

2025-27 Budget Overview

Oregon Secretary of State

Tobias Read | Oregon Secretary of State

Michael Kaplan | Deputy Secretary of State



Agency Mission & History

Our mission is to **build trust** between Oregonians and our state government while providing **public services that make a positive difference** in peoples' lives.

- Conducting fair, secure **elections**.
- Holding government accountable with **audits**.
- Registering **businesses**.
- Preserving the **history** of state government.

The Oregon Constitution created the role of Secretary of State in **1859**.

Agency Goals

1

Integrity

Nonpartisan operations, prioritizing Oregonians' needs

2

Accountability

Honesty, identifying and fixing shortfalls

3

Competence

Improving implementation, attention to detail

Division Overview

Archives

Division Director: Stephanie Clark

- Preserving Oregon's government records
- Facilitating public access to Oregon's history
- Publishing Oregon Administrative Rules
- Producing the Oregon Blue Book

By the Numbers

OTHER FUNDS
\$12.9 million

State Agency Assessment

24 FTE

Audits

Division Director: Steve Bergmann

- Protecting taxpayer dollars: Financial audits.
- Improving government function: Performance and IT audits.
- Running the Government Accountability Hotline.

By the Numbers

OTHER FUNDS

\$33 million

Direct Bill

State Agency Assessment

72 FTE

Corporation

Division Director: Eloisa Yarbrough

- Registering all businesses and non-profits.
- Commissioning notaries.
- Filing liens on personal property.
- Providing apostille services.
- Keeping record of state-level trademarks.
- Empowering entrepreneurs through the Office of Small Business Assistance.

By the Numbers

OTHER FUNDS

\$18.5 million

Business Registration Fees

Secured Transaction Fees

Notary Fees

Public Records and Certificates

41 FTE

Elections

Division Director: Dena Dawson

- Support local election officials in the conduct of federal, state, and local elections.
- Facilitate the ballot access process for state candidates and measures.
- Running the Campaign Finance and Candidate Filing System.
- Administer the Statewide Voter Registration System.
- Investigate election law and campaign finance violations.

By the Numbers

GENERAL FUND
\$19.6 million

OTHER FUND
\$1.4 million

FEDERAL FUNDS
\$4.6 million

General Fund
County Reimbursement
Federal HAVA Grant

35 FTE

Administrative

- Executive Office
- Business Services Division
- Human Resource Division
- Information Systems Division

By the Numbers

OTHER FUND
\$36.3 million

GENERAL FUND
\$8.8 million

SOS Division Assessments
General Fund

92 FTE

Changes by Biennium (2019 – 2025)

6-Year | 3 Biennia Review

2019-21

- Prepaid Ballot Postage
- Digital Record Projects

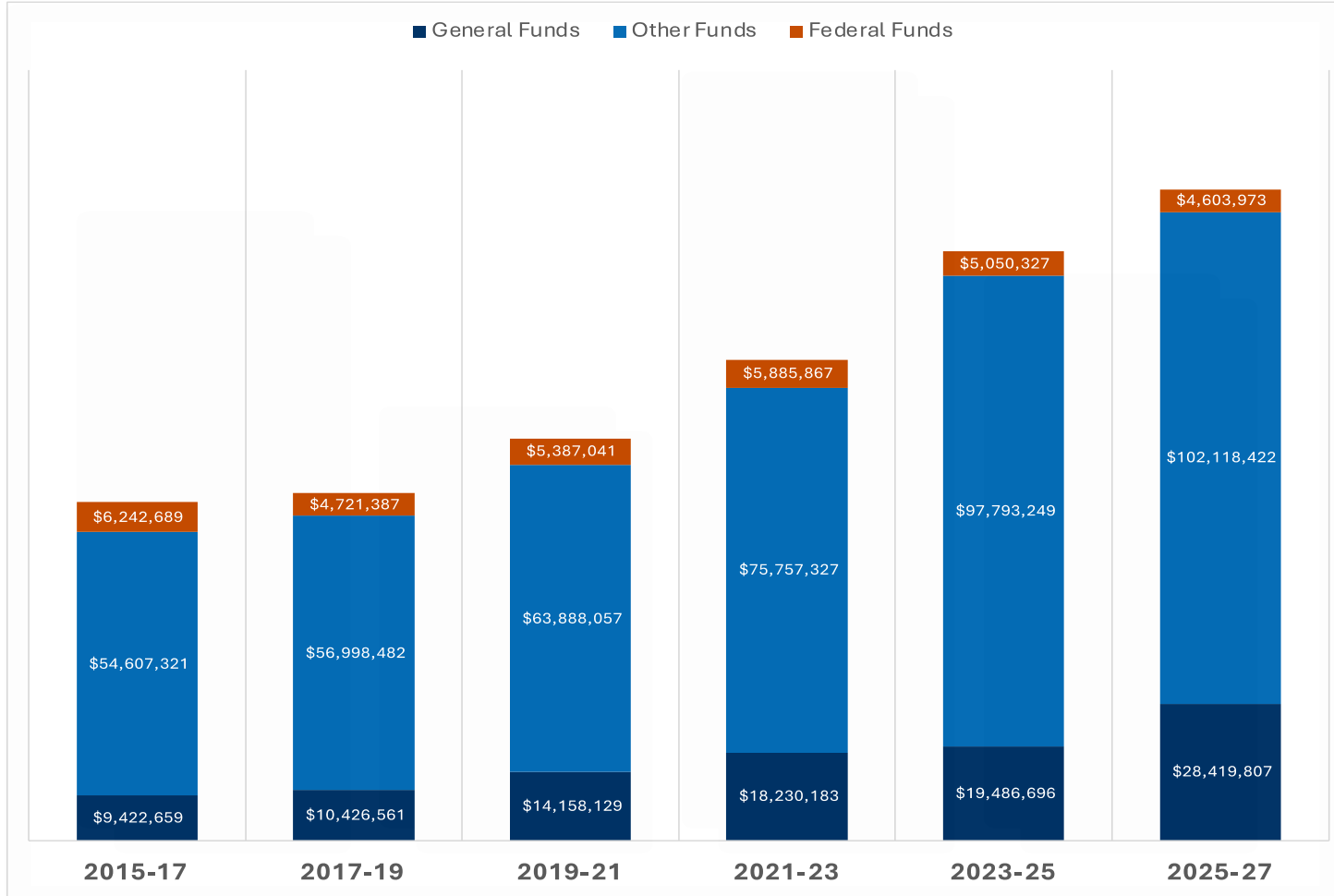
2021-23

- New Executive Leadership
- Equity work across divisions

2023-25

- IT modernization
- New Elections Position
- Implementation of HB 4024

Biennial Budget History



Performance Measures and Outcomes

- Track 9 KPMs spanning service speed, effectiveness, diversity, and satisfaction.
- 56% met or exceeded goals in 2023-24.
- Highlights: 99% electronic records access, \$61:1 audit ROI, 96% action taken on audit recommendation.

KPMs inform **resource allocation, service improvements, and accountability.**

KPM #	Title	Description	Target	Actual	Status
1	Electronic Access to Public Information	% of targeted records made available electronically.	99%	99%	Meeting
2	Audit Efficiency	\$ Savings per \$ spent on audits.	\$12.00	\$60.98	Exceeding
3	Audit Recommendation	% of recommendations implemented.	90%	96%	In Progress
4	Business Registration	Turnaround time for recipients. (Days)	0.60	0.76	Not Meeting
5	Notary Processing	Turnaround time for recipients. (Days)	0.20	0.30	Not Meeting
6	UCC Filing	Turnaround time from receipt. (Days)	0.20	0.10	Meeting
7	Campaign Finance	\$ of filings to be sufficient	99%	97.9%	Not Meeting
8	Election Investigations	% Investigations opened July-June that had a finding made within 120 days	N/A	N/A	In Review
9	Staff Diversity	Employment goals: % of Workforce Women People of Color Persons with Disabilities	62% 12% 5%	62% 23.2% 5%	Meeting
10	Customer Satisfaction	% of positive customer rating	90%	94%	Meeting

Key Performance Measures (KPMs)

Progress and Updates

- Over half of the agency's KPMs are currently meeting or exceeding targets.
- Actively addressing areas slightly below goal.
- Steady progress meeting the needs of serving the public.

Budget Drivers and Risks

Revenue Structure

76% of budget relies on Other Funds (fees).

Risks

- Market shifts can pose threat to revenue.
- Growing programs demand increased workload.
- Demand on IT resources
- Leadership instability.
- Develop organizational resilience.

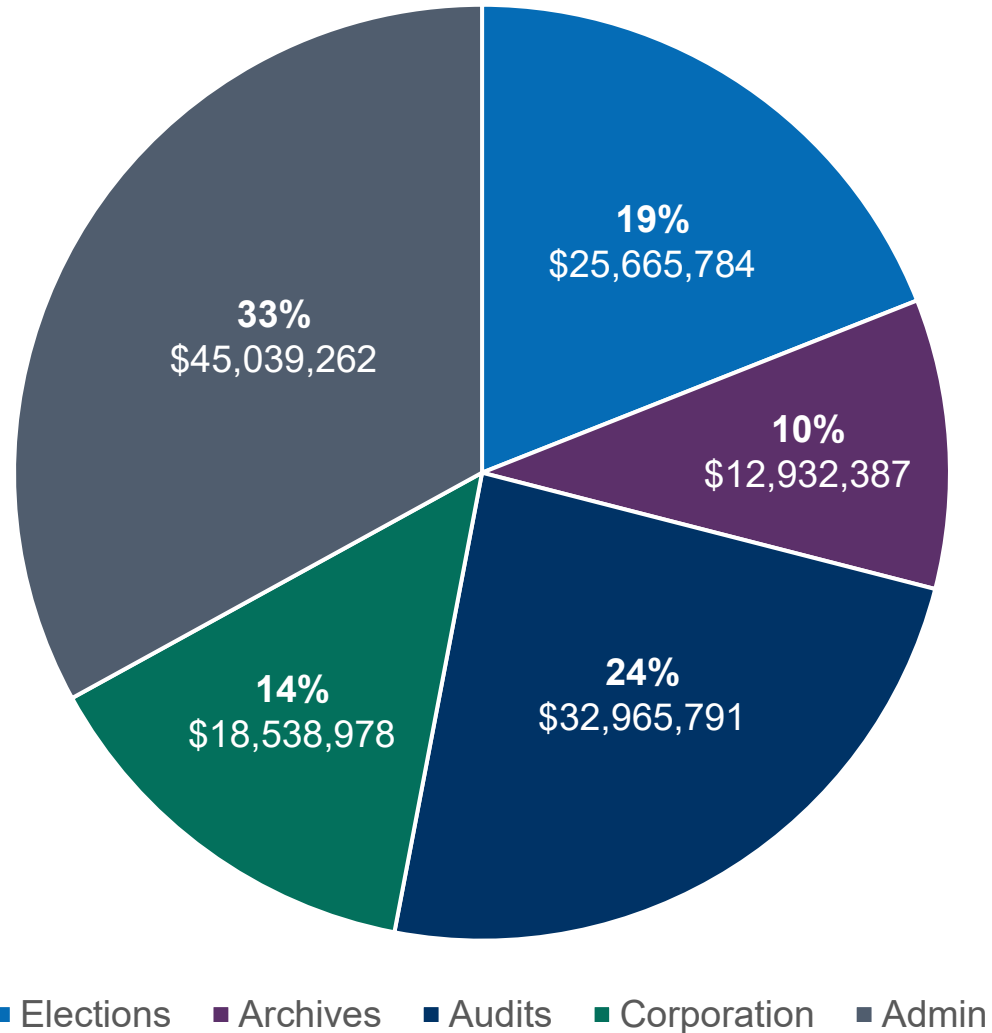
Unresolved Issues from 2023-25

- Technology Implementation Timeline
- Compliance and Oversight Capacity
- Audit Recommendation Follow-Through

Key Challenges

- Elections Division Modernization, Compliance and Oversight
- Physical Space Available
- Corporation Division Customer Calls
- Continue Information Systems Modernization
- Organizational Structure

2025 – 27 Agency Request Budget by Division



2025-27 Agency Request Budget Summary

Total Requested Budget

- \$135M in total funds
 - 21% General Funds.
 - 76% Other Funds (e.g. business registration fees).
 - 3% Federal Funds (e.g. HAVA).

The request supports 264 FTE and maintains essential programs across all divisions.

Budget Summary

	2023-25 Leg. Approved	2025-27 ARB	\$ Change 2025-27 vs. 2023-25 Leg. Approved
General Fund	\$19,486,696	\$28,419,807	\$8,933,111
Other Funds	\$97,793,249	\$102,118,422	\$4,325,172
Federal Funds	\$5,050,327	\$4,603,973	(\$446,354)
Total Funds	\$122,330,272	\$135,142,201	\$12,811,929
Positions	247	263	16
FTE	245.75	263.00	17.25

Key Policy Option Packages (POPs) Submitted

- **Position True Up**
 - Package 100: Reclassification
 - Package 102: Reclassification
 - Package 103: Reclassification
 - \$186,971 Other Fund

Key Policy Option Packages (POPs) Submitted

- **Package 104: Translation Advisory Council**
 - Continuation of one limited duration Program Analyst
 - Reclass Administrative Specialist to Program Analyst
 - Voter pamphlet translation
 - \$641,542 General Fund

Key Policy Option Packages (POPs) Submitted

- **Package 105: Elections**
 - New Limited Duration Policy Analyst
 - Reclass Positions
 - Shift 2 positions to General Fund
 - \$968,362 General Fund
 - Decrease Federal Funds (\$598,626)

Key Policy Option Packages (POPs) Submitted

- **Voter Pamphlet Funding**
 - Address longstanding funding deficits for producing state voter pamphlets
 - \$710,000 General Fund

Key Policy Option Packages (POPs) Submitted

- **Election Worker Safety**
 - Provide election threat monitoring for the Secretary staff and county election officials
 - \$600,000 General Fund

Key Policy Option Packages (POPs) Submitted

- **Cybersecurity**
 - Infrastructure enhancements
 - Endpoint alerts and reporting
 - Improved monitoring
 - \$500,000 General Fund

Key Policy Option Packages (POPs) Submitted

- **Secretary of State Governance**
 - Permanent Internal Audit position
 - \$374,000

Fee Structure & Revenue Overview

The Agency Request Budget includes **no new fees** and **no changes** to existing fee rates.

Current Fee Examples:

- Business Registration: \$100
- Notary Applications: \$40
- Uniform Commercial Code (UCC) Filings: \$20

Fee-based programs continue to generate Other Funds revenue.

The Corporation Division is projected to collect a significant surplus – estimated to transfer **\$85.5M to the state General Fund in 2025-27.**

Legislative Considerations

1 The 2025-27 Agency Request Budget **does not** rely on new legislation to proceed.

2 **Notable 2025 Legislation**

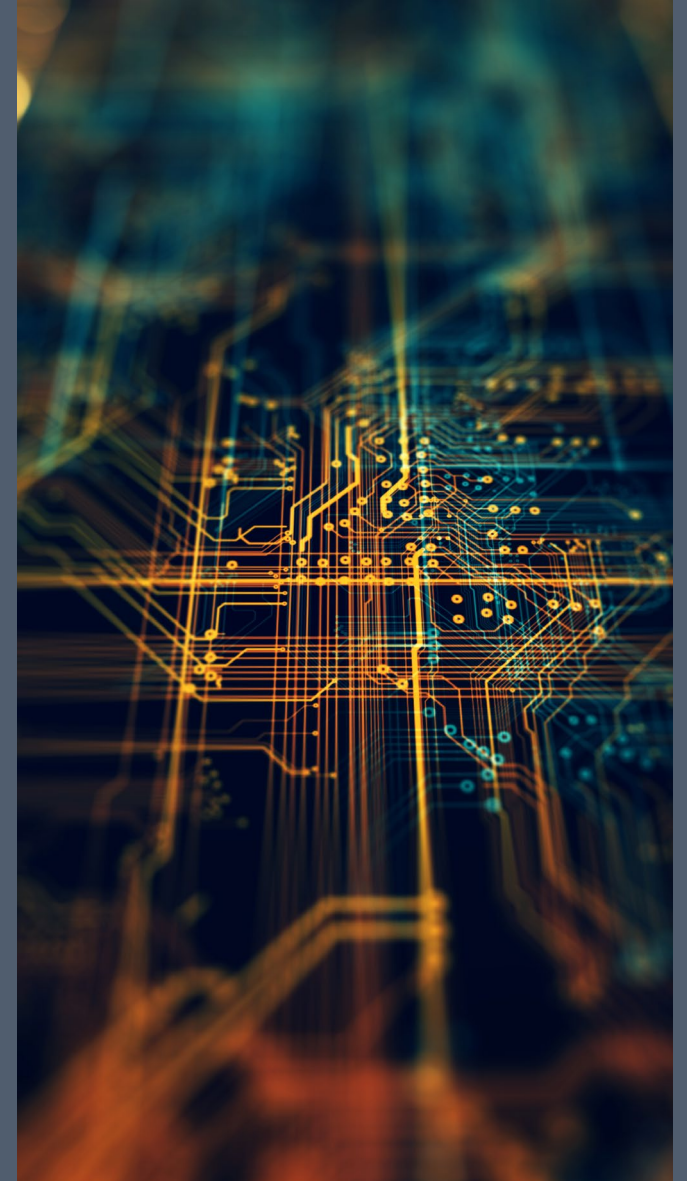
- ✓ HB 3392 (2025) – Technical Fix to Campaign Finance Reform



Information Technology Projects

Modernizing Systems and Improving Access

- Replacing systems across divisions:
 - Business Registration
 - Campaign Finance
 - Records Management
 - Municipal filings
- Cybersecurity Enhancements



10% Reduction Scenario

No Reductions Proposed in 2025-27 Budget

Division	Proposed Budget	10% Reduction	Adjusted Budget
Admin.	\$45,039,262	\$4,124,609	\$40,914,653
Audits	\$32,965,791	\$3,296,579	\$29,669,212
Elections	\$25,665,784	\$2,241,902	\$23,423,882
Corporation	\$18,538,978	\$1,845,482	\$16,693,496
Archives	\$12,932,387	\$1,286,536	\$11,645,851

1

A 10% General Fund Reduction would total \$2.8M.

2

Elections and Administrative divisions would be most impacted by GF reduction.

3

Reduce service quality and delay critical advancements.

Efficiency, Savings & Service Improvements

Doing More with Status Quo



Digital Transformation – Corporation
Division Form Digitalization



Expanded use of Oregon Records
Management Solutions



Digitalization of fragile historical
materials

Final Thoughts

We will be responsive.

Ricardo Lujan Valerio

Deputy Chief of Staff – Government Relations

(503) 779 – 5451 | ricardo.lujanvalerio@sos.oregon.gov



Thank you!

