Oregon Secretary of State

Ways and Means Reference Document

2025 Presentation Supplement

Summary Page

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Attachment C: 10% Reductions

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A. **Link to Agency's 25-27 Requested Budget**

https://sos.oregon.gov/Documents/2025-27-Agency-Request-Budget.pdf

B. **Audit Results Update**

Oregon Secretary of State receives a financial audit from a qualified external audit services provider on a biennial basis. The most recent finalized audit report on file relates to Secretary of State's financial statements for the biennium ended June 30, 2023. The external auditors issued a "Report of Independent Auditors on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards", which reported no material weaknesses on internal controls over financial reporting or noncompliance.

C. **Recent Changes to Agency Budget**

The Secretary of State received additional funding, $5.4M and established 21 total positions, from the May 2024 Emergency Board in order to begin the implementation of HB 4024 passed in the 2024 Short Session.

D. **Workforce Challenges**

Previous administration made significant commitments to remote work and currently evaluating current policies to insure alignment with agency objectives.

E. **Summary of Proposed Information Technology Projects**

Secretary of State's significant proposed information technology projects in the 25-27 biennium include:

1. Cybersecurity – Enhance cybersecurity infrastructure focusing on strengthening our endpoint alerting and reporting protecting network against advanced threats.
2. Elections Safety – Extends existing threat monitoring services established for three members of the Secretary of State's office to every county election official and election facility in the state.

F. **Span of Control – Not Applicable**

G. **Summary of 10% General Fund Reduction Options**

Division	15% Reduction Impact	Funding Type	Summary of Reductions
Administrative Services Division	$ 504,536	GF	Positions and S&S reductions.
Corporation Division	$ 1,845,482	OF	Multiple position reduction/eliminations; elimination of Outreach Training program and reductions to S&S
Elections Division	$ 1,579,300	GF	Position reduction/elimination; reduction in prepaid postage on ballots and S&S
Total:	$ 3,929,318		

Attachment A- Ending Balance Form

Updated Other Funds Ending Balances for the 2023-25 and 2025-27 Bienna

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)
					2023-25 Ending Balance		2025-27 Ending Balance		
Other Fund Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	Constitutional and/or statutory reference	In LAB	Revised	In CSL	Revised	Comments
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	13,077	920,295	1,653,523	1,737,886	Based on actual expenditure data through November 2024. Est 3 month Operating cost is $3,439,174 based on 23-25 average monthly expenditures.
Other Fund Limited Election	002-00-00-0000	1650000401- Sec. of State General Fund	Operations	ORS 246.260	8,454	23,139	411	470	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 Pmts	002-05-00-0000	1650000401- Sec. of State General Fund	Operations	2002 Help America Vote Act (HAVA)	2,098,775	796,383	703,128	703,128	Funding is through County payments made to support central voter registration system manintenance, currently funding a replacement project.
Other Fund - Nonbudgeted Audits Division Muni	007-00-00-0000	1650000401- Sec. of State General Fund	Trust Fund	ORS 297.405-297.555	N/A	637,800	N/A	N/A	Municipal Audit Program. This is a non-budgeted Fund. Accumulated 2023-25 ending balance reserved
Other Fund - Limited Audits Division	007-00-00-0000	1650000401- Sec. of State General Fund	Operations	Oregon Constitution, Article VI, Section 2, and ORS 297.010-297.990	531	2,366,228	2,155,797	2,221,546	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 $3,764,652 based on 23-25 average monthly expenditures.
Other Fund - Limited Archives Division	012-00-00-0000	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.	39,685	504,404	1,031,769	1,151,080	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 $1,537,272 based on 23-25 average monthly expenditures.
Other Fund - Limited Corporation Division	036-00-00-000	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	0	1,452,692	1,530,534	1,612,591	Revisions are based on updated actual expenditure data through November 2024. Estimated 3 month Operating Cost is $2,179,038 based on 23-25 average monthly expenditures.

Objective: **Provide updated Other Funds ending balance information for potential use in the development of the 2025-27 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 2023-25 legislatively approved budget. If this changed from previous structures, please note the change in Comments (Column (j)).

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 (j).

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 (j)), 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 2023-25 legislatively approved budget and the 2025-27 current service level at Governor's Budget.

Columns (g) and (i): Provide updated ending balances based on revised expenditure patterns or revenue trends. The revised column (i) should assume 2025-27 current service level expenditures, considering the updated 2023-25 ending balance and any updated 2025-27 revenue projections. Do not include adjustments for reduction options that have been submitted. Provide a description of revisions in Comments (Column (j)).

Column (j): **Please note any reasons for significant changes in balances previously reported during the 2023 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
Division: Audits						
Audits	Steve Bergmann	Municipal Accounting and Reporting System (MARS)	Joy Roberts	Active	No	No
Division: Elections						
Elections	Dena Dawson	ORVIS/Oregon Registered Voter Information System	Tim Esau	Active	No	No
Elections	Dena Dawson	HB4024/Campaign Finance Limits	Tony Petrillo	Active	Yes	Yes
Division: Corporation						
Corporation	Eloisa Yarbrough	Oregon Business Registry (OBR) Queue Redesign	Shawn Vitt	Active	No	No
Corporation	Eloisa Yarbrough	ABN Reactivation Online (AOR)	Shawn Vitt	Approved	No	No
Corporation	Eloisa Yarbrough	Trademarks Online (TMO)	Shawn Vitt	Idea	No	No
Corporation	Eloisa Yarbrough	E-Register aka Verification of Certification project	Shawn Vitt	Idea	No	No
Corporation	Eloisa Yarbrough	Farm Products Codes Online project	Shawn Vitt	Idea	No	No
Corporation	Eloisa Yarbrough	BERI Name Search Modernization	Shawn Vitt	Approved	No	No
Corporation	Eloisa Yarbrough	LLC Modernization	Shawn Vitt	Active	No	No
Corporation	Eloisa Yarbrough	Corporation PC Refresh	Ryan Tom	Active	No	No
Division: Archives						

Archives	Stephanie Clark	Archives System Modernization	Joy Roberts	Idea	No	No
Archives	Stephanie Clark	OARD/Legislative Counsel Data Exchange	Joy Roberts	On-Hold	No	No
Division: Information Systems						
Information Systems	Chris Molin	Website Modernization	Griffin Walker	Active	No	No
Information Systems	Chris Molin	Oracle 19c Upgrade	Mary Hadley	Active	No	No
Information Systems	Chris Molin	M365 (Azure Tenant Migration and Implementation)	Mary Hadley	Active	No	No
Information Systems	Chris Molin	Active Directory and File System Modernization	Mary Hadley	Active	No	No
Information Systems	Chris Molin	Black Duck Proof of Concept	Shawn Vitt	Idea	No	No
Information Systems	Chris Molin	Application Development Delivery Modernization (ADDM)	Shawn Vitt	Active	No	No
Information Systems	Chris Molin	Identity Access Management Modernization	TBD	Idea	No	No
Information Systems	Chris Molin	Customer Identity Access Management System	Shawn Vitt	Approved	No	No
Information Systems	Chris Molin	Application Modernization Assessment (AMA)	Shawn Vitt	Approved	No	No
Information Systems	Chris Molin	Install and Use Risk Limiting Audit (RLA) Software	Tim Esau	Idea	No	No
Information Systems	Chris Molin	Securing Server Network Egress	TBD	Idea	No	Yes
Division: Business Services						
Business Services	Michael Williams	Deposit Information System (DIS) Modernization (Strategic)	Ryan Tom	Idea	No	No

Attachment C- 10% Reductions

Agency Name Secretary of State - Admin Services
2025-27 Biennium

Detail of Reductions to 2025-27 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														
1		SoS	001-02	Reduce BSD Services & Supplies			188,976				$ 188,976				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. Furthermore, a reduction in this area would undermine the agency's ability to sustain critical IT systems that support agency asset management and contract management efforts.

Reducing the Professional Services Budget would eliminate funds available to complete the agency's biennial financial audit, which is performed by an independent contractor. Completion of the agency's biennial financial audit is critical to preserving and strengthening trust with Oregonians and maintaining conformance with applicable federal and state audit requirements. |
| 2 | | SoS | 001-03 | ISD Management Tools, Subscription Services, and Training | 9,000 | | 123,000 | | | | $ 132,000 | | | | $123,000 (OF) for Subscription Services and Management Tools and $9,000 Staff technology training. |

Agency Name Secretary of State - Admin Services
2025-27 Biennium

Detail of Reductions to 2025-27 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														
	3	SoS	001-04	HR Personal Services and S&S Reduction	19,688		244,096				$ 263,784		0.50		Reduce Agencywide Training Budget: Reduce agency-wide training budget expenditures. HRD services related to supporting learning activities related to compliance training and staff development would be negatively impacted as we would have a greatly reduced budget to provide any of these services or learning opportunities. HRD KPM #9 Staff Diversity would likely be impacted as we would not have the training to support our workforce in a way that adequately supports retention of a diverse staff. Reduce HRA1 from 1.0 FTE to (.50). HRD capacity to support agency divisions would be reduced, slowed service times would increase – potentially impacting Division ability to deliver services, along with risk of falling out of compliance with various time-bound employer requirements.
	4	SoS	001-02	BSD Personal Services Reduction	54,635		390,645				$ 445,280	2	2.00		Eliminating 1 FTE in the Accounting section decreases cashiers to 1 position. This would increase processing times in depositing funds and transaction times for all Audits, Archives, Corporation, and Elections documents negatively impacting KPM's associated with these divisions. Eliminating 1 FTE in the Procurement section would impact our 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 Specialists.

Agency Name Secretary of State - Admin Services

2025-27 Biennium

Detail of Reductions to 2025-27 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														
5		SoS	001-03	ISD Infrastructure Support, Project Management, and Software Development FTE	421,213		2,080,604				$ 2,501,817				4 FTE (ISS8(2), ISS7(2), ISS6 (1)) – These Software Development (1), Lead Solutions Architect (1) QA/Testing (1), and Project Management (1) positions support the development of software applications for agency business divisions. 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.

2 FTE (ISS8 (1), ISS6 (1)) – These infrastructure positions support the server, network, middleware, and database functions of our core services team. Cutting these positions would severely impact our infrastructure's ability to respond to agency application, operational, and system issues. |
6		SoS	001-01	Exec office FTE Reduction			593,064				$ 593,064	2	2.50		Eliminating 2 FTE (ESS 2 and OPA 2)and reducing 1 FTE (Program Analyst 4) to part time in the Executive Office would cause increased workload to remaining front office staff and reduce response time to public information requests.
											$ -				
											$ -				
				TOTAL	504,536	-	3,620,385	-	-	-	$ 4,124,921	4	5.00		

Target (5%)	$	2,062,305
Target (10%)	$	4,124,609
Difference	$	312

Agency Name Secretary of State - Archives
2025-27 Biennium

Detail of Reductions to 2025-27 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**														
	1	SoS	012	Reduction of S&S			155,984				$ 155,984				Reduce Out of State Travel budget preventing two employees from attending annual professional conferences out of state during the 25-27 biennium. Funds are used for air travel, conference registration, hotel stays, transportation and meal per diem. Annual conferences include National Association of Government Archives and Records Administrators, Society of American Archivists, and Administrative Codes & Registers. Reducing in-state travel will prevent archivists from offering as many in-person trainings, face-to-face assistance, networking, and maintaining presence and relevance throughout the state. Reducing the out-of-state travel budget would prevent staff and leadership from attending a variety of events and conferences. New and useful information will be missed. Staff may require a certain amount of travel, training, and development to remain credentialed. Conferences are an opportunity to network nationally with people who understand Archives and records. Reducing IT expendable property would prevent the purchase of new equipment and software, creating a technological debt. Outdated technology is known for being unsupported and unstable.
	2	SoS	012	Eliminate Public Service Rep 3 position			169,949				$ 169,949	1	1.00		Eliminating the receptionist position compromising the security of the Archives Building. Currently, all patrons entering the building must sign–in (PERS) and register to use the Archives Reference Room. Elimination of the position would compromise the security of the building and the staff. This position currently processes all Official Documents that come to the State Archives, some of which are time sensitive. This work would need to be performed by an Archivist, delaying the fulfillment of reference requests.

Agency Name Secretary of State - Archives
2025-27 Biennium

Detail of Reductions to 2025-27 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														
	3	SoS	012	Eliminate Office Specialist 2 position			169,949				$ 169,949	1	1.00		Eliminating the Office Specialist 2 position serving all three program areas (Reference, Records Management and Publications). This position primarily supports the Reference Unit by assisting with routine reference requests. There would be a delay in the fulfilling of routine reference requests with this cut. An additional effect would be a delay to the proactive online publishing of high-interest, historical government records.
	4	SoS	012	Eliminate Electronic Publishing Design Specialist 2 position			264,010				$ 264,010	1	1.00		Eliminating the design position ending the exhibit, public outreach, and online Blue Book presence of the Oregon State Archives. Elimination of the position would put an end to communications materials, virtual and in-person exhibits programs, and public outreach to students, genealogists, and citizens.
	5	SoS	012	Eliminate Records Management Analyst 2 position			352,060				$ 352,060	1	1.00		Eliminating a Records Management Analyst 2 position would require that the work performed by the Records Management Analyst 2 position be shifted to other employees, including the ORMS Administrator, State Records Manager, Records Management Analyst 1's, and the other Records Management Analyst 2. Progress would slow with the more complex tasks related to records management advice and assistance, and the writing of records retention schedules. There would be a delay in getting records retention schedules updated in their standard 5-year window going forward. Ongoing support and maintenance duties for ORMS client agencies would have to be re-distributed among the other Records Management Analysts and the ORMS Administrator, meaning that each analyst would not have the same amount of time to devote to supporting those client agencies in their work to implement their ERMS successfully.

Agency Name Secretary of State - Archives
2025-27 Biennium

Detail of Reductions to 2025-27 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														
	6	SoS	012	Eliminate the printed version of the Oregon Blue Book			174,584				$ 174,584				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.
											$ -				
											$ -				
				TOTAL	-	-	1,286,536	-	-	-	$ 1,286,536	4	4.00		

Target (5%) $ 643,268
Target (10%) $ 1,286,536
Difference $ -

Agency Name Secretary of State - Audits

2025-27 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
\multicolumn{2}{l}{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														
	1	SoS	007	Reduce S&S			494,487				$ 494,487				Reduce professional services, travel, employee training, office expenses, telecommunications, publicity and publications, employee recruitment & development, and other services and supplies.
	2	SoS	007	Reduction of positions 12 FTE			2,802,092				$ 2,802,092	12	12.00		Reduce SA1 and SA2 positions. Mandated audits would continue. Reductions would limit the number of critical audits conducted to improve efficiency and effectiveness of state programs.
											$ -				
											$ -				
				TOTAL	-	-	3,296,579	-	-	-	$ 3,296,579	12	12.00		

Target (5%)	$	1,648,290
Target (10%)	$	3,296,579
Difference	$	-

Agency Name Secretary of State - Corporation
2025-27 Biennium

Detail of Reductions to 2025-27 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														
	1	SoS	036	Eliminate Outreach Training Program			298,182				$ 298,182	1	1.00		Reduce Service & Supply and professional services by eliminating one Compliance Specialist 2 position conducting notary education and outreach. Oregon notaries will receive limited in-person training on proper notarization procedures. This will increase the risk of improper notarizations leading to invalid contracts or increased malpractice liability for notaries. Notaries could still complete mandatory notary online through the Workday for free, or through private vendors for a fee. Elimination of the Compliance Specialist 2 will impact KPM #6 NOTARY PROCESSING TIME and #10 CUSTOMER SATISFACTION.
	2	SoS	036	Reduce Office of Small Business Assistance to one FTE			901,552				$ 901,552	3	3.00		Reduce Service & Supply and professional services by reducing the Office of Small Business Assistance team to one FTE and reducing Services and Supplies budget. Reduce Personal Services by eliminating two Program Analyst 3 (Advocate) positions and one Public Service Representative 4 (Support) position. 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.

Agency Name Secretary of State - Corporation
2025-27 Biennium

Detail of Reductions to 2025-27 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) Dept	Prgm/Div	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
	3	SoS	036	Reduce Program Services			323,711				$ 323,711	1	1.00		Reduce Service & Supply and professional services by reducing the Program Services team to four FTE. Reduce Personal Services by eliminating one Operation and Policy Analyst 2 position. 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. The 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.
	4	SoS	036	Eliminate Business Operations Supervisor 2			322,037				$ 322,037	1	1.00		Reduce Service & Supply and professional services by eliminating one Business Operations Supervisor 2 position assisting in the oversight of the business support unit within the Corporation Division. This position ensures strong performance of operations, efficient processes, quality controls and high-quality people management. With the elimination of this position, the Business Operations 1 position will likely inherit supervisory duties in addition to existing responsibilities. This can lead to decreased productivity and performance, less time for individual attention with employees, decreased morale, prioritizing short-term tasks over long term planning and strategy. Elimination of the position will have a negative impact on division performance measure KPMs #5 BUSINESS REGISTRY TURNAROUND TIME, #6 NOTARY PROCESSING TIME, #7 UCC PROCESSING TIME, AND #10 CUSTOMER SATISFACTION.
											$ -				
											$ -				
											$ -				
				TOTAL	-	-	1,845,482	-	-	-	$ 1,845,482	6	6.00		

Target (5%) $ 922,741
Target (10%) $ 1,845,482

Agency Name Secretary of State - Elections
2025-27 Biennium

Detail of Reductions to 2025-27 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														
	1	SoS	002	Reduce Postage Fund	750,000						$ 750,000				This will result in risk to the division's ability to pay for return postage for ballots.
	2	SoS	002	Reduction of Supplies and Services	479,300						$ 479,300				Currently, the Division mails voters' pamphlets for statewide contests and coordinates with over half of county elections offices for compilation of their pamphlets to mail voting information to every household in Oregon. This reduction will severely reduce and possibly elimination the Division's ability to provide this popular resource to Oregonians.
	3	SoS	002	Reduction of FTE	350,000						$ 350,000				This cut would directly impact local government partners and the public.
	4	SoS	002	Reduce HAVA IT Professional Services			144,342		518,260		$ 662,602				A reduction in Help America Vote Act IT professional services would prevent completion of the statewide ORVIS (Oregon Voter Information System) project. ORVIS is an extensive and modern elections management system that brings leading technology and federal standards to elections management and voter registration in Oregon. The system currently in use, Oregon Centralized Voter Registration (OCVR), was created over 15 years ago and does not meet modern elections needs. ORVIS is a much-needed system overhaul that will improve elections security, increase voter confidence in elections, and will modernize processes for state and county elections workers.
											$ -				
											$ -				
				TOTAL	1,579,300	-	144,342	-	518,260	-	$ 2,241,902	0	0.00		

Target (5%)	$	1,119,951
Target (10%)	$	2,239,902
Difference	$	2,000

Attachment D- Long-Term Vacancies

Secretary of State
2025-27 Biennium

Long-term vacancies as of December 31, 2024

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Agency	SCR	DCR	Pos No	Position Class Comp		Position Title	Pos Type	GF Fund Split	LF Fund Split	OF Fund Split	FF Fund Split	FTE	2025-27 GF PS Total	2025-27 LF PS Total	2025-27 OF PS Total	2025-27 FF PS Total	2025-27 Total Bien PS BUDGET	Vacant Date	Position eliminated in GRB? Y/N	Reason for vacancy
												-					-			
												-					-			
												-					-			
												-					-			
												-					-			
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						TOTAL		0.00	0.00	0.00	0.00	-	0	0	0	0	0			

Attachment E- Program Prioritization

PROGRAM PRIORITIZATION FOR 2025-27

Secretary of State

2025-27 Biennium | **Agency Number:** **16500**

Agency-Wide Priorities for 2025-27 Biennium																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**
Agcy	Prgm/ Div																			
1	ASD	SOS	ISD - Security	This program covers all aspects of the agency security program which includes the development, implementation, and maintenance of security policies, procedures, standards and guidelines; tracking and documentation of security tools and identification of future hardware/software needs; tracking compliance and documentation of information security activities and security incidents; and scheduling and completion of security assessments and audits.		4	$ 734,816		$ 2,054,546		$ -		$ 2,789,362	5	5.00					
2	ASD	SOS	ISD - Tech Support	This program is responsible for hardware and software support; communications (mobile device and cell), network, and server administration; system and file back-up; service desk and end-user support; release and distribution management; database administration; service-level administration; oversight and reporting of service level agreements with agency divisions; coordinating, administering, maintaining, and monitoring technology standards; and keeping standards in alignment with business goals.		4	$ 1,020,685		$ 6,566,643		$ -		$ 7,587,328	15	15.00					
3	ELT	SOS	Conduct of Elections	Elections Division's mission is to interpret, apply and enforce election laws, provide elections information to the public, and maintain all documents related to elections.	KPM 8 & 9	4	$ 3,856,466		$ 38,307		$ -		$ 3,894,773	6	6.00			S	Chapters 246-260	
4	AUD	SOS	Performance Audits	Performance auditing is an objective and systematic examination of evidence to provide an independent assessment of a government organization, program, activity, or function. The goal of these performance audits is to provide information to improve public accountability and facilitate decisionmaking by parties with responsibility for overseeing or initiating corrective action.	KPM 3 & 4	4	$ -		$ 13,135,008		$ -		$ 13,135,008	28	28.00			S, C	ORS 419C.001, Section 4c of Article XV of the Constitituion	Examples of mandated audits include audits of the juvenile justice system, Oregon Health Exchange, Measure 76 (Watershed and Natural Resource Activities), and Measure 98 (HS Graduation Readiness Fund) all of which must be audited periodically.
5	ELT	SOS	Initiative & Referendum	The Division is the filing officer for all state initiatives, referendums, and recalls. Responsibilities include administration of ballot title process and assisting chief petitioners in compliance with laws and rules. In July of even-numbered years, the Division must review, sort , and prepare petitions sheets for signature verification by counties.	KPM 8	4	$ 3,980,139		$ -		$ -		$ 3,980,139	9	9.00			C & S	Chapter 250 and Article IV Sec. 1 of the Constitution	

Priority (ranked with highest priority first)		Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)
Agcy	Prgm/ Div																			
6		AUD	SOS	Statewide Financial & Compliance Audits	Each year the Audits Division conducts the single audit. This includes an audit of the state's Comprehensive Annual Financial Report and the state's internal controls and compliance with federal funding requirements, which are reported separately. This audit includes auditing financial records and federal programs at several state agencies. Generally, the Audits Division investigates allegations related to improper us of state monies by state employees at state agencies. Investigations are also initiated when auditors, while on assignment or through data mining, become aware of inappropriate or suspicious activity. Financial audits in addition to the statewide financial and federal audits, including financial statement audits of bond programs and other mandated financial audits.	KPM 3 & 4	4	$ -		$ 15,309,698		$ -		$ 15,309,698	34	34.00			FM, S	Single Audit Act of 1984 (PL 92-502); ORS 286A.195 ORS 177.170 ORS286A.195, ORS 741.220, ORS 327.895	The single audit is performed to satisfy the federal government, Legislature, Governor, and citizens that: (1) the state's financial statements are presented fairly and that significant deficiencies in its fiscal systems are identified and corrected; and (2) state agencies that administer federal programs are complying with federal requirements. Statutes require that the Secretary of State Investigate and report on calls alleging fraud, waste, or abuse of state-funded programs State law requires the Secretary of State to annually conduct a financial audit of bond programs. State law also requires an annual audit of the Health Exchange and a biennial financial audit of the HS Grad Readiness Fund.
7		AUD	SOS	Information Tech Audits	Information Technology audits fall into four major categories: General control reviews; Application control reviews; Security reviews; and System development reviews.	KPM 3 & 4	4	$ -		$ 3,624,740		$ -		$ 3,624,740	8	8.00			FM, S	Single Audit Act of 1984 (PL 92-502); ORS 286A.195	Some Information Technology audits are required to determine the reliability of computer-processed information used to prepare the state's financial statements. Other IT audits address cyber security, which is becoming increasingly important most data is stored and transmitted electronically.
8		ARC	SOS	Archives Division	The Archives Division manages and provides access to the state's information by identifying, preserving, and providing access to the permanently valuable records of Oregon government, as well as by working with state and local government agencies to facilitate the prompt disposition of records. In addtion, the Archives Division is responsible for writing standards for the appropriate use of technology and media. By doing this, the Archives Division is working to ensure that government information is accessible to the public for as long is required by the authorized retention schedules that it writes.	KPM 1 & 9	4	$ -		$ 9,658,892		$ 20,000		$ 9,678,892	20	18.50			S	ORS192.001-192.170; ORS 357.805-357.920; ORS171.420-171.430;	
9		CRP	SOS	Corporation - Application Administrators	The Corporation Division Administers the state's Business Registration programs. The primary purpose of registration is to create a public record of business information that allows the public to know whom they are doing business with. An electronic Central Business Registry allows a business to register with the Secretary of State, Department of Revenue, and the Employment Department from a single online application. The program offers access to an online searchable database, publishes the Oregon Business Guide and provides a number of online tools to support business, such as the Business Xpress one-stop business portal, License Directory and Business Wizard.	KPM 5	4	$ -		$ 3,044,970		$ -		$ 3,044,970	6	6.00			S	ORS 56, 58, 60, 92, 63, 65, 67, 68, 128, 554, 647 and 648	

Priority (ranked with highest priority first) Agcy	Prgm/Div	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)
10	ELT	SOS		**Contributions & Expenditures**	The Elections Division enforces laws related to public disclosure by political committees of campaign contributions and expenditures. The Division assists political candidates and committee treasurers and examines each campaign finance report filed by each committee. The Division makes campaign finance reports available to the public and investigates complaints alleging violation of campaign finance laws and rules.	KPM 8	4	$ 3,778,353	$ -	$ -		$ -		$ 3,778,353	9	9.00			S	Chapter 260	
11	CRP	SOS		**Corporation - Oversight and Compliance**	This Corporation activity provides direction, oversight, compliance of policies and laws, training, and leadership to all other Corporation division programs in support of its Key Performance and Statutory and legal requirements.		4	$ -		$ 4,178,449		$ -		$ 4,178,449	8	8.00					
12	ASD	SOS		**ISD - Application Development Support**	Application Development Support consists of business process analysis, system analysis, project management and vendor management, application sustainment and maintenance, and system verification and validation. This program also covers all aspects of the system development lifecycle from initialization, planning, execution, controlling, to closure; providing support of designing development; maintaining the final application, managing requirements and providing preliminary and recurring quality assurance; and developing standards and methodology to ensure a successful product.		4	$ 1,500,882		$ 5,782,618		$ -		$ 7,283,500	14	14.00					
13	ASD	SOS		**ISD - Testing and Quality Assurance**	This program addresses all elements of ensuring in-house/custom built applications are tested for quality prior to release. This area includes; developing test cases; automating test scripts and supporting software for compliance with multiple web browsers; web security analysis and testing analysis; reviewing, validating, and reporting test results; evaluating user interactions; and conducting usability studies and presenting findings and recommendations in a plan that drives future design improvements.		4	$ 12,047		$ 1,565,187		$ -		$ 1,577,234	3	3.00					
14	ASD	SOS		**ISD - Project Management Office**	The Project Management Office program focuses on being the center of excellence for project-related governance processes, methodologies, tools, and techniques. In addition, the PMO coordinates project resources; develops best practices and standards; supports an agency prioritized project portfolio; mentors and coaches project managers; centralizes monitoring and project control; and centralizes project operations. The PMO provides assurance to senior management that projects are compliant to standards and procedures and acts as a formal and structured governance body.		4	$ 20,078		$ 2,740,763		$ -		$ 2,760,841	5	5.00					
15	ASD	SOS		**Procurement & Contracts Office**	Performs all levels of procurement activity (formal & informal solicitations) and contract administration, mail room functions for the agency, and facility management.		4	$ 166,387		$ 2,358,812		$ -		$ 2,525,199	6	6.50					

Priority (ranked with highest priority first)		Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)
Agcy	Prgm/Div																			
16	ASD	SOS	**ISD - Admin Oversight & Strategic Planning**	This program is responsible for budget preparation for the Division including controlling and managing a consistent budget process for technology resources. This includes development of a strategic plan defining how technology will be used in support of agency business needs; working with Management Council, DAS OSCIO Division and the legislature; coordinating, administrating, maintaining, and monitoring vendor and supplier services and contracts; oversight of service level agreements with agency divisions; coordinating, administrating, maintaining, and monitoring technology standards; and keeping standards in alignment with business goals.		4	$ 531,108		$ 2,451,380		$ -		$ 2,982,488	3	3.00					
17	ASD	SOS	**Financial Services & Operations**	Provides accounting, financial reporting, fixed asset management, budget development and execution, cash management services, payroll, mail room functions for the agency, and facility management.		4	$ 379,958		$ 3,437,395		$ -		$ 3,817,353	10	9.50					
18	ASD	SOS	**ISD - Web Services**	This program consists of planning, organizing, and implementing the Agency's web presence, including information architecture; user interface design; usability and search engine optimization; informational graphics and dynamic content; ensuring all design elements, templates and finished solutions meet identified usable accessibility standards within multiple screen settings along with the constraints set by development and design; and monitoring performance of web elements through automated analytic tools.		4	$ 133,581		$ 873,109		$ -		$ 1,006,690	2	2.00					
19	ELT	SOS	**Voters' Pamphlet**	Elections Division mission is to interpret, apply and enforce election laws, rovide elections information to the public, and maintain all documents related to elections.	KPM 9	4	$ 3,031,195		$ -		$ -		$ 3,031,195	0	0.00			S	Chapter 251	
20	ASD	SOS	**HRD**	Human Resources Division provides advice and assistance in the interpetation and application of State and Federal laws and policies and Secretary of State policies and procedures. We maintain a complete and confidential personnel record system and monitor human resource management activities in the agency.	KPM 9	4	$ 196,883		$ 2,440,961		$ -		$ 2,637,844	5	5.00					

Priority (ranked with highest priority first)		Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)
Agcy	Prgm/ Div																			
21	AUD	SOS	Municipal	There are about 1800 municipalities in Oregon and all are required to annuallly submit financial reports to the Oregon Audits Division. The report depends on the amount of expenditures incurred by the municipality. About 1200 municipalities expend over $500,000 and are required to submit a financial audit report to the Division. The Division reviews a sample of reports, either via desk review or site visits at CPA firms, filed each year for compliance with administrative rules and professional standards.	KPM 3 & 4	4	$ -		$ 896,345		$ -		$ 896,345	2	2.00			S	ORS 297.415	The Division must review the audits for compliance with rules and professional guidelines. Currently, about 1800 municipalities file reports with the division of which about 1200 are audit reports.
22	ARC	SOS	Administrative Rules Section	Administrative Rules provides a statewide centralized filing of all State Agency Administrative Rules. The unit publishes and maintains the online Oregon Administrative Rules Compilation and Database.	KPM 1 & 9	4	$ -		$ 934,270		$ -		$ 934,270	2	2.00			S	ORS183.325-183.370	
23	ARC	SOS	State Records Center	The State Records Center serves state agencies by providing low-cost, high-density storage for inactive records. The unit provides access to records as the agency that stored them requires. They also store 230,000 rolls of security microfilm for state agencies and political subdivisions.	KPM 1 & 9	4	$ -		$ 1,802,444		$ -		$ 1,802,444	1	3.00			S		
24	ELT	SOS	HAVA OCVR	HAVA OCVR	KPM 9	4	$ 1,126,852		$ 1,405,116		$ 5,182,599		$ 7,714,567	2	2.00					
25	CRP	SOS	Corporation - Business Support Team	The Corporation Division administers the state's state-wide lien filing programs, including filings for Uniform Commercial Code financing statements, Farm Product liens, Agricultural Services liens, Grain Producers liens, Effective Financing Statements, and IRS, Revenue, and Employment tax liens. The primary purpose of filing is to create a public notice of records of debt to establish priority of claim for the secured party in the event of a bankruptcy by the debtor. This reduces risk for creditors, which helps to open access to credit for small business. A searchable database is accessible over the internet.

The Corporation Division administers the state's Notary Public program. The primary purpose is to commission and regulate the activities of the state's Notaries. The program investigates complaints of Notary misconduct, provides free training to Notaries, publishes the Oregon Notary Guide, and authenticates notarizations used in international adoptions and commerce.

The Corporation Division operates a customer service call center as part of the Business Registration information Center to support businesses and prospective entrepreneurs starting and growing their business in Oregon. | KPM 6, 7, & 9 | 4 | $ - | | $ 8,836,989 | | $ - | | $ 8,836,989 | 22 | 22.00 | | | S | ORS 56, 79, 80, 87 & 194 | |
| 26 | CRP | SOS | Office of Business Assistance | The Office of Small Business Assistance was authorized by House Bill 3459 (2013) to serve as an independent voice for small business' within state government by solving problems with state regulators and cut through red-tape. | | 4 | $ - | | $ 2,394,411 | | $ - | | $ 2,394,411 | 5 | 5.00 | | | S | ORS 56 | |

Priority Agcy	Prgm/Div	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)
27	ARC	SOS	Security Depository	Storage of microfilm for state and local government entities	KPM 1 & 9	4	$ -		$ 287,719	$ -			$ 287,719	1	0.50			S	ORS192.070-192.072	
28	ARC	SOS	Oregon Blue Book	The Oregon Blue Book is compiled, published and sold/distributed by the Archives Division.	KPM 1 & 9	4	$ -		$ 182,031	$ -			$ 182,031					S	ORS177.120	
29	ASD	SOS	Exec Office	The Executive Office coordinates policy development, strategic planning and legislative initiatives for the seven divisions of the agency and performs those duties not directly associated with those divisions. In addition staff serves as liaison with the State Land Board.		4	$ 347,607		$ 5,930,641	$ -			$ 6,278,248	12	11.50					
30	ASD	SOS	HRD	Package 100 - HR Position True-Up		4	$ -		$ -	$ -			$ -							
31	ASD	SOS	ISD	Package 101 - ISD Position True-Up		4	$ -		$ 55,778	$ -			$ 55,778							
32	ARC	SOS	Archives Division	Package 102 - Archives Position True-Up		4	$ -		$ 47,031	$ -			$ 47,031							
33	CRP	SOS	Corporation Division	Package 103 - Corporation Position True-Up		4	$ -		$ 84,162	$ -			$ 84,162							
34	ELT	SOS	Elections Division	Package 104 - Translation Advisory Council		4	$ 641,542		$ -	$ -			$ 641,542	1	1.00					
35	ELT	SOS	Elections Division	Package 105 - Elections Position True-Up		4	$ 968,362		$ -	$ (598,626)			$ 369,736	1	1.00					
36	ELT	SOS	Elections-Campaign Finance Reform	Package 081 - May 2024 Emergency Board			$ 2,255,481		$ -	$ -			$ 2,255,481	7	7.00					
37	ASD	SOS	ISD - Campaign Finance Reform	Package 081 - May 2024 Emergency Board			$ 3,399,921		$ -	$ -			$ 3,399,921	9	9.00					
38	ASD	SOS	HRD - Campaign Finance Reform	Package 081 - May 2024 Emergency Board			$ 337,469		$ -	$ -			$ 337,469	1	1.00					
							$ 26,664,311.00		$ 93,497,226		$ 4,603,973		$ 124,765,510	242	241.50					

7. Primary Purpose Program/Activity Exists
1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

19. Legal Requirement Code
C Constitutional
D Debt Service
FM Federal - Mandatory
FO Federal - Optional (once you choose to participate, certain requirements exist)
S Statutory

Prioritize each program activity for the Agency as a whole

Document criteria used to prioritize activities:

The Secretary of State is a statewide elected constitutional office under Oregon Constitution Article VI section 2, serving as Auditor of Public Accounts, custodian of Legislative and statewide Executive public records, and Chief Elections Officer. The Secretary oversees the functions of seven program Divisions. The Secretary of State's office provides stewardship of public resources by: facilitating access to government records and information; ensuring that public dollars are well-spent; offering registration services to businesses and consumers; safeguarding the democratic process; and overseeing state lands for the Common School Fund. The Secretary of State meets all of the constitutional and statutory responsibilities of the office while delivering high quality customer service at the lowest possible cost.

Agency program activities were prioritized on constitutional, federal and state statutes; services to citizens; and services provided to customers of the seven program divisions in the Secretary of State.

Attachment F- KPM's

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.
9	Staff Diversity - Employment of Women, People of Color, and Persons with Disabilities as a percentage of the SOS workforce.
10	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.

- red
- green
- yellow
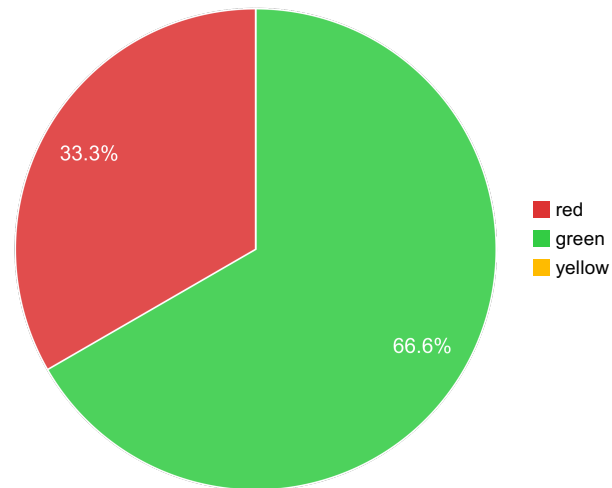
Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	66.67%	0%	33.33%

| 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
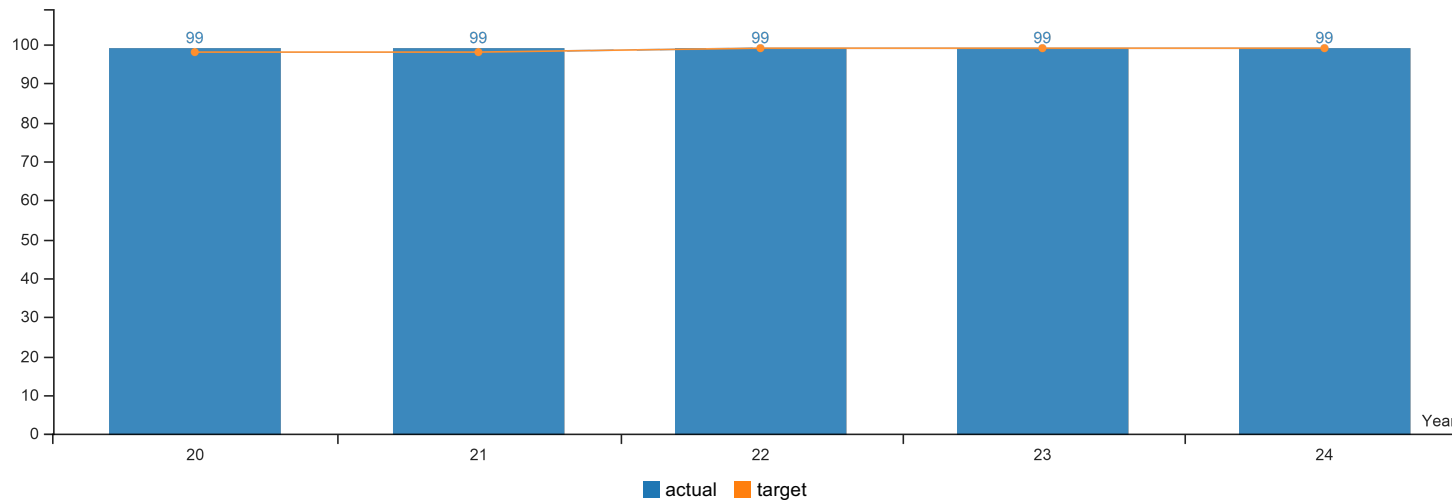
Report Year	2020	2021	2022	2023	2024
Public Information Access- Improve access to public information					
Actual	99%	99%	99%	99%	99%
Target	98%	98%	99%	99%	99%

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
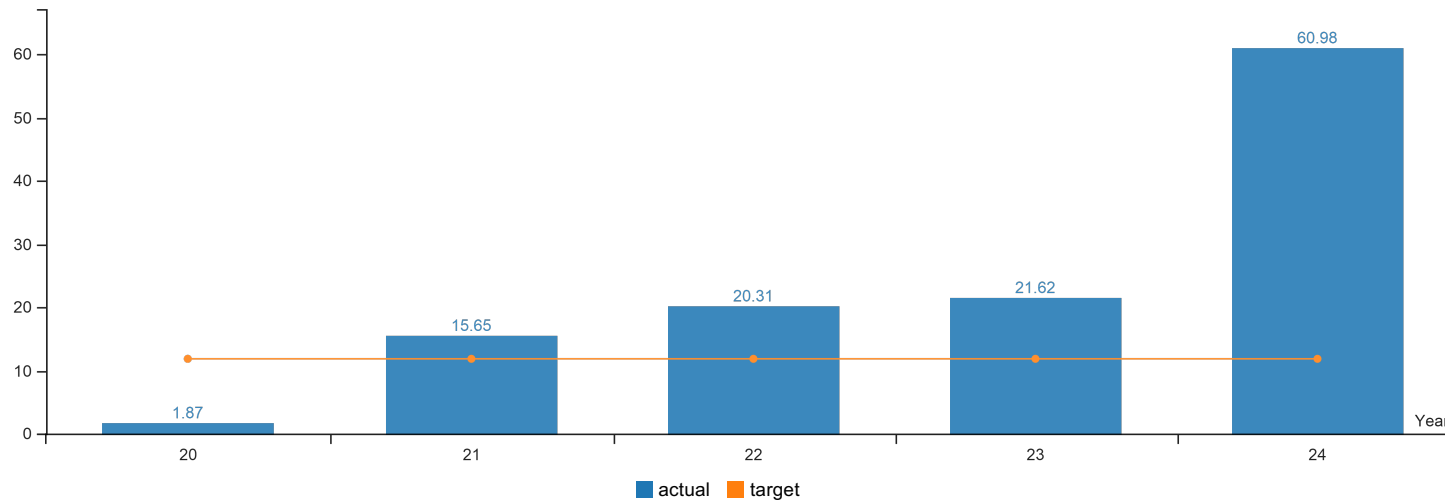
Report Year	2020	2021	2022	2023	2024
DOLLAR SAVINGS PER DOLLAR SPENT- Dollar savings per dollar spent on economy and efficiency					
Actual	$1.87	$15.65	$20.31	$21.62	$60.98
Target	$12.00	$12.00	$12.00	$12.00	$12.00

How Are We Doing

Since 1999 when the tracking of this measure began, we have consistently identified more in revenue enhancements, savings, and questioned costs than our performance audits have cost. The cumulative amount identified has been $1.81 billion with a return on investment of $23.65. In fiscal year 2024, we identified $430.0 million in fiscal impacts for a return on investment of $60.98 for every $1 spent.

Factors Affecting Results

Our results on this measure depend on how many audits we undertake that have the potential for identifiable and quantifiable revenue enhancements, savings, or questioned costs. Identifying fiscal impact is but one of the many benefits produced by our performance audit work. Valuable objectives such as evaluating how well state government is managing important issues or how effectively program services are being delivered do not always have a tie to dollar savings. For example, reports issued in fiscal year 2024 included a look at how the state could better support domestic violence victims, survivors, and advocates, as well as five key questions were explored about Oregon's extreme risk protection order. This work delivered important information to decision makers and the public but did not have specific cost savings to report.

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

* Upward Trend = positive result
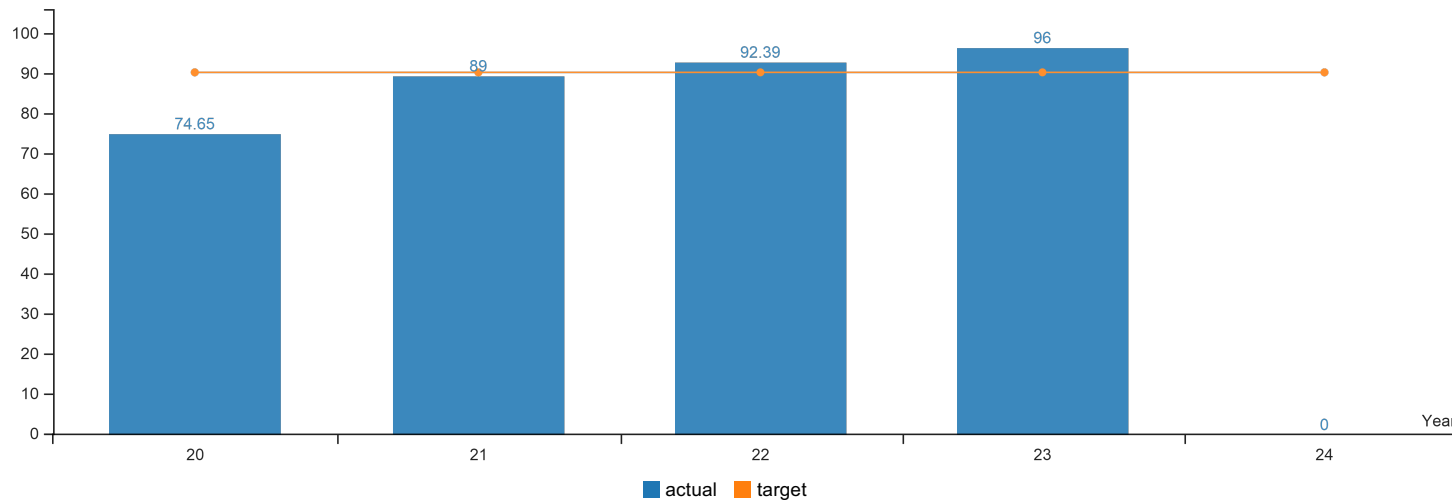
Report Year	2020	2021	2022	2023	2024
IMPLEMENTED RECOMMENDATIONS- Percentage of recommendations implemented					
Actual	74.65%	89%	92.39%	96%	
Target	90%	90%	90%	90%	90%

How Are We Doing

In fiscal year 2023, we issued 99 recommendations in our financial and performance audits. We followed up a year later and found 96% of our recommendations had some action taken to implement/resolve them with 44% reported to be fully implemented. There was one recommendation from this period that the agency declined to implement.

Factors Affecting Results

We simplified our methodology to track recommendations implemented. Even with the shortening of the reporting period that resulted from this change, we found an increase in action taken on our recommendations compared to our previous KPM reporting. Given more time, we expect agencies will continue to increase the number of fully implemented recommendations. Some of our audits include a review of prior audit recommendations, however if the recommendations were issued before fiscal year 2022, the implementation results are not captured here.

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

* Upward Trend = negative result
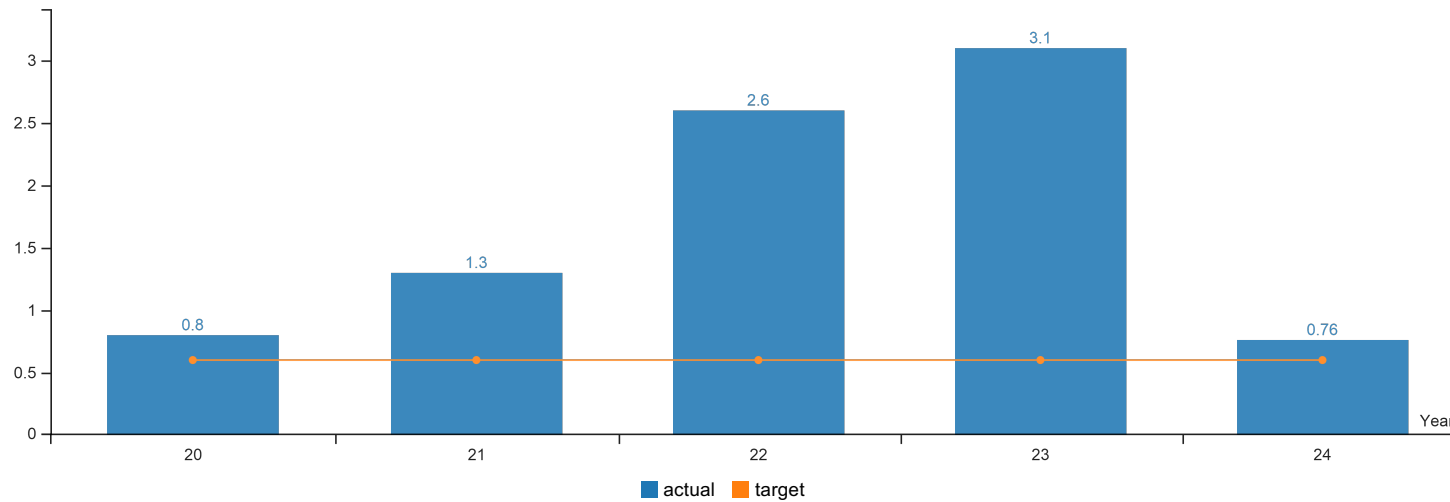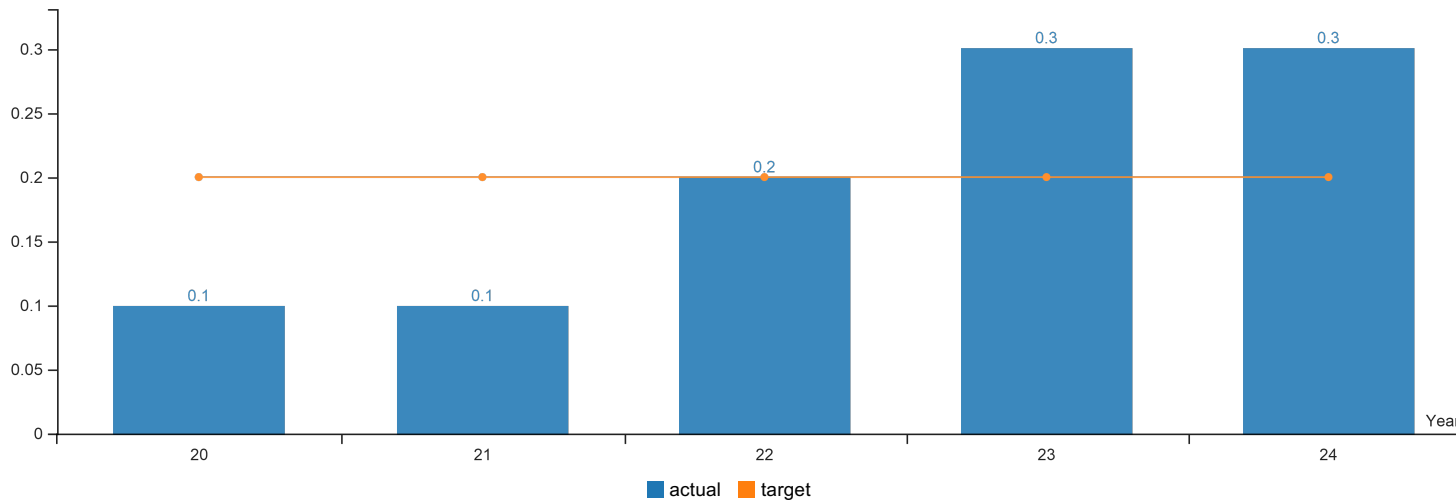

Report Year	2020	2021	2022	2023	2024
TIMELY DOCUMENT PROCESSING-CORPORATION DIVISION- Business Registration document processing turnaround time from receipt					
Actual	0.80	1.30	2.60	3.10	0.76
Target	0.60	0.60	0.60	0.60	0.60

How Are We Doing

Factors Affecting Results

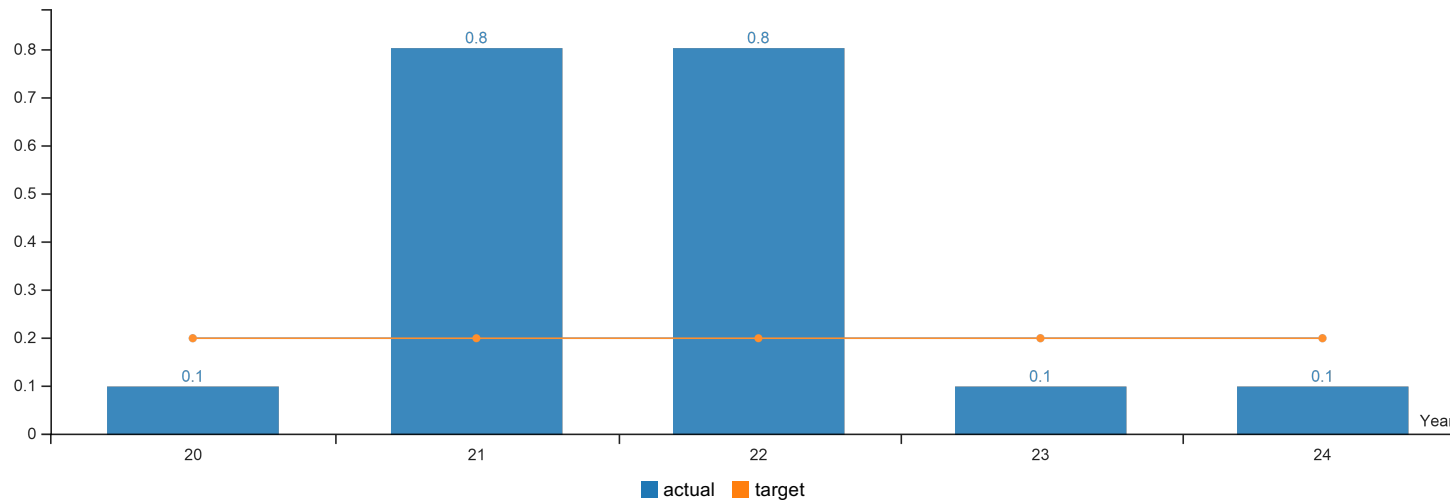| KPM #5	Notary - Document processing turnaround time from receipt.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result

Report Year	2020	2021	2022	2023	2024
TIMELY DOCUMENT PROCESSING- CORPORATION DIVISION- Notary Public document processing turnaround time from receipt					
Actual	0.10	0.10	0.20	0.30	0.30
Target	0.20	0.20	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

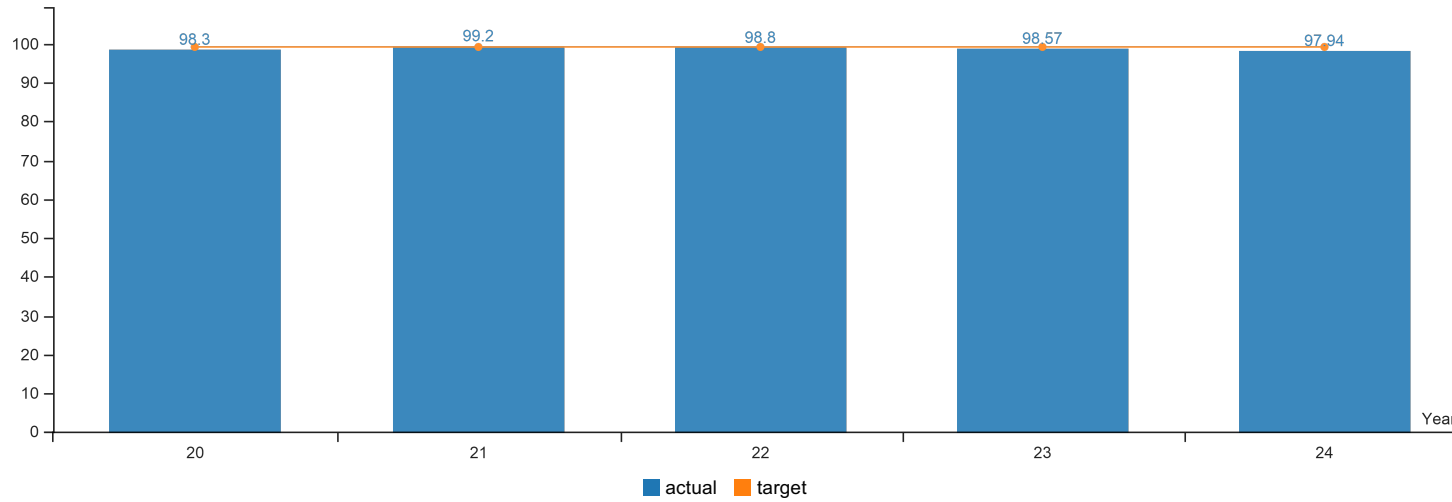| Report Year	2020	2021	2022	2023	2024
TIMELY DOCUMENT PROCESSING- CORPORATION DIVISION - Uniform Commercial Code document processing turnaround time from receipt					
Actual	0.10	0.80	0.80	0.10	0.10
Target	0.20	0.20	0.20	0.20	0.20

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	2020	2021	2022	2023	2024
Public Access to Campaign Finance Information					
Actual	98.30%	99.20%	98.80%	98.57%	97.94%
Target	99%	99%	99%	99%	99%

How Are We Doing

Factors Affecting Results

| KPM #9	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
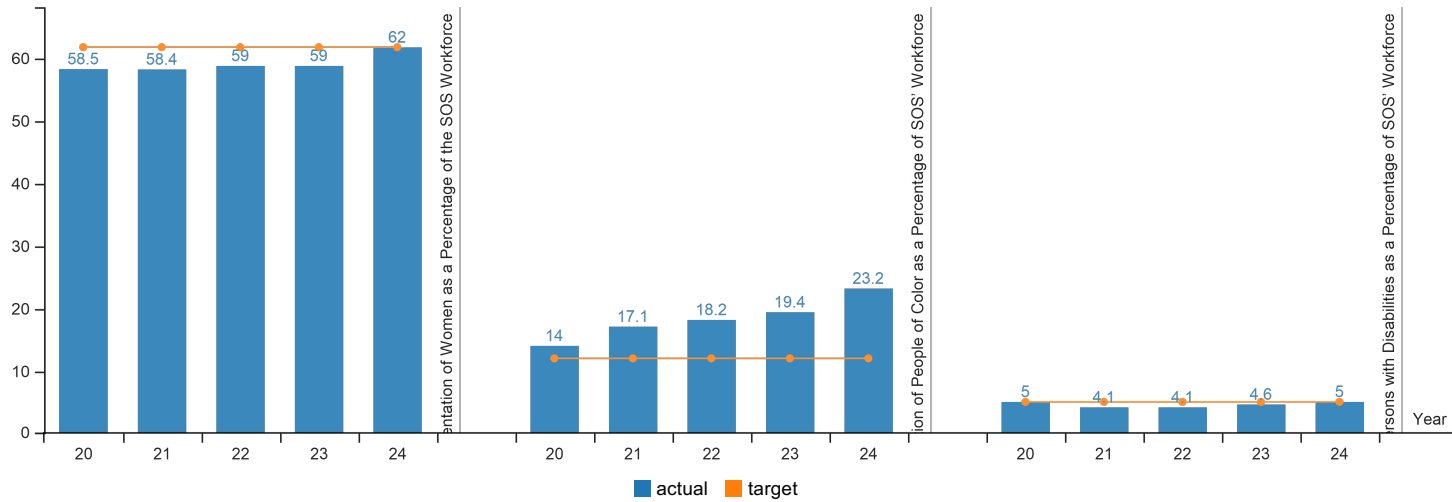
Report Year	2020	2021	2022	2023	2024
a. Representation of Women as a Percentage of the SOS Workforce					
Actual	58.50%	58.40%	59%	59%	62%
Target	62%	62%	62%	62%	62%
b. Representation of People of Color as a Percentage of SOS' Workforce					
Actual	14%	17.10%	18.20%	19.40%	23.20%
Target	12%	12%	12%	12%	12%
c. Representation of Persons with Disabilities as a Percentage of SOS' Workforce					
Actual	5%	4.10%	4.10%	4.60%	5%
Target	5%	5%	5%	5%	5%

How Are We Doing

Factors Affecting Results

KPM #10	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
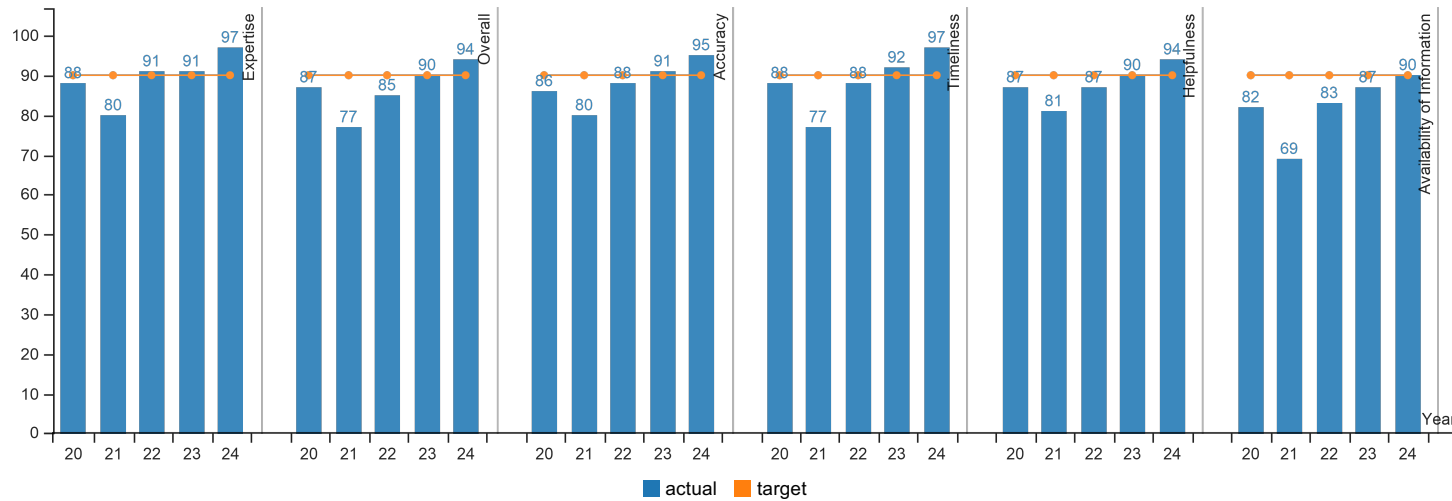
Report Year	2020	2021	2022	2023	2024
Expertise					
Actual	88%	80%	91%	91%	97%
Target	90%	90%	90%	90%	90%
Overall					
Actual	87%	77%	85%	90%	94%
Target	90%	90%	90%	90%	90%
Accuracy					
Actual	86%	80%	88%	91%	95%
Target	90%	90%	90%	90%	90%
Timeliness					
Actual	88%	77%	88%	92%	97%
Target	90%	90%	90%	90%	90%
Helpfulness					
Actual	87%	81%	87%	90%	94%
Target	90%	90%	90%	90%	90%
Availability of Information					
Actual	82%	69%	83%	87%	90%
Target	90%	90%	90%	90%	90%

How Are We Doing