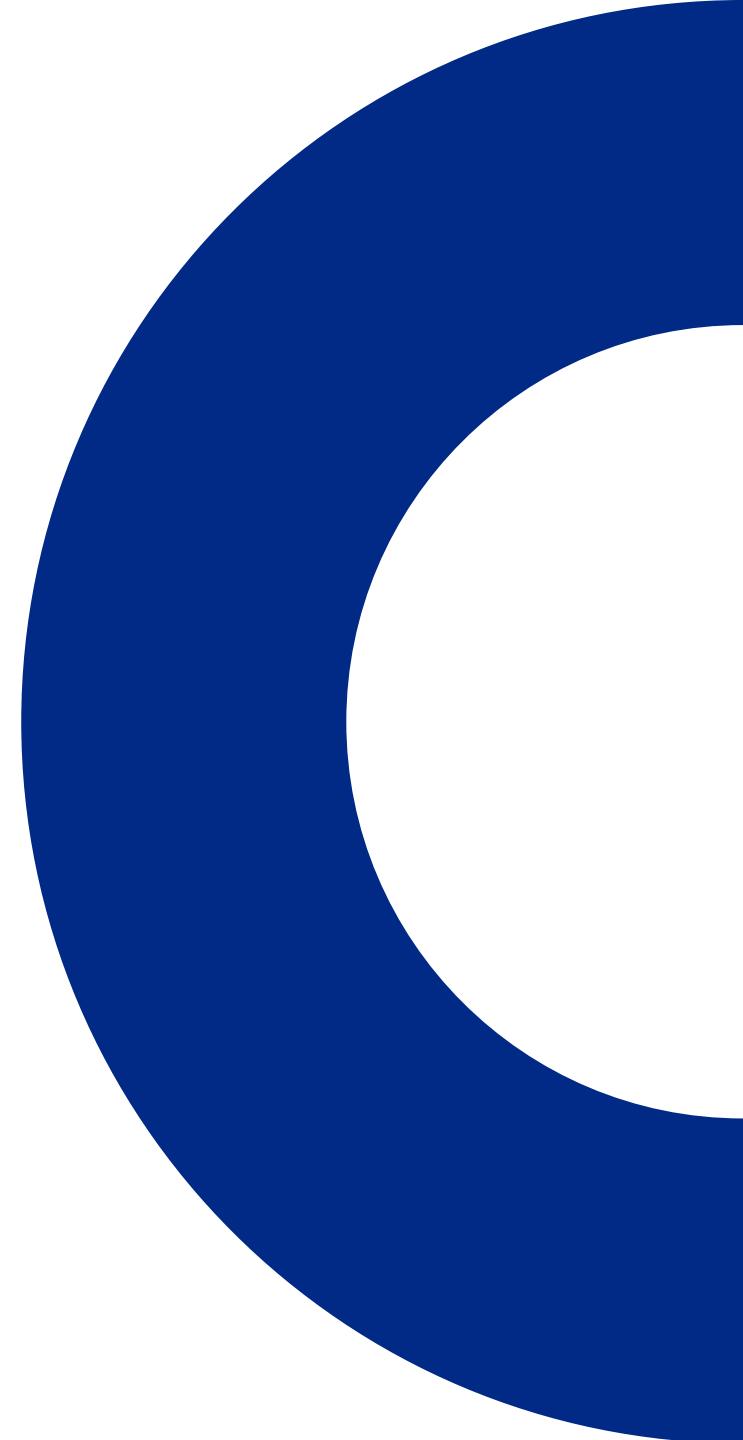
Division Overview

- To establish priorities and initiatives toward a strategy, we needed to better understand our operational pain points and risks.

- We conducted a third-party customer service assessment with all our divisions.

- We also performed a third-party CIO/CXO alignment survey.

- We developed a business-value scorecard for ideas to approved projects

- Lastly, we assessed our service catalogue MATURITY, BENCH STRENGTH, and RISK
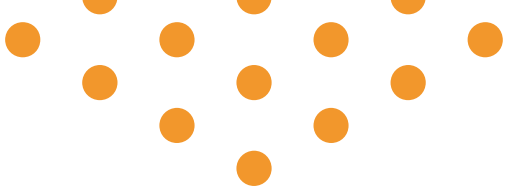
Division Overview

Strategic Goals

- Identify, document, and adapt technical capabilities to support the agency.

- Ensure technology security, resiliency, efficiency, and redundancy.

- Mature information technology governance.

- Overcome critical technical debt.

- Optimize delivery processes.

IT STRATEGIC INITIATIVES

Engage and Inform Partners

Conduct monthly division leadership meetings

Define overall communication plan

Define service levels

Identify team performance metrics

Define app vs. Tech ownership

Modernize Architecture and Standards

Implement enterprise architecture

Define modernization efforts

Define Lifecycle management

Document systems (services & processes)

Optimize Service Delivery

Standardise dev toolset

Develop Workforce

Develop career paths/ mentorship

Implement cross training strategy

Create training plans

Team building

Ensure Technology Security and Resiliency

Refresh the security strategy

Implement Infrastructure Modernization Program

Verify BC & DRP requirements

Security health check

Perform individual application risk assessment

Implement risk management process

Optimize Delivery Process

Define & enforce PM standards

Redefine business case & intake process

Define discretionary and non-discretionary balance with divisions

Implement PPM

POP 106

System Modernization: $356,592 (GF), $2,615,015 (OF)

Problem

- Current IT staffing capacity, oversight, and capabilities are insufficient.

Solution

- New services and staff will develop, plan, implement, test and monitor new solutions to met the needs of this increasingly complex division.

POP 107

Information Security: $218,211 (GF), $1,600,211 (OF)

Problem

- Systems and data must be secured against an ever-changing threat landscape.

Solution

- This package requests two positions and new services aimed at managing delivery, security, and ongoing performance of critical web applications.

POP 108

Information Systems Personnel True-up: $8,098 (GF), $90,504 (OF)

- This package seeks to reclassify 7 positions in the Information Systems Division. The goal of the package is to provide appropriate leadership for the Information Systems Division and the Agency with appropriate levels of staff for each function; accurately reflect the duties and responsibilities of the Chief Information Security Officer; and properly classify a total of five positions in Information Systems to reflect the increased level of responsibilities.
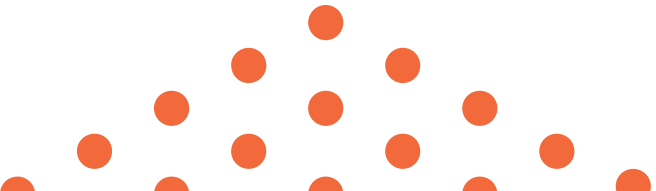
POP 115

ORESTAR Replacement Start-up: $164,421 (GF)

- Information Systems Specialist 8 (.5 FTE)

Secretary of State, Shemia Fagan

"My mission as Oregon's Secretary of State is to build trust."

SECRETARY OF STATE

2023-25 Budget Presentation