



Secretary of State

*2013-15 Joint Committee on
Ways and Means
Budget Presentation*

Our Presentation

- Agency overview
- Overview of each division's budget request
 - Description of core business functions
 - Key Performance Measures
 - Focus on strategic initiatives
- Appendix
 - Attachment A—Annual Performance Progress Report
 - Attachment B—Program Prioritization
 - Attachment C—Agency New Hires
 - Attachment D—Proposed Legislation

Our Work

The Secretary of State is the keeper of Oregon's history, the auditor of public funds, the first stop for Oregon businesses and the state's chief elections officer.

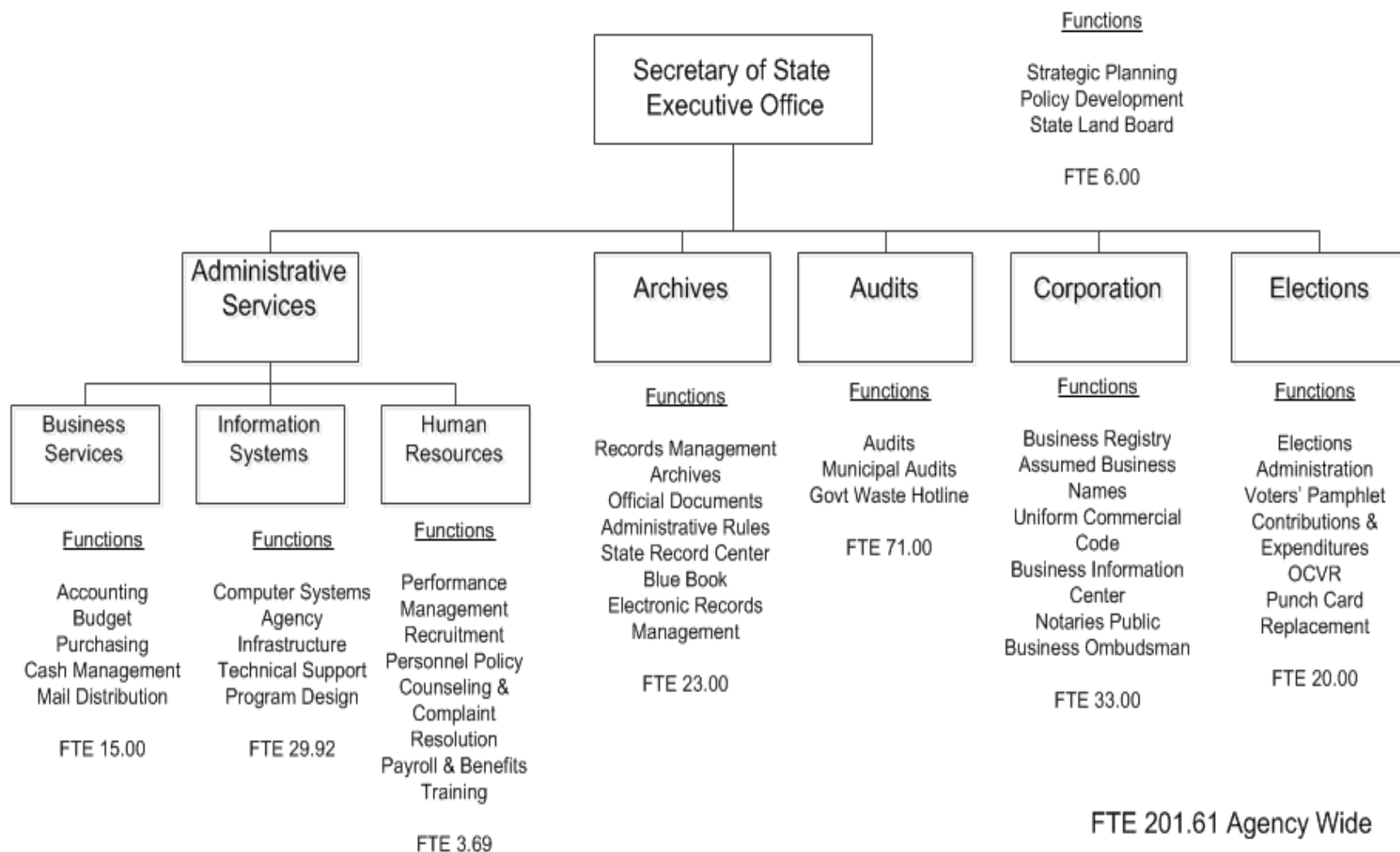
Our Strategic Initiatives

Engage Oregonians

Innovate for the Future

Deliver Results

OFFICE OF THE SECRETARY OF STATE
Organizational Chart
2013-15 Biennium



ENGAGE OREGONIANS -- INNOVATE FOR THE FUTURE -- DELIVER RESULTS

Secretary of State

	2013-15 GBB Revised	2013-15 GBB	2011-13 Leg. Approved	\$ Change 2013-15 Revised vs. 2011-13 Leg. Approved
General Fund	\$8,846,089	\$8,846,089	\$12,500,468	(\$3,654,379)
Other Funds	\$49,635,070	\$50,770,080	\$42,099,026	\$7,536,044
Federal Funds	\$7,715,111	\$7,715,111	\$7,559,402	\$155,709
Total Funds	\$66,196,270	\$67,331,280	\$62,158,896	\$4,037,374
Positions	203	206	196	7
FTE	201.61	204.37	195.19	6.42

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Budget Reductions 2009-11

2009 Legislative Session

- 12.2% Total Funds decrease (\$7.7 million) from 2007-09 Legislatively Adopted Budget
- 19.1% General Fund decrease (\$2.7 million) from 2007-09 Legislatively Adopted Budget
- 12 furlough days implemented for staff agency-wide
- Eliminated 4 positions (4.20 FTE), primarily from Corporation Division

May 2010 E-Board Action

- Increase in GF for one-time costs of Jan 2010 Special Election (\$2.0 million—\$1,987,826 was passed through to counties)

Secretary of State

Budget Reductions 2009-11, cont.

Voluntary General Fund “Allotment” Reductions

While these reductions were mandated for DAS agencies, Secretary of State participated voluntarily.

June 2010 Voluntary Reduction Impacts

(4.63% of General Fund—\$650,000)

- Work delayed on information technology projects
 - Central Business Registry
 - Notary Public System Upgrade and Enhancements
 - Business Wizard Modifications

September 2010 Voluntary Reduction Impacts

(3.02% of General Fund—\$412,372)

- Eliminated printing of Oregon Business Guide and began producing an electronic version only
- Reduced number of temporary employees for signature verification process
- Less funding available for continuing education and training of staff
- Reduced staffing in the Executive Office to provide policy research
- Substantially reduced Secretary’s travel budget

Secretary of State

Budget Reductions 2011-13

2011 Legislative Session

- 3.5 % Total Funds increase (\$2.0 million) from 2009-11 Legislatively Approved Budget
- 10.6% General Fund decrease (\$1.4 million) from 2009-11 Legislatively Approved Budget
- Up to 14 furlough days implemented for staff agency-wide
- Eliminated 2 positions (2.0 FTE), including one of two investigator positions in Elections Division
- Held positions vacant—including the other elections investigator—and made other one-time reductions to services and supplies

Secretary of State

Budget Reductions 2011-13, cont.

2012 Legislative Session

- 1.3% General Fund reduction (\$128,710) from 2011-13 Legislatively Adopted Budget
- Reorganized Information Systems Division, reclassifying a management position downward, resulting in \$94,331 GF savings
- Held positions vacant and made other one-time reductions to achieve remaining \$34,560 GF savings

May 2012 E-Board Action

- Increase in GF for one-time costs of Nov 2011 Special Primary Election and Jan 2012 Special General Election
(\$593,497 total—\$547,000 of which was passed through to counties)

Secretary of State

Budget Reductions 2011-13, cont.

Corporation Division special transfers to General Fund of \$5.2 M above and beyond forecast

- 2011 Legislative Session: \$4,700,000
- 2012 Legislative Session: \$500,000

Voluntary Compliance with HB 2020 (2011) and HB 4131 (2012)

The Secretary of State was exempted from HB 2020 and HB 4131; however, we continue to take voluntary steps to achieve the intent of the legislation.

- In Audits Division, we removed 26 State Auditors from management service, shifting them into non-management positions
- Reclassifications underway across other divisions, changing positions from management service to non-management wherever appropriate to achieve the staffing ratio target

Secretary of State

2013-15 Key Performance Measures

Number	Description
1	Electronic Access to Public Information—Percentage of targeted records made available electronically.
2	Audit Cost Savings—Dollar Value of Revenue Enhancements, savings or questioned costs in performance audit reports.
3	Audit Efficiency—Dollar savings per dollar spent on economy and efficiency audits.
4	Audit Recommendation Implementation—Percentage of audit recommendations implemented.
5	Business Registration—document processing turnaround time from receipt.
6	Notary—document processing turnaround time from receipt.
7	UCC—document processing turnaround time from receipt.
8	Petition Validity Rate—Percentage of assessed petition signatures that are validated. (We are requesting approval to remove this measure as a Key Performance Measure.)

Secretary of State

2013-15 Key Performance Measures

Number	Description
9	Campaign Finance Information—Percentage of committee filings determined to be sufficient.
10	Voter’s Pamphlet Satisfaction—Percent of customers who rate the Voter’s Pamphlet as useful or very useful. (We are requesting approval to remove this measure as a Key Performance Measure.)
11	Staff Diversity—Percent of women, people of color, and persons with disabilities as a percentage of SOS workforce.
12	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.
New	Campaign Finance Proposed Penalty Notices—Percentage of notices mailed within five months of a deficient transaction. (We are requesting approval of this new Key Performance Measure.)

Secretary of State

Notable Improvements for 2011-13

- **Corporation:** Business Xpress Portal
- **Elections:** Use of Tablet Technology for Disabled Voters & Online Voter Registration
- **Audits:** “System” Approach to Performance Auditing
- **Archives:** Oregon Records Management Solution
- **Administrative Services:** 17 employees across the agency certified as LEAN facilitators to push continuous improvement

Secretary of State

Major Challenges for 2013-15

- Rapid growth in demand for online service offerings and fast access to public information, such as election results
- Continuing need to increase and modernize voter registration
- Increasing requests for audits, particularly performance audits
- Archives nearing physical capacity for records storage
- Continued aging of public records in audio/video formats in need of conversion to more stable media

Audits Division

*Auditing to protect the public interest
and improve Oregon government*

Audits Division

2013-15 Governor's Balanced Budget

- Other Funds: \$18,183,958 and 71 FTE
- Charges to all state officers, departments, boards and commissions for a share of audit costs. (Except School Fund and Trust Funds)
- Based upon expenditures, revenues, cash and FTE
- Expect to generate \$22.8 million in total revenues
- Assessments to agencies are reduced if original estimates are too high.

Audits Division

- We conduct our audits in accordance with **Government Auditing Standards**, which are developed and used by the United States Government Accountability Office, the GAO.
- These standards require that we maintain **independence in our work**, that we exercise **professional judgment and care**, that we hire and train our **staff to be highly competent**, and that we **take steps to assure the quality of our work**.

Audits Division

Financial and IT Audits

Financial and Compliance Audits – 50% of our efforts

- Determine whether state agencies **properly prepared their financial records and statement**. FY2012 - 200 different accounts in detail, representing \$16.3 billion in revenues, \$16.5 billion in expenditures, \$16.6 billion in assets and \$7.7 billion in liabilities.
- Determine whether agencies **complied with applicable state and federal requirements**.
- **Mandated**, in order to receive federal funding, or by credit-rating agencies for state borrowing.

Information Technology Audits – 8%

- Determine whether the state's computer **systems adequately protect public funds and electronic information, and whether they operate as intended**. Recommendations are directed **at improving electronic information security, practices and procedures**.

Audits Division

Performance Audits

Performance Audits – 38%

- An **independent assessment** of the **performance and management** of a program
- Expanded the scope of our audits to **also identify ways that an agency can better achieve its mission** and objectives, through better management practices and procedures to increase efficiencies, generate savings, and produce better results.
- We **analyze performance and compare to best practices**, to show how it can improve. We guide agencies toward sustained improvements by using tools such as **performance measurement and performance management**.
- The Secretary of State wants us to **ensure we are auditing the issues that most need improvement**. We are constantly looking for **potential audit areas** and we accumulate many more than we could ever complete.

Audits Division

Other audit-related work – 4%

Municipal audit monitoring

- Help ensure that **local governments receive consistent, professional audit services from their contracted CPAs.**
- Establish **requirements for municipal audits** and **review private CPA audit reports** and selected working papers, **discuss issues with them.**
- **Mandated** by statute, and covers approximately 1,700 municipalities in Oregon.
- In contrast, **Washington State Auditor's Office conducts all the municipal financial audits** with about 300 staff.
- Recently issued a **financial condition review** of the 26 counties

Hotline Investigations

- Government Waste Hotline is **set in statute** as a way **for public employees and citizens to report fraud, waste or abuse in state programs.**
- **Investigate calls**, while providing confidentiality for the caller. We **issue reports** on problems we find, and an annual report summarizing the calls

Audits Division

New Budget Drivers

- New legislation passed last session requiring annual audits of the Oregon Travel Information Council caused a slight workload increase. One audit completed and next audit will soon begin.
- The Legislature also asked for annual financial audits of Cover Oregon, the health exchange under development, and biennial performance audits, starting in FY2014.

Audits Division

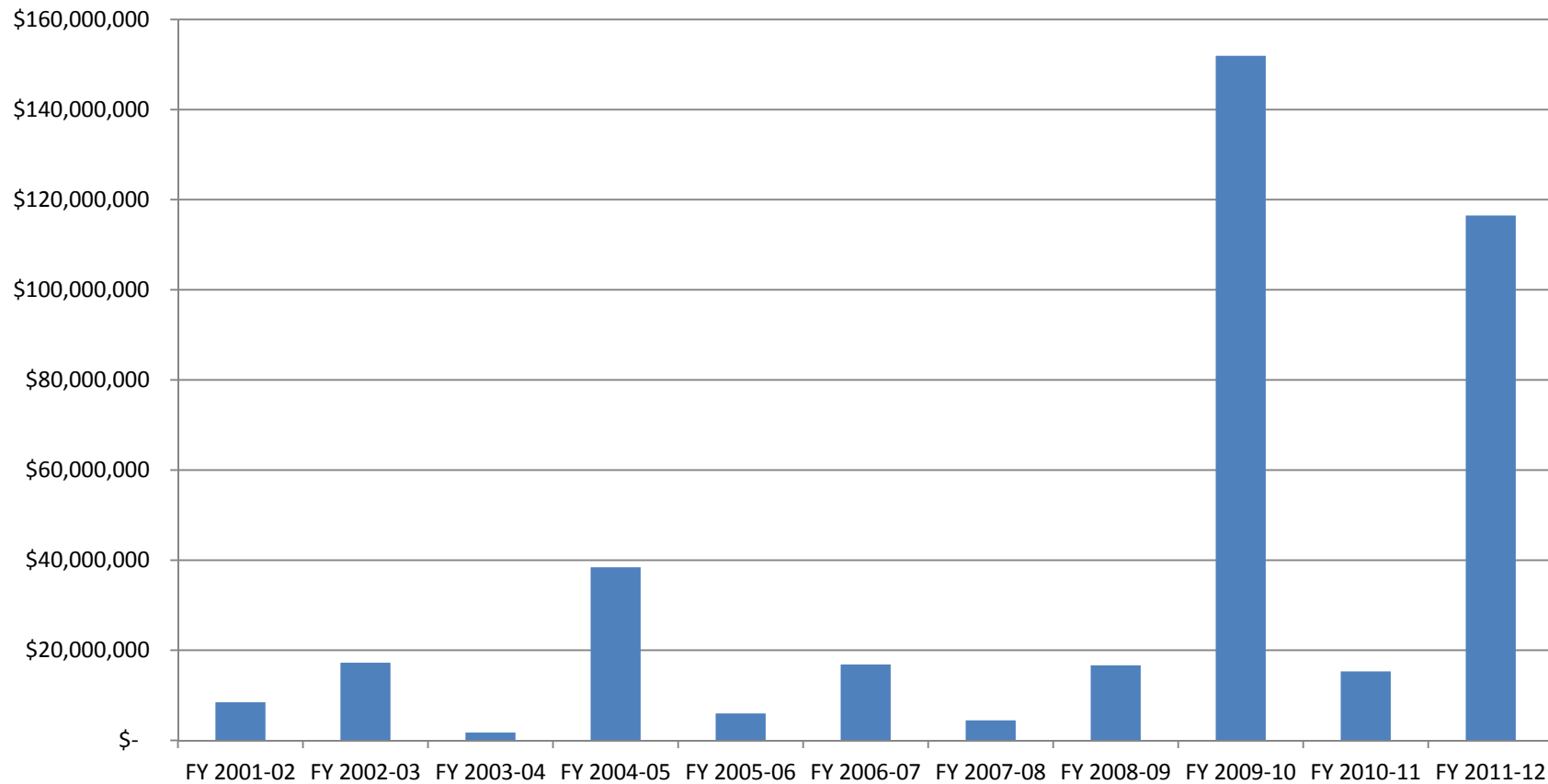
Budget Challenges

- Removing the Oregon University System as a state agency increases our budget challenge since we must direct bill it for our work upon completion. Estimating future audit costs for direct bill agencies is challenging as we are required to estimate billings up to 3 years in advance without knowing the audit need or topic.
- Financial audit costs are more predictable but performance and IT audit needs and costs fluctuate. This limits our responsiveness to emerging audit needs in these direct bill agencies if an audit is not already budgeted, or conversely requires us to commit our audit resources when it may not be as cost-effective as other audits.

Audits Division

KPM #2: Dollar impact of audits

Savings, Revenue Enhancements, or Questioned Costs

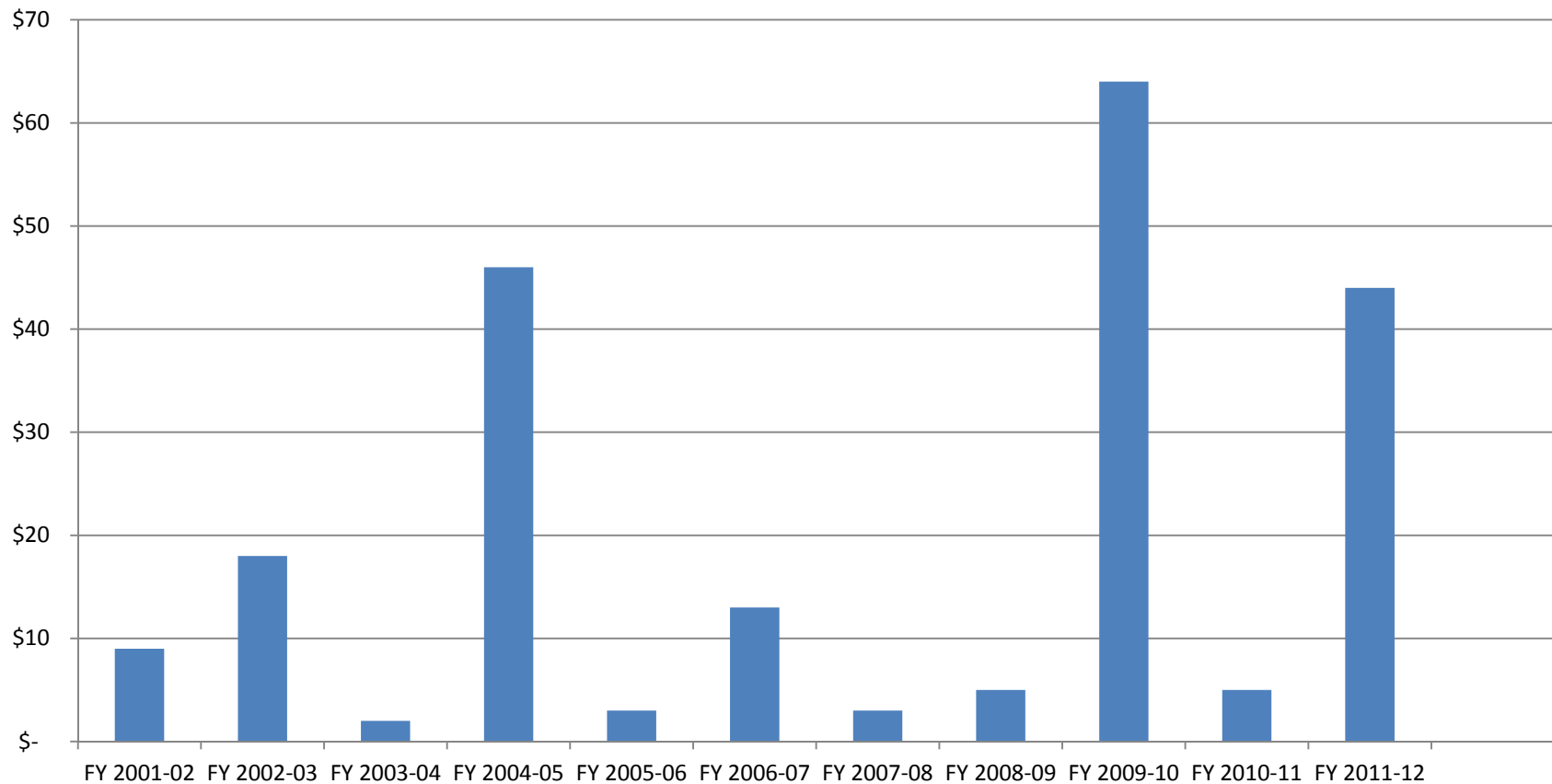


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Audits Division

KPM #3: Return on performance audit costs

Dollar Savings per Dollar Spent on Performance Audits

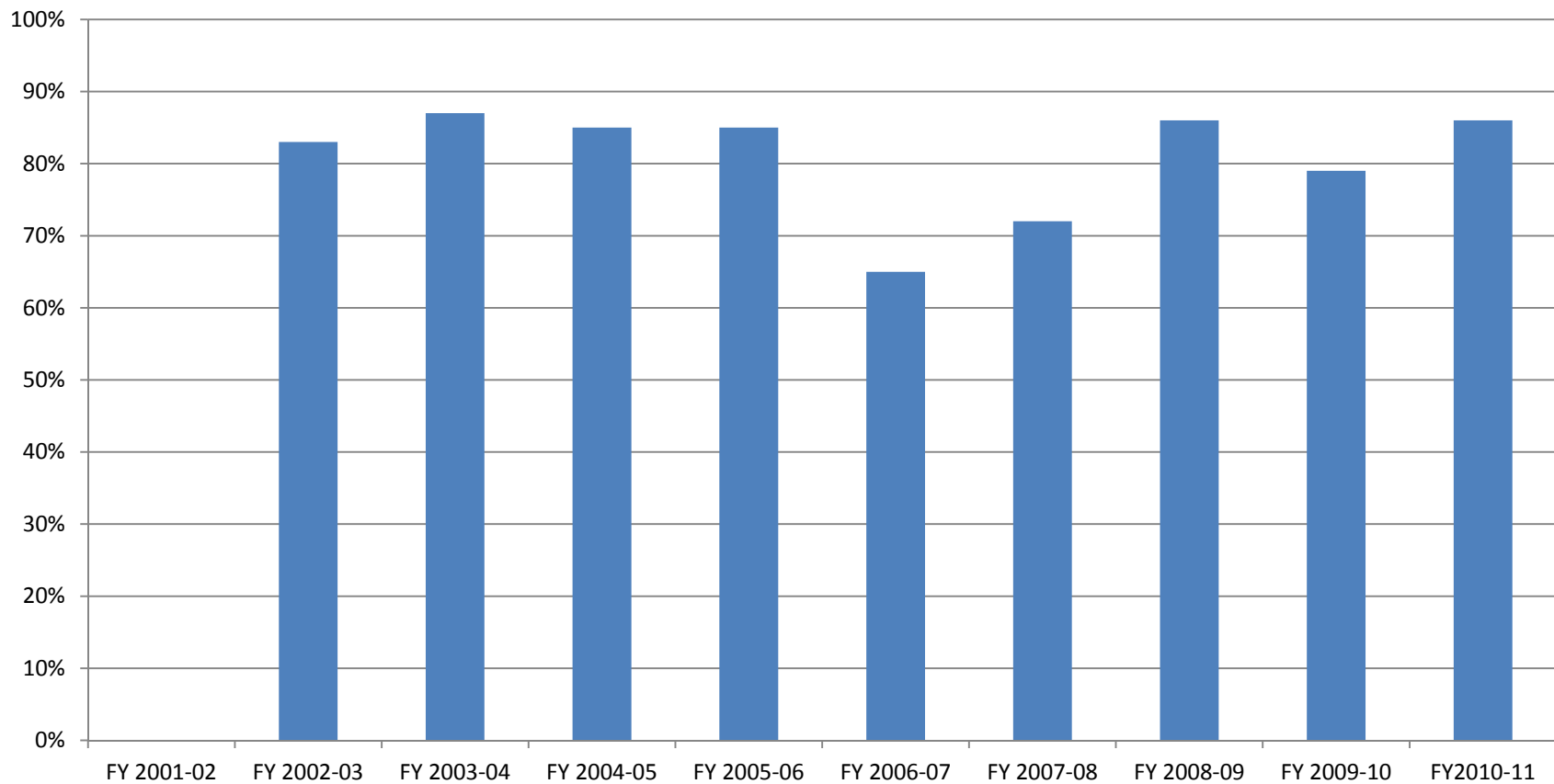


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Audits Division

KPM #4: % of recommendations implemented

Percent of Audit Recommendations Implemented



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Audits Division

Ways we are engaging Oregonians

- Auditing topics that matter most to Oregonians
- Increasing the breadth and depth to our audit reports
- Increasing our promotion of the Government Waste Hotline

Audits Division

Ways we are innovating for the future

- Using the most modern audit tools and methods
- Emphasizing performance management for long-term agency benefits
- Continuous streamlining of our audit processes
- Auditing across agencies and governments to improve results, reduce costs and improve oversight

Audits Division

Ways we are delivering results

- Auditing to improve services to Oregonians
- Auditing to better inform decision-makers and the public
- Responding efficiently, flexibly to financial auditing needs, such as ARRA funding
- Increasing our follow-up to report on agency efforts to implement our recommendations

Audits Division

Rethinking our efforts

- Attracting and retaining many high-performing bright professionals in the Audits Division, continuously seeking improvement.
- Examining what we audit and how we audit – to produce the greatest benefit for Oregonians.

Audits Division

Major Program Changes

- We expanded our audits to also identify ways that an agency can better achieve its mission and objectives.
- Our audits promote better management practices to increase efficiencies, generate savings, and produce better results.
- We use performance measurement and performance management to guide agencies toward sustained improvements.

Audits Division

Example: SB1149 Energy Surcharge

- School districts could have realized about \$40 million in additional energy and 70% utility cost savings by better using energy surcharge funds.
- Our analysis of 6,859 energy efficiency measures from 2002-2010 found that school districts did not consistently implement the most cost-effective measures or realize the greatest energy savings.
- We also identified \$800,000 in misallocated funds.

Audits Division

Child Protective Services

- In reviewing district practices, we found caseworkers struggle with high workload. In all of the districts we visited, Child Welfare caseworkers and other stakeholders noted the amount and quality of parent-child visits was rarely adequate.
- We recommend that better guidance on work priorities, assistance with administrative tasks, and performance evaluations could help caseworkers reunite more children with their families.

Audits Division

Increasing adults with GEDs

- About 340,000 adult Oregonians are without a high school diploma or equivalent. We found that current strategies do not sufficiently address the education needs of adults who have already dropped out of school, nor do they address the needs of those who may drop out in the future.
- Better sharing of student drop out information with community colleges, more marketing, and student support could help build a better Oregon workforce.

In FY13-15, with less resources than 25 years ago,

Audits Division FTEs in 1985-87: **75**

Audits Division FTEs in 2013-15: **71**

We will continue to conduct our work in compliance with audit standards while completing:

- All mandated financial audits on time
- Performance audits with timely information and greater impacts
- IT audits that focus on the most critical state needs and vulnerabilities
- Municipal reviews that consider financial condition
- Hotline investigations that stop government waste, fraud, and abuse

Archives Division

*The State's Information Manager and
Information Broker*

Archives Division

2013-15 Governor's Balanced Budget

- Other Funds: \$7,976,957

Note: Factors moving Archives out of GF (Pkg 121)

- Federal Funds: \$168,869
- 23 FTE

Archives Division

If 2013-15 policy packages are not approved:

- General Fund: \$3,617,922
- Other Funds: \$3,294,578
- Federal Funds: \$168,869
- 22 FTE

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
- Managing government information through records retention schedules to facilitate the prompt disposition of public records and by providing advice and assistance on records related issues
- Managing the Oregon Records Management Solution
- Creating standards for the appropriate use of technology to ensure that public records are accessible

Archives Division

The Archives Division manages and provides access to the state's information by (con't.):

- Operating the State Records Center and Security Copy Depository
- Accepting for filing, verifying, publishing and maintaining Administrative Rules
- Compiling and publishing the Oregon Blue Book
- Accepting for filing the state's Official Documents
- Administering the State Historical Records Advisory Board

Archives Programs

Reference Unit

- **Is the state's information broker. Provides access to the permanent records of Oregon's government and directs the public to the proper agency for more current records.**

- Customers include:

General public	Agencies
Attorneys	Genealogists
Students	Historians

- Records used include those from:

Legislature	State and Local Government Agencies
Elected Officials	

- Information is used to:

Determine Legislative Intent	Trace Family Histories
Market Oregon	Write or Illustrate Books
Help other states develop legislation first passed by Oregon (i.e. Forest Practices Act, Beach and Bottle Bills, Health Care, etc.)	

Archives Programs con't.

Reference Unit

- **Activities are driven by demand for services which is a result of customer need and awareness of available services. Reference creates demand by putting as much information about our holdings and services on the internet. Examples include:**

- Legislative Audio and Bill Tracings
- Early Oregonians Database
- Oregon Historical Records Index
- Web Drawer Application
- Exhibits
- Governor's Web Pages
- OR-Roots List Serv
- Social Media (Facebook and Twitter)

- **Archives stacks are nearing capacity (POP 123)**

***All of the Reference Unit's Services are designed to promote
Government Transparency***

Archives Programs con't.

Records Management Unit

Is the state's information manager. They do this by providing the approximately 3,000 government entities in Oregon with:

- Advice and assistance on a variety of records related issues
- Write and keep current retention schedules to ensure that the state and its political subdivisions are mitigating storage costs and legal risks by actively managing their information which in turn makes remaining records more accessible
- Standards development that relates to technology
- Web-based training applications and webinars on disaster preparedness, basic archives and records management principles and ORMS demos

Archives Programs con't.

Records Management Unit (con't.)

- **Instrumental in developing a statewide electronic records management system called the Oregon Records Management Solution (ORMS) available and affordable to all levels of government in Oregon**
- **Operates the State Records Center providing inexpensive storage and service of state agency records that have not met their authorized retention period**
 - 2 FTE service requests for 98,000 boxes with a 24-hour turnaround and a 100% accuracy rate. Facility is at capacity (POP 122)
- **Operates the Security Copy Depository**
 - 1 FTE provides storage for and manages 175,000 reels of microfilm in an environmentally secure vault for state and local government agencies

Archives Programs con't.

Publications Unit

- **Files, verifies and publishes Oregon's Administrative Rules**
- **Provides access to Administrative Rules and rulemaking activities by:**
 - Publishing online, the monthly Oregon Bulletin
 - Updating monthly, any changes, additions or deletions to an agency's administrative rules
 - Compiling annually, a compilation of Oregon's Administrative Rules
 - Providing access to the Administrative Orders
 - Providing advice, assistance and training to all agency rule coordinators
- **Compiles and publishes the Oregon Blue Book and keeps current the free, enhanced, online version**

Archives Division

Budget Drivers/Challenges

- Workload increases
 - **Oregon Records Management Solution (ORMS)** started with 3 agencies now have 14. Continues to generate interest not only from other state and local government agencies, but nationally and internationally as well. Staff must juggle regular records management work with ORMS implementation.
 - **Rulemaking activity** increased from 14,815 instances for 2009-11 to approx. 19,550 for 2011-13 biennium
- Upgrading technology
- Reductions to the General Fund - no budget for office supplies, training and travel
- Further reductions to the General Fund mean eliminating programs or vacating the Archives Building. Uniform rent costs makes up 30% of the Archives General Fund Appropriation.

Archives Division

Cost Control Actions

Oregon Records Management Solution (ORMS)

- Streamlined processes to manage electronic and paper records more efficiently
- Provides better access to agency information
 - Request for Secretary of State, Kate Brown's email - 80,000+ emails took 90 seconds to retrieve in ORMS
- Helps prepare for the long term storage of records in electronic form
- Helps agencies reduce server storage space needs by destroying electronic records once authorized retention have been met

Archives Division

Cost Control Actions Cont.

Reference Unit

- Networked copier/scanner allowing staff to scan and email results to requestors resulting in faster turn around times and reduced paper consumption nearly 75%
- Scanned records are put into ORMS making them more accessible to the public

Administrative Rules

- Our new online rules filing application has:
 - Eliminated the need for state agencies to hand-deliver or mail filings
 - Eliminated data entry by staff which was time consuming and increased the potential for errors
 - Reduced amount of paper used
 - Allowed agencies to use our database internally to prepare rules for filing

Archives 13-15 Packages

Package 121- Archives Assessment -\$3,781,879 OF

- This package would remove the Archives Division from the Central Government Service Charge and change its funding from GF to and FTE-based assessment on all agencies. The Archives Division would have a separate portion of the State Price List.

Package 122- Records Center Expansion – Request Budget Note

- The Archives Division’s State Records Center has been operating at or near capacity for the past 5 years. This package originally estimated at \$300,000 would expand the storage space of the current facility allowing more state agencies to store their inactive records in a secure and cost effective space until the authorized retention of the records has been met.

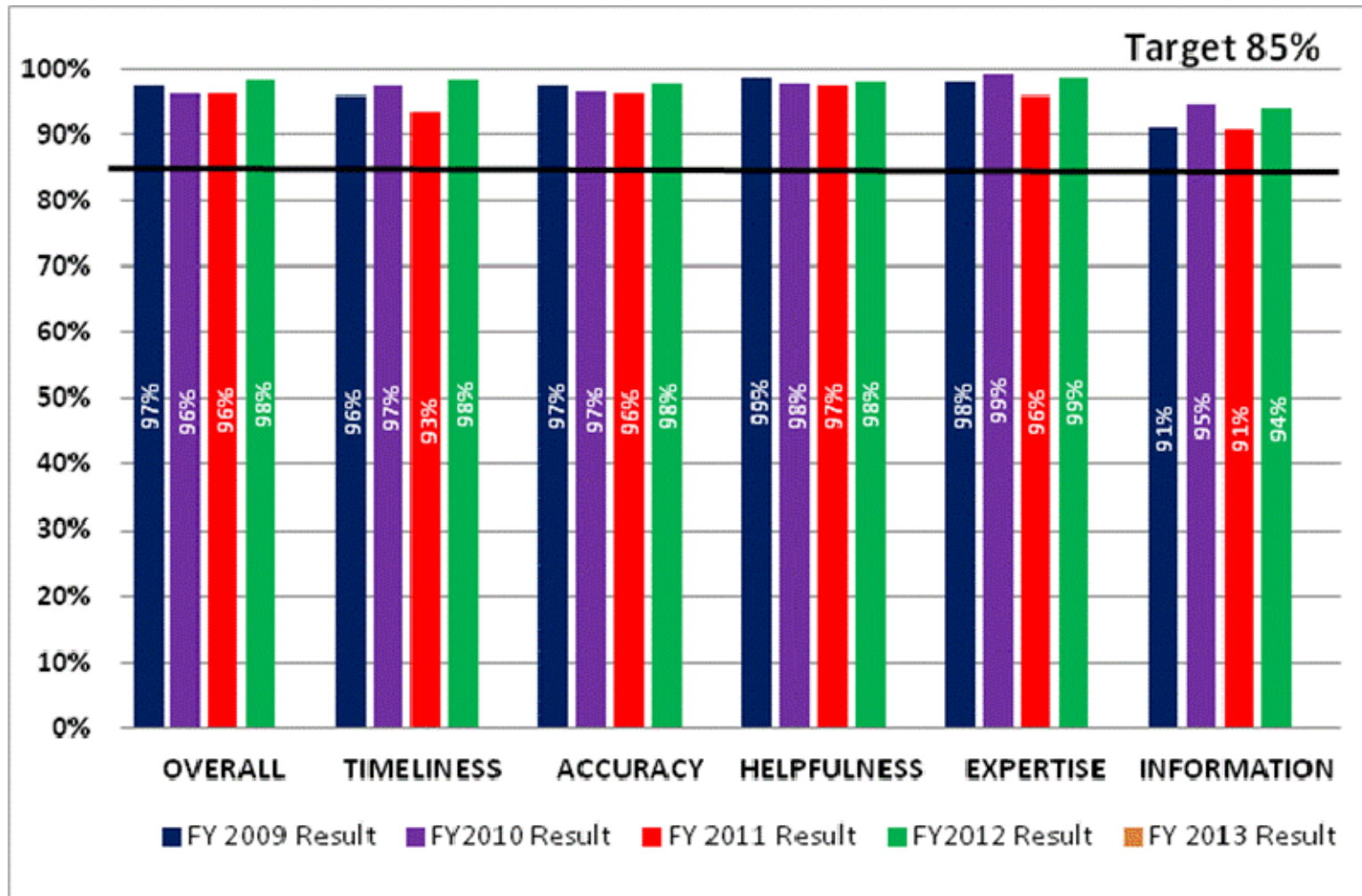
We are in current negotiations with the property owners and we have not finalized a final project plan and cost. We would like to request a budget note directing SoS to report back to the 2014 February Session for consideration and approval.

Package 123 – Archives Compact Shelving-\$1,000,000 OF

- The State Archives is nearing capacity. This package would expand the storage space of the current facility by switching out switching out standard shelving with compact shelving, eventually more than doubling the space for storing the State’s historical records. This project can be completed in multiple phases.

Archives Division

KPM #12 – Archives Customer Satisfaction Survey Results



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Archives Division

KPM #1: Electronic Access to public Information

2012 Statistics

- Total Number of Web pages (as of 2/01/2013) – 37,912
- Total Number of Web files and web pages (as of 2/01/2013) - 87,481
- Monthly Avg. Hits – (1/2011 – 1/2013) – 240,000 (176,500 unique page views)
- Survey Results of Web Information – 2012
 - 92% of respondents had used our Website; 8% had not – a 6% increase in use since 2010
 - Of the 92% using the website, 98% found the information to be helpful and easy to access and use; 2% were not satisfied with the information on our website
- Added Facebook and Twitter accounts in 2012 with Photo/Document of the Day

Archives Division

New ways we are engaging Oregonians

- Making more information about Oregon Government available on the Internet
 - ORMS
 - Exhibits
 - Training
- Taking advantage of Web 2.0 Technology
 - Twitter
 - Facebook
 - Web-based training
- New Ways to Use Deliver Administrative Rules and the Blue Book
 - QR Codes
 - Online, searchable database for Administrative Rules

Archives Division

New ways we are engaging Oregonians

Jim Furnish very interesting photo for sure! curious how you attached The Centennial to it--To me it looks a couple decades earlier than that...
November 22, 2012 at 7:27am · Unlike · x0 1

Mary Lou Hanske That really really IS cool!
November 22, 2012 at 7:47am via mobile · Unlike · x0 1

Laurel Tofflemire This looks like what at one time was a typical (before rail was widely available) mule "freight train". I think with 3 wagons it looks like an original working outfit not the ceremonial wagon train. 10 to 20 mules were used depending on the weight of the load. These look like Stockton or Studebaker built high sided wagons which served as freighters with the tool boxes on the front end gate and feed boxes behind instead of the Oregon Wagon Trail Conestoga. When hauling ore they were usually not covered but in Oregon the load may have been wheat. The "mule skinner" riding the "wheel mule" would control the entire team with one rein called a "jerk line".

The planes markings, striped rudder paint job (would have been red) and the emblem makes me think this is United States Army Air Forces circa late 1930s or early 40s.
November 22, 2012 at 9:06am · Edited · Unlike · x0 1

Brian Pierce Love the "buzz" job by the Boeing 247! Awesome transportation comparison shot!
November 22, 2012 at 9:07am · Edited · Unlike · x0 4

Write a comment...

Oregon State Archives's Photos in Timeline Photos

For this week's historic photos of the day I have decided to highlight portions of a very interesting murder case which I stumbled upon when I came across this photo. In addition to this photo I will be posting bits of testimony and images of items from the case. Be sure to tune in every day this week for another part of the story! The following description of the scene was found in the "Brief of Respondent" for Cheng Lem (one of the men accused in this shooting).

"On March 13, 1917, a young Chinese by name of William Eng was accompanied on Adams Avenue in LaGrande, Union county, by orth Chinese. The murder occurred about noon in front of the Federal Building occupied by the Post Office and the U.S. Land Office, and while a large number of people were in said street, many going home to their lunches. Besides killing their victim the gunmen also shot a woman by name of Celia George, breaking and splintering the ribs just above the ankle, and shot through the clothing of a high school girl who was in the street at the time.

In the excitement, confusion and terror created the murderers escaped, and ran across to the north side of the street and entered certain Chinese houses and there disappeared. A crowd collected, the sheriff, police and corner were called. The sheriff, deputies and police instituted a search for the murderers, and the corner look charge of the dead body, and had it removed to undertaking parlors. The body was recognized as being that of William Eng and the post mortem examination showed that he came to his death from the effects of two gunshot wounds, either of which was sufficient to have caused his death.

Write a comment...

Oregon State Archives's Photos in Timeline Photos

Oregon State Archives
January 8

Here's a drawing by Esthel Benner of a proposed new Oregon State Capitol. Soon after the earlier capitol was destroyed by fire in 1935, state officials began research for a replacement. The work eventually included comparing other state capitols and commissioning an architectural design competition. The Capitol Reconstruction Commission later replaced the Oregon State Planning Board as the central body responsible for planning the new state capitol. (Oregon State Planning Board Records, State Building Planning Records, State Capitol Group Reconstruction Correspondence, box 21, folder 11)

Add Location · Edit

Unlike · Comment · Share · Edit

Oregon State Archives, Michael Hatten, Jan Anderson, Jellen Schulz and 5 others like this.

1 share

Bill Hall Similar to the Capitol Huey long built in Louisiana, isn't it?
January 8 at 7:58am · Unlike · x0 3

Peter Finement definite 'deco' influence in her drawing...
January 8 at 8:39am · Unlike · x0 1

Oregon State Archives Bill Hall, It sure does look similar to the Louisiana Capitol which you can see on their website @ <http://www.nps.gov/hr/travel/louisiana/cap.htm>. Thanks for spotting that similarity and for commenting!

Write a comment...

Mark Hanson History detective amazing too bad you can't prosecute the after life
January 15 at 12:04pm via mobile · Unlike · x0 2

Jennifer Wymetalek loving the whole page and the story...!!
January 15 at 1:20pm · Unlike · x0 2

Oregon State Archives Mark Hanson, Hope, but it is interesting to re-examine the case materials and bring back a bit of history that has likely not been seen many times since it was placed in the vault. History Detective is a great show as a member at the Museum (I enjoy watching them both at home). It would be awesome if they came by the Oregon State Archives and did a piece on one of the cool records in our holdings. Until then, I will do my best to keep bringing these awesome bits of Oregon history to you all.!!
January 15 at 1:20pm · Unlike · x0 4

Troy Horvath My first instinct after reading Day 2, is that you will be introducing a new possible perp. My gut reaction is that none of the Chinese men did it. That said, I love looking forward to and seeing your posts and love your mystery story format!
January 15 at 1:30pm · Unlike · x0 1

Oregon State Archives Troy Horvath, Thank you for your comment and compliment! I thought this would be a great way to shake things up and bring a bit more complex bit of Oregon history to you all. Posting the story all came about when I stumbled across yesterday's photo... See How
I Gang war in La Grande.
Victim Identifies Gunmen - Two Bound Over at La Grande on Testimony of Chicanos... See How
By: The History of Today
January 15 at 2:12pm · Unlike · x0 2 · Remove Preview

Oregon State Archives Jennifer Wymetalek, Thank you for your feedback. It is awesome to hear that you are enjoying our Facebook page and our murder mystery! This really is a very interesting story

Write a comment...

Bullet extracted from chest of William Eng

Bullet extracted from lower leg of Mrs. Celia George (missing)

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Archives Division

New ways we are innovating for the future

- **Oregon Records Management Solution**
 - One system to be used by all creating economies of scale, savings from effectively managing information and providing better access to that information. Currently have 14 participating agencies
- **Web Drawer**
 - Ability to access information quickly
 - Making more Archives holdings accessible online and tying it to agency store for one stop shopping capability
- **Blue Book Development**
 - QR Codes
 - Blue Book Apps for Smartphones, Ipad, and Tablet
- **Further Streamlining Rulemaking Process**
 - Searchable database
 - Notifications service

Archives Division

New ways we are delivering results

- **Oregon Records Management Solution**
 - Retention and Disposition - Asset Classification
 - Access to public records
- **Reference Services**
 - WebDrawer
- **Web 2.0 Technology**
 - Training Applications - Communicating with our Patrons
- **Electronic Publications**
 - Apps for Administrative Rules and Blue Book

Archives Division

Major Program Changes

- **Records Management Focus**

- ORMS
- Government accountability
- Updating Public Records Definition
- Standards and Technology

- **Reference Focus**

- Engaging more Oregonians in their government
- Access to public records
- Western Oregon Class and Internships
- Government transparency and accountability

- **Publications Focus**

- Streamlining business processes for filing and noticing Administrative Rules
- Blue Book information distribution

ENGAGE OREGONIANS -- INNOVATE FOR THE FUTURE -- DELIVER RESULTS

In FY13-15, with less resources than 20 years ago,

Archives Division FTEs in 1991-93: **24**

Archives Division FTEs in 2013-15: **21.5**

We will continue to do our work in compliance with archives and records management standards while:

- Answering requests according to established standards
- Filing Official Documents within 24 hours of receipt
- Receiving and making accessible the permanently valuable records of Oregon in a timely manner
- Taking the Oregon Records Management Solution from a Pilot Project to full blown system for all government entities to use
- Keeping current retention schedules, standards and policies and procedures
- Ensuring publications are produced & posted according to set standards
- Updating the Oregon Blue Book every 2 years and keeping the online version current.
- Making more information accessible online and looking at new ways to deliver our products that are efficient and cost effective

Elections Division

*Ensuring Accurate, Secure, Efficient,
Transparent, and Accessible
Elections in Oregon*

Elections Division

2013-15 Governor's Balanced Budget

- General Fund: \$6,873,661
- Other Funds: \$128,052
- Federal Funds: \$7,546,242
- 20 FTE

Elections Division

- The Elections Division interprets, applies and enforces election laws, provides election information to the public, and maintains all documents related to elections.
- The Elections Division operates under the authority of the Oregon Constitution and ORS Chapters 246-260.
- The Division is also responsible for implementation in Oregon of federal election law, including the National Voter Registration Act (NVRA) and the Help America Vote Act (HAVA).

Elections Division

Key Activities

- Conduct of Elections
- Initiative & Referendum
- Campaign Finance Reporting
- Voter Registration
- Election Law Enforcement
- Candidate Services
- Training for Counties, Candidates, and Committees
- Statewide Voters' Pamphlet
- Election Information and Publications

Elections Division

Budget Drivers & Challenges

- The number of elections we have in a biennium;
- The number of candidates, the number of measures, and the number of arguments submitted regarding those measures;
 These variables have a significant impact on the size of the voter's pamphlet and the staff and resources;
- Lawsuits we are involved in. We are unable to control the number of times we are sued, or how long and costly some of those suits may be;

Elections Division

Budget Drivers & Challenges Cont.

- Response time to complaints of election law violations has suffered dramatically, our resources are strained making it difficult to meet our statutory obligations;
- We no longer have the resources to perform background checks on petition circulators.

We are introducing legislation this session to require chief petitioners to have the background checks performed to standards we set before they submit the petition circulators name for registration.

Elections Division

Budget Drivers & Challenges Cont.

Help America Vote Act (HAVA)

- With respect to funds received from the federal Help America Vote Act, we anticipate these funds will be exhausted in the first year of the 2015-17 biennium;
- Staff currently paid with these federal funds will need to transition to being paid out of general fund dollars to maintain our centralized voter registration database (OCVR).

Elections Division

Key Performance Measures

- KPM #8 Petition Validity
 - % of petition signatures that are validated.
 - Target for 2012 was 65%
 - Average validity rate for measures that qualified for the ballot was 66.31%
 - Average validity rate for measures that did not qualify for the ballot was 53.68%

We are requesting approval to remove this measure as a Key Performance Measure

Election Division

Key Performance Measures

- KPM #9 Campaign Finance Information
 - % of committee filings determined to be insufficient.
 - 1.1% of committee filings were deemed insufficient.
 - This is the base year.
- KPM #10 Voters Pamphlet Satisfaction
 - % who rate the VP as useful or very useful.

We are requesting approval to remove this measure as a Key Performance Measure.
- We are requesting approval of a new KPM:
% of campaign finance proposed penalty notices mailed within 5 months of the deficient transaction

Election Division

New ways we are engaging Oregonians

- Upgrading oregonvotes.gov
- Reaching out to each high school senior to encourage them to register to vote online
- Providing more online tools for voters to be able to gather personal election information.

Election Division

New ways we are innovating for the future

- Improvements to My Vote
 - Personalized voter pamphlet info
 - Personalized ballot facsimile
- Using technology to comply with federal “motor voter” law at DMV and social service agencies.
- Electronic filing of Voter Pamphlet Statements
- Modernizing Voter Registration

Election Division

New ways we are delivering results

- Utilizing tablet technology to serve voters with disabilities.
- Establishing a single ballot system that will serve vote by mail voters, military and overseas voters, and disabled voters, wherever they are in the world.
- National Voter Registration Day activities to register eligible Oregonians.

Corporation Division

Providing timely document processing services and convenient access to information about businesses, notaries, secured transactions, and government resources for a prosperous Oregon.

Corporation Division

2013-15 Governor's Balanced Budget

- Other Funds: \$8,116,201
 - 33 FTE
-
- User fees paid by business to register a business, file a secured transaction, commission a notary, or obtain public records and certificates
 - Expect to generate \$66.8 million in total revenues
 - Expect to transfer \$48.0 million to the state General Fund

Corporation Division

The Corporation Division's programs increase certainty in business transactions by providing information that enables commerce between strangers

- Business Information Center provides one-stop access to government services and requirements for business
- Business Registry provides essential business information to promote public trust for parties in contracts and commerce
- Notary preserves the integrity of an agreement and ensures the authenticity of a transaction
- Uniform Commercial Code reduces risk for creditors, allowing small business greater access to credit financing

Corporation Division

Business Information Center

- **Call Center** – answers from a real person
- Guide to **How to Start a Business in Oregon**
- **Employer's Guide for Doing Business in Oregon**
- **Business Wizard** – Online help for entrepreneurs
- **License Directory** – Information about 1,100 licenses, permits, and registrations
- **Business Xpress** – Oregon's new one-stop business portal to cut across agency silos

Corporation Division Business Xpress Business Portal

BUSINESS Xpress

Search

Registrations Permits & Licenses Employers Taxes Financing Relocate & Expand

Open for Business!

Come in We're OPEN

Business Xpress - Oregon's One Stop Business Portal
Whether you're just a startup or if you've been in business for a while, the Oregon.gov Business Xpress can help you get where you want to go.

- ▶ Minority Business Owners
- ▶ Women Business Owners
- ▶ Small Business Owners
- ▼ Veteran Business Owners
 - Center for Veterans Enterprise
 - National Veteran Owned Business Association
 - Office of Veterans Business Development - SBA
 - Oregon SBDC Veterans Business Management Program
 - VetBiz.gov
 - Veteran Fast Launch Initiative

[View more resources](#) >>>

Startup Toolkit

- Business Name Search
- File Your Business Online
- License, Permit & Registration Directory
- Start a Business Wizard
- Start a Business Guide
- Register my Business Name
- Health Insurance Basics for Small Employers
- Business Finance Widget
- Build Your Business Plan

Find out more about starting a business >

Am I Compliant?

- License, Permit & Registration Directory
- Health & Safety Requirements
- Workplace Health & Safety Posters
- Protecting Employees' Personal Information
- Small Business Ombudsman for Workers' Compensation
- Withholding Tax Compliance (tax tables, forms and laws)
- Poster Requirements for Employers

Find out more about staying compliant >

Contracting With Oregon

- Doing Business with Oregon (ORPIN)
- Department of Transportation Contracting
- Highway Construction Portal
- Guide to Doing Business with Oregon
- General Information Contracting with Oregon
- Oregon University Contracting Opportunities
- Contractor Guide to Registration

Find out more about working with Oregon >

Training & Events

- Oregon Employer Council Seminars & Events
- Trade Shows and Missions
- Occupational Safety & Health Training
- Employment Law Training Seminars
- Small Business Development Center
- Small Business Administration
- Business Oregon & Infrastructure Finance Authority Events

Find out more about training & events >

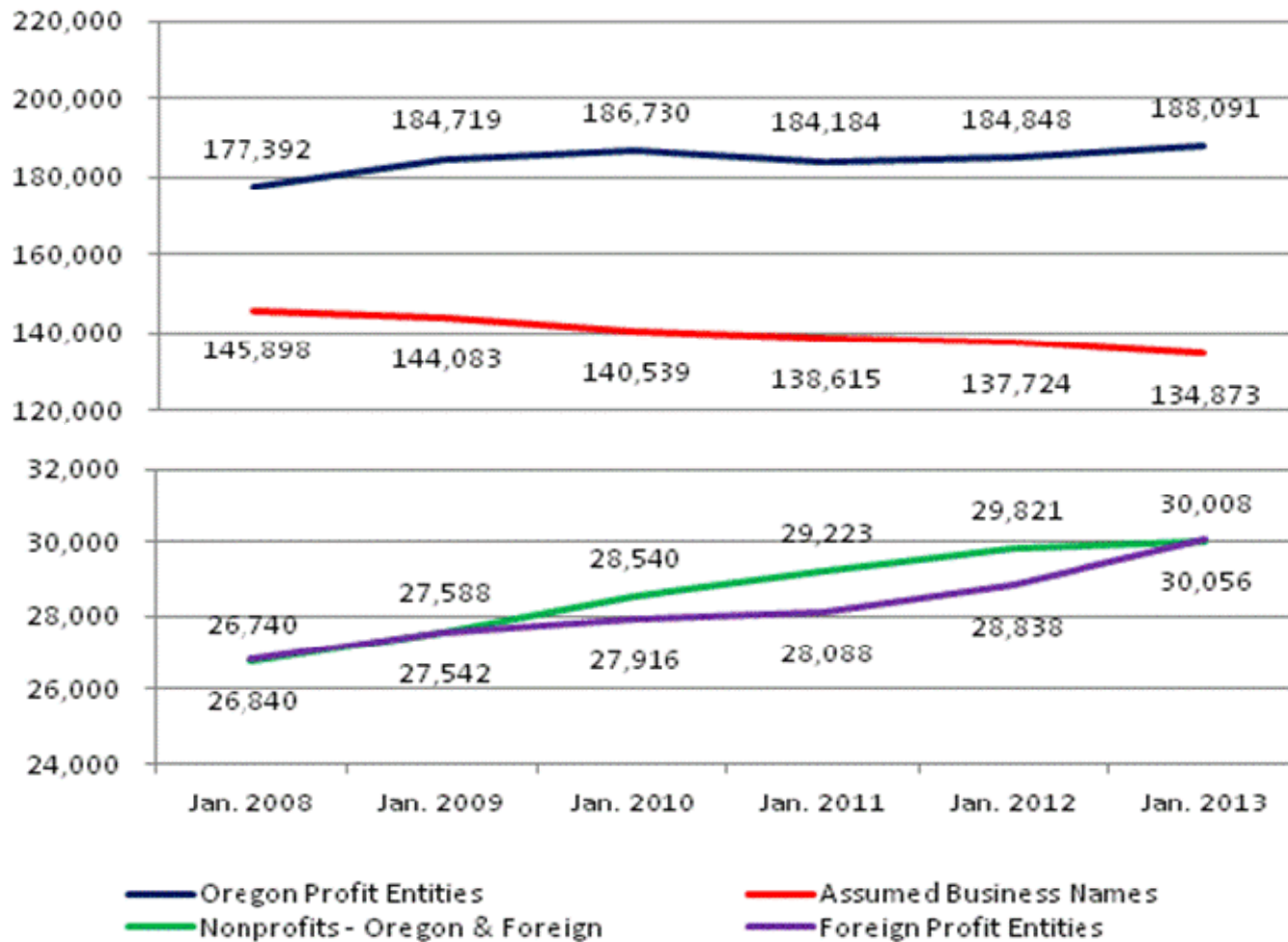
ENGAGE OREGONIANS -- INNOVATE FOR THE FUTURE -- DELIVER RESULTS

Corporation Division Business Registry

- Entrepreneurs register to help establish a business identity, pool resources as shareholders or partners, limit personal liability, gain access to credit and financing, have access to the courts to enforce and defend company interests, and comply with laws
- Provides essential business information to promote public trust for parties in contracts and commerce
- 380,000 active business registrations
- 29,000 business filings per month

Corporation Division

Active business registrations



ENGAGE OREGONIANS -- INNOVATE FOR THE FUTURE -- DELIVER RESULTS

Corporation Division

Central Business Registry - *today*



- Center for Digital Government award
- Oregon's vision of a "one-stop" shop for business
- Saves time for business (minutes vs. days or weeks)
- Improves data quality
- Share information across agency silos
- New assumed business name (dba), Oregon business corporation, nonprofit, LLC, foreign business corporation, annual reports with Secretary of State
- New employer registration and updates at Revenue, Employment

Corporation Division

Central Business Registry – *coming soon*





- Improved user interface to simplify customer workflow
- Address validation to reduce mailing errors
- Foreign language presentation capability
- Customer email notice opt-in for renewals
- Electronic notification of registration changes
- City of Portland business license registration

Corporation Division

Notary Public

- A Notary detects and deters fraud by serving as an impartial witness to a legal proceeding
- Makes sure the person signing a document knows what is being signed, understands the action being taken, and is the person whose signature is on the document
- We authenticate documents for international use
- We educate and provide training to notaries
- 39,000 active notaries
- 4,500 filings per month

Corporation Division Authentication simplified

State of Oregon Secretary of State	
APOSTILLE (Convention de La Haye du 5 octobre 1961)	
1. Country: Pays / País:	United States of America
This public document Le présent acte public / El presente documento público	
2. has been signed by a été signé par ha sido firmado por	THOMAS M MOT
3. acting in the capacity of agissant en qualité de quien actúa en calidad de	Notary Public
4. bears the seal / stamp of est revêtu du sceau / timbre de y está revestido del sello / timbre de	the said notary
Certified Attesté / Certificado	
5. at à / en	Salem, Oregon
6. the le / el day	Friday, January 13, 2012
7. by par / por	Secretary of State, State of Oregon
8. N° sous n° bajo el número	994754W5
9. Seal / Stamp Sceau / timbre: Sello / timbre:	
10. Signature: Signature: Firma:	 Kate Brown

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SR- Apostille 2012-01

ENGAGE OREGONIANS -- INNOVATE FOR THE FUTURE -- DELIVER RESULTS

Corporation Division

Uniform Commercial Code

- UCC facilitates lending and credit to Oregon business, farmers, and consumers
- Creates a public notice of records of debt on personal or moveable property, commodities, services rendered, and tax obligations
- Establishes priority of claim for the secured party in the event of a bankruptcy by the debtor
- 216,000 active lien filings
- 5,000 filings per month

Corporation Division UCC online filing

Oregon
Secretary of State
Kate Brown



Corporation Home Business Registry Notary UCC Support

UCC Search UCC Filing Copy Request Forms UCC News

UCC e-Filing System

UCC Filing Home

Select Filing Type

UCC Initial Filing
 UCC Amendment Filing

Filing Date 02/08/2013

Debtor Information

Next

Name	Address	Actions
------	---------	---------

Secured Party Information

Next

Name	Address	Actions
------	---------	---------

Collateral Description

Do not enter any personally identifiable information.

ENGAGE OREGONIANS -- INNOVATE FOR THE FUTURE -- DELIVER RESULTS

Corporation Division

Contain Costs and Improve Program Delivery

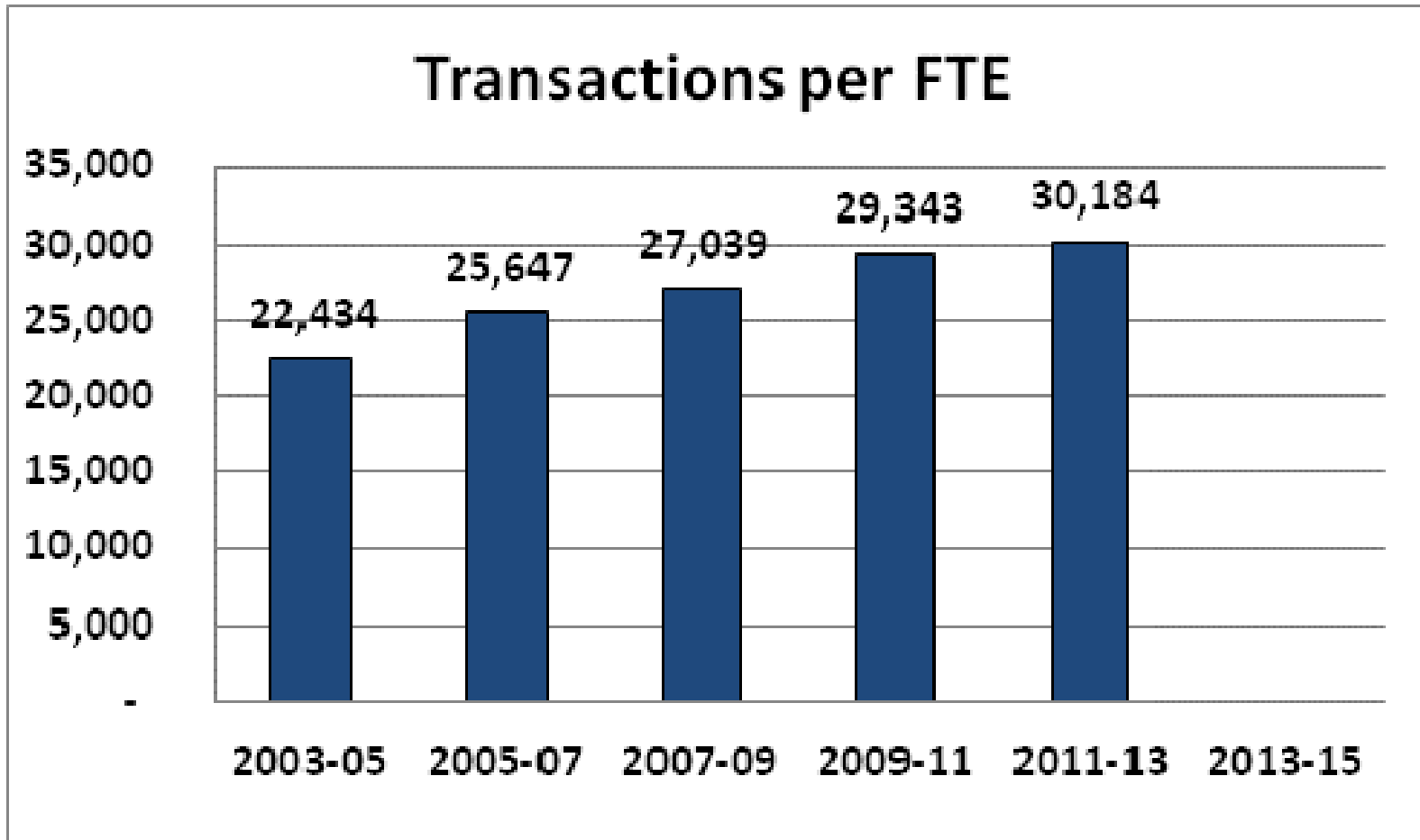
- Expanded the Central Business Registry
- Implemented the Business Xpress one-stop business portal
- New Uniform Commercial Code application with online filing
- Streamline work processes
- Improved transparency of public records
- Implemented legislative changes (HB 2253, HB 2254, HB 3247, HB 4035, HB 4108)

Corporation Division

Effective & efficient service delivery

- Providing services the business community wants, has requested, is willing to pay for through user fees
- Save time for Oregon business through expansion of e-government services to simplify interactions and reduce processing delays (e.g. Central Business Registry)
- Implement new UCC system with electronic filing
- Collaborate with other agencies like SBDC & MWESB to support and help small businesses grow and thrive

Corporation Division Staff efficiency

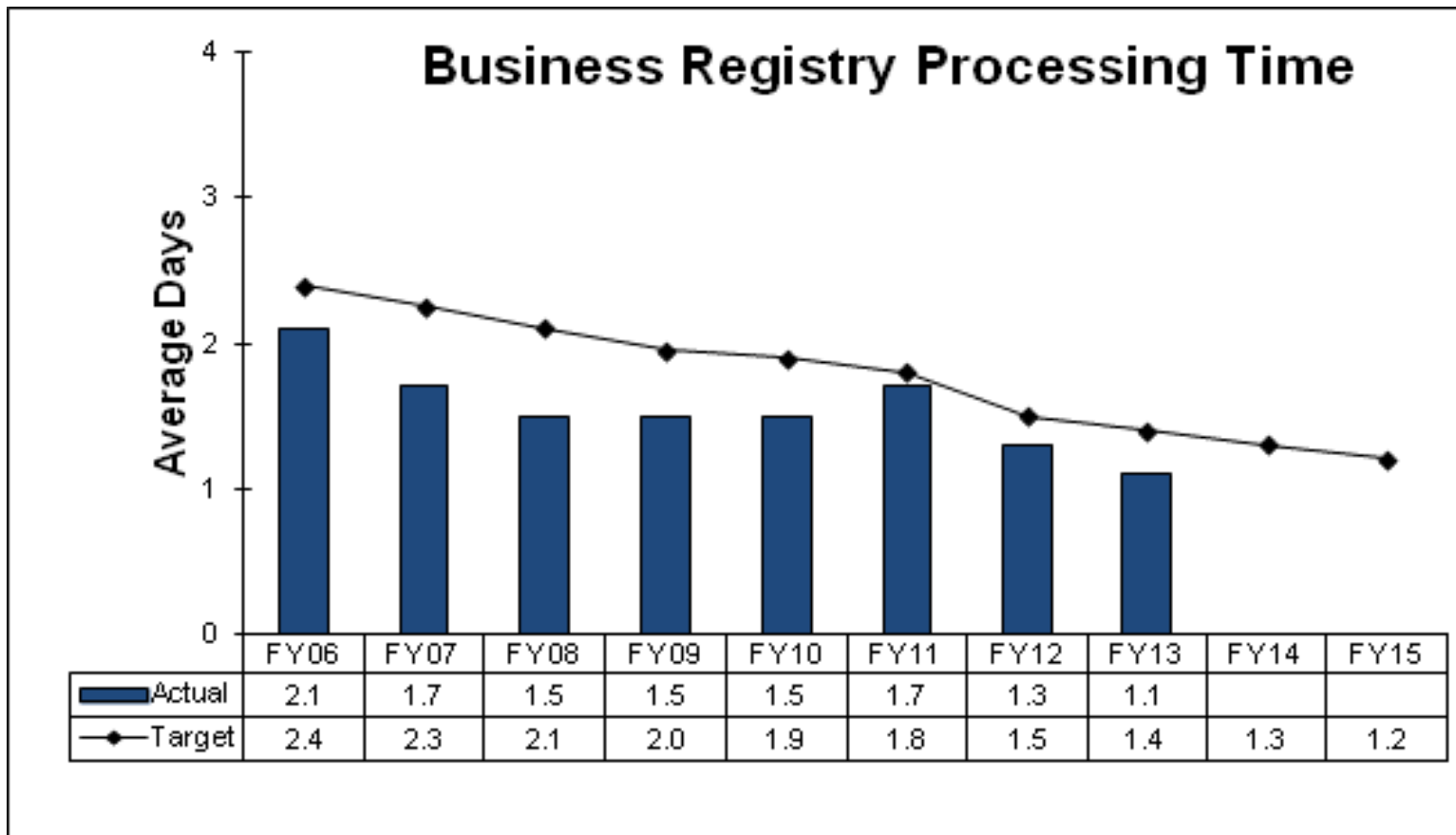


Transactions	908,588	910,466	959,893	924,294	<i>965,875</i>
Budget FTE	40.5	35.5	35.5	31.5	<i>32.0</i>

ENGAGE OREGONIANS -- INNOVATE FOR THE FUTURE -- DELIVER RESULTS

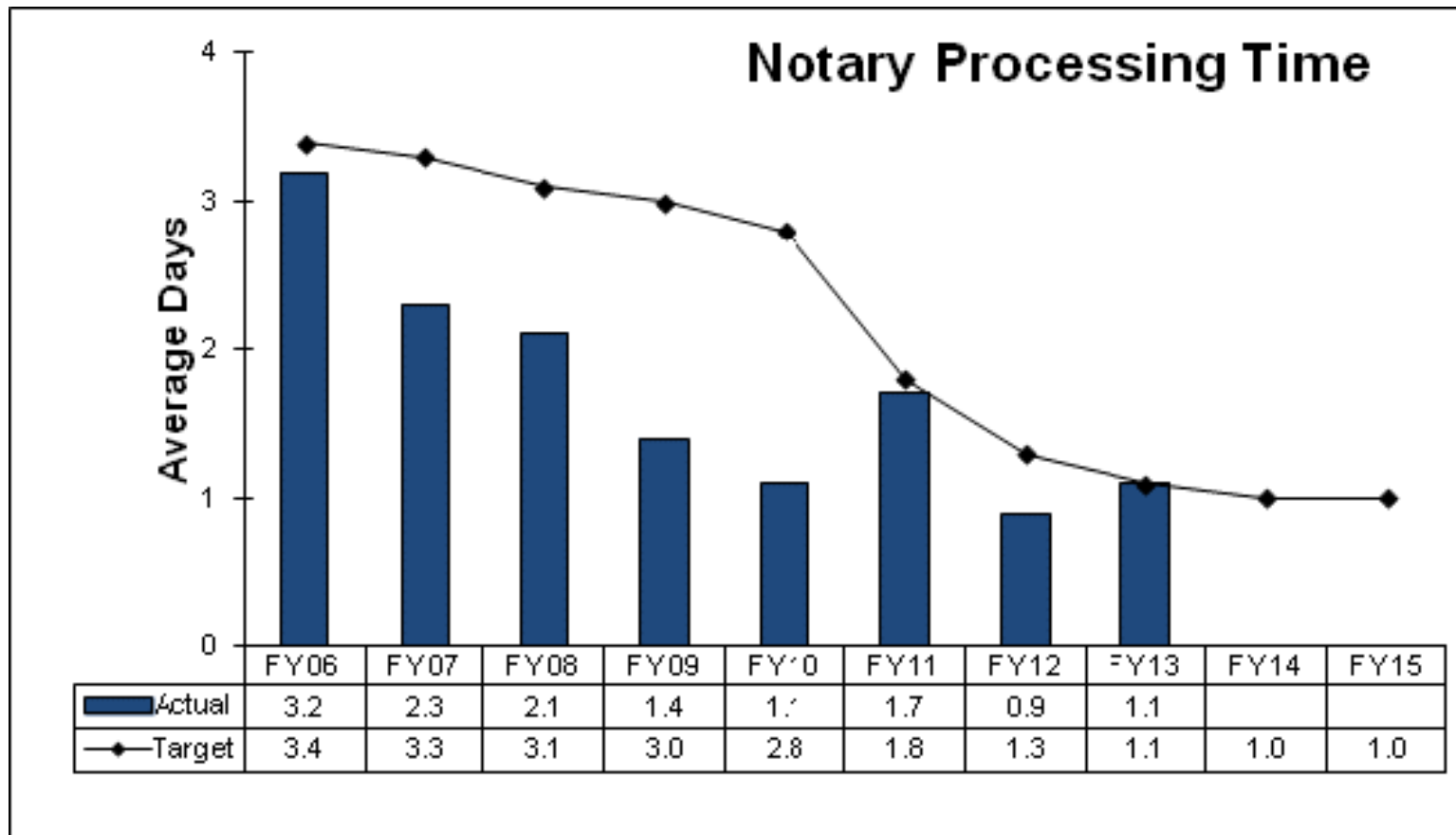
Corporation Division

KPM#5: Timely document processing



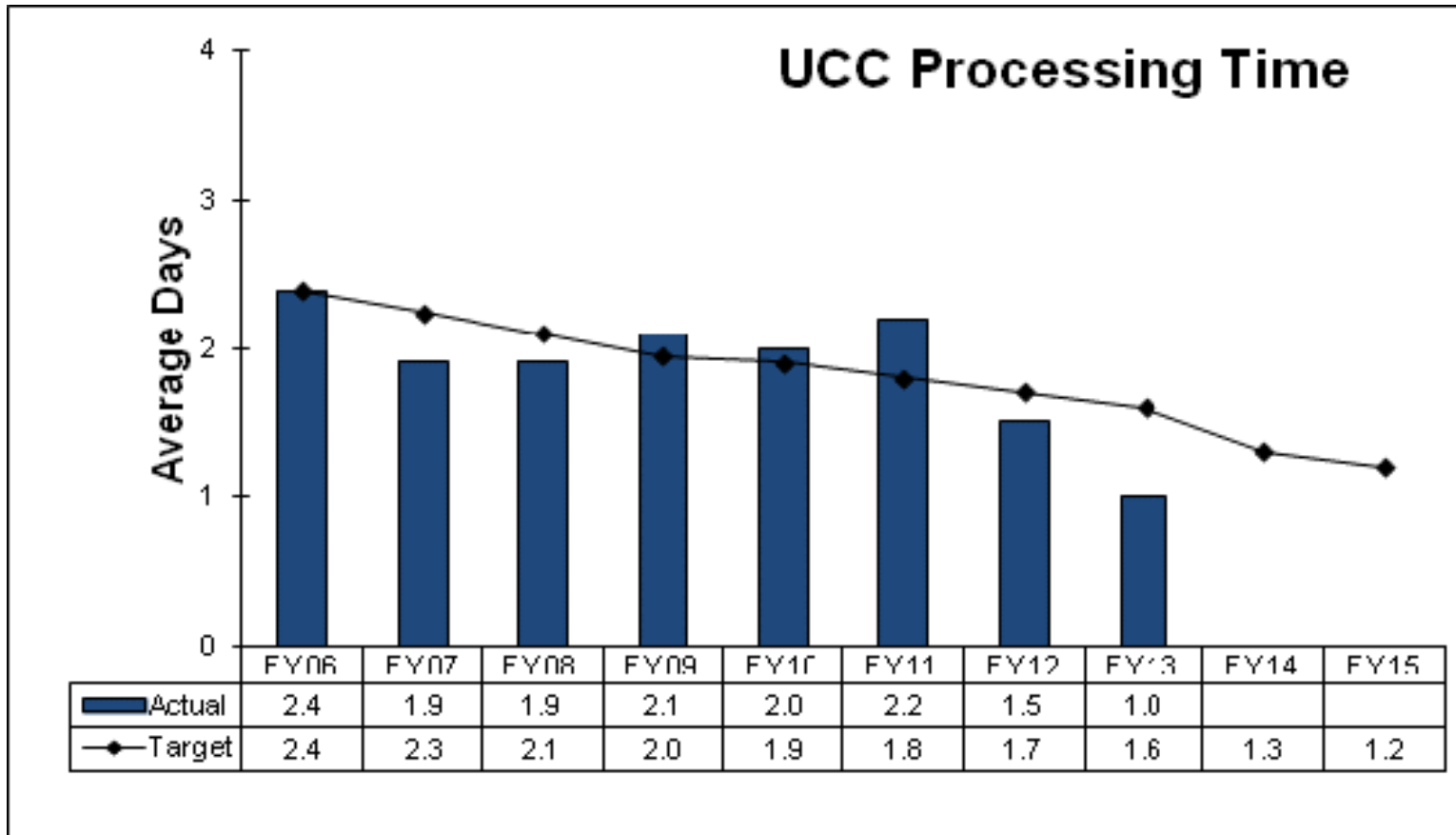
Corporation Division

KPM#6: Timely document processing



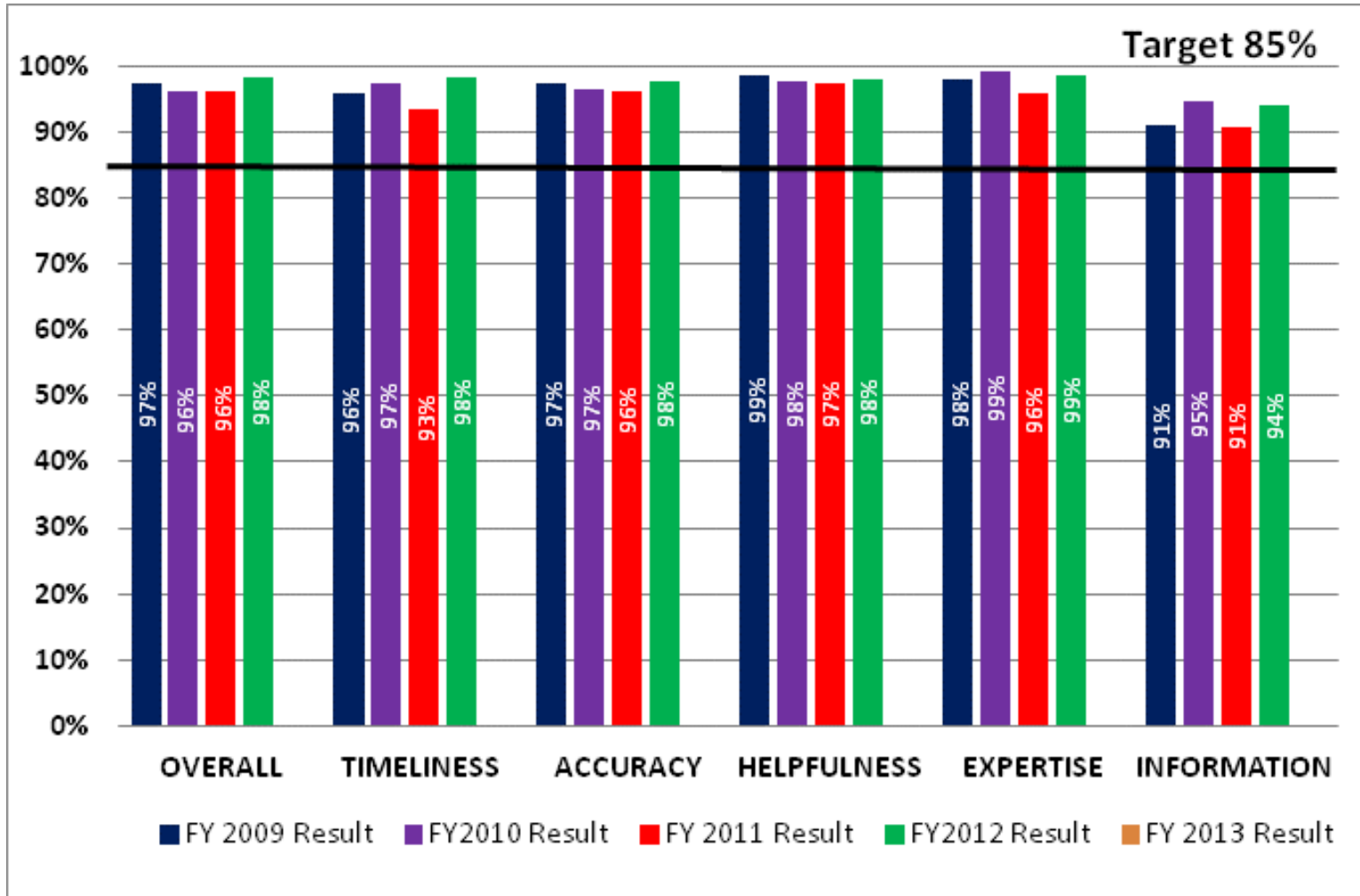
Corporation Division

KPM#7: Timely document processing



Corporation Division

KPM#12: Customer satisfaction



ENGAGE OREGONIANS -- INNOVATE FOR THE FUTURE -- DELIVER RESULTS

Corporation Division Budget Drivers

- Customer demands-
 - Documents- Business Registry, Notary, Uniform Commercial Code
 - Access- Public Records, Certification of Records and Authenticating Public Acts
 - Customer Service and Education
- Technology and legislative changes
 - Continuously Improving Services
 - Changes in legal interpretation of existing laws
- National Trends

Corporation Division Budget Challenges

- Timely Document Processing
- Streamlined Business Registration
- Personalization of Services
- Transparent Access to Public Records
- Personally Identifiable Information

Corporation Division Major Program Changes

- **Central Business Registry online filing**
 - 69% of new businesses filed online
 - 49% of business renewals filed online
- **UCC online filing**
 - 36% of Uniform Commercial Code filed online
- **Public record images online**
 - Over 1.4 million documents available to the public online

Corporation Division

Innovation to connect with Oregonians

- Implement electronic notices to allow businesses to receive email notification of updates, changes, or events in registrations and filings
- Convert microfilm to digital images available online
- Publish searchable notary database online to verify active notary commissions
- Publish searchable authentication database online to verify official authenticated records

2011-13 - half the staff of 20 years ago

Corporation Division FTE in 1991-93: **62.0**

Corporation Division FTE in 2011-13: **32.0**

We will continue to make it easier to do business in Oregon:

- Save time for business by using technology and streamlining processes to do our work faster
- Increase transparency by providing more public records online
- Exceed customer service expectations by delivering services that the business community wants, values, and is willing to pay to support
- Improve information resources available to help start and grow a business in Oregon, and understand regulatory requirements for business
- Transfer \$48 million in revenue to support the state's General Fund

Policy Package 151 (Senate Bill 143)

Office of Small Business Assistance (SB 143) -\$253,936

Funding and two positions to assist Oregon small businesses when they encounter government red tape.

- 1 – Program Analyst 4
(0.75 FTE for 2013-15 phased in January 1, 2014)
- 1 – Public Service Representative 4
(0.75 FTE for 2013-15 phased in January 1, 2014)

Policy Package 171

ISD Succession & Sustaining Positions - \$727,313

The original request of seven positions has been reduced to four positions to help sustain current service offerings to the business community and the public.

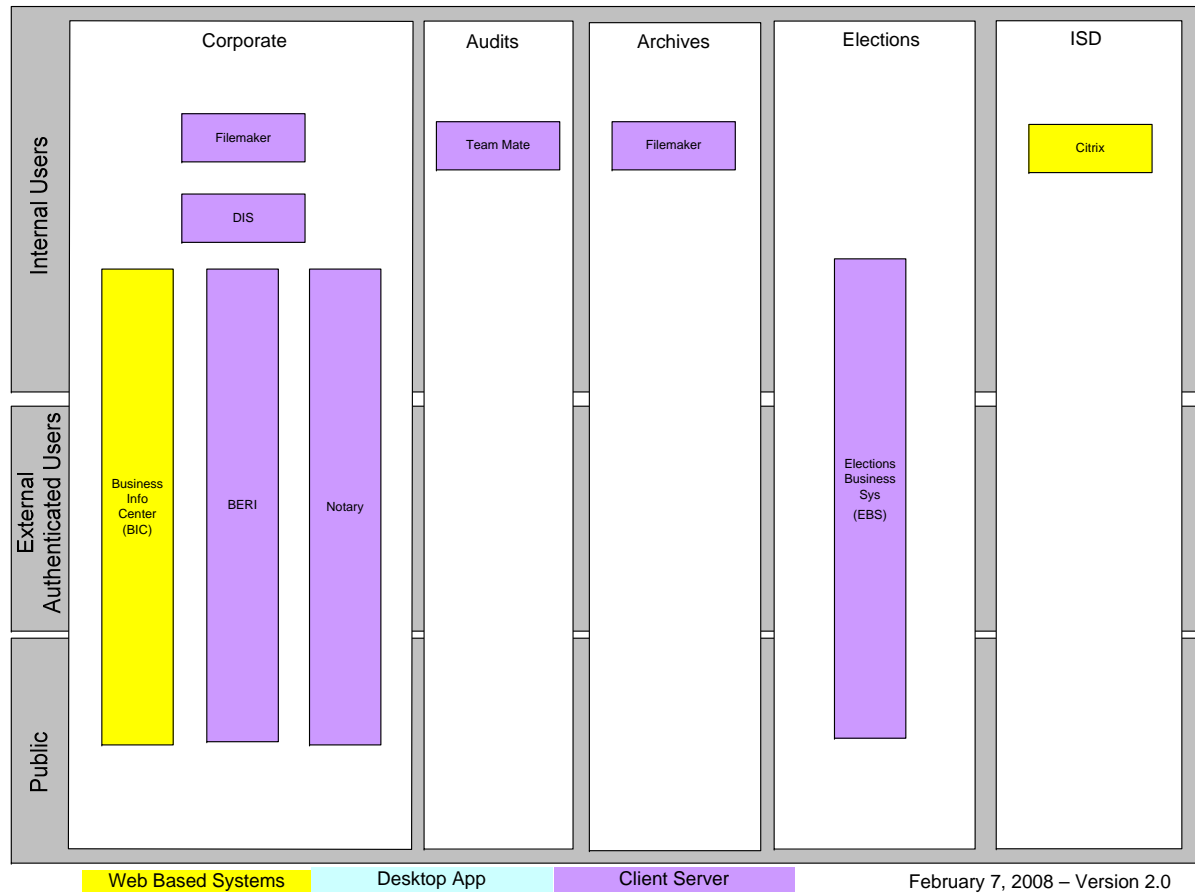
- 1 – Information System Specialist 4 – Field Support Technician
- 1 – Information System Specialist 7 – Developer
(Limited Duration—funded by Corporation Division OF)
- 1 – Information System Specialist 4 – Web Usability Tester
- 1 – Operation and Policy Analyst 2 – Technical Doc Specialist

Policy Package 171- Technology Staffing

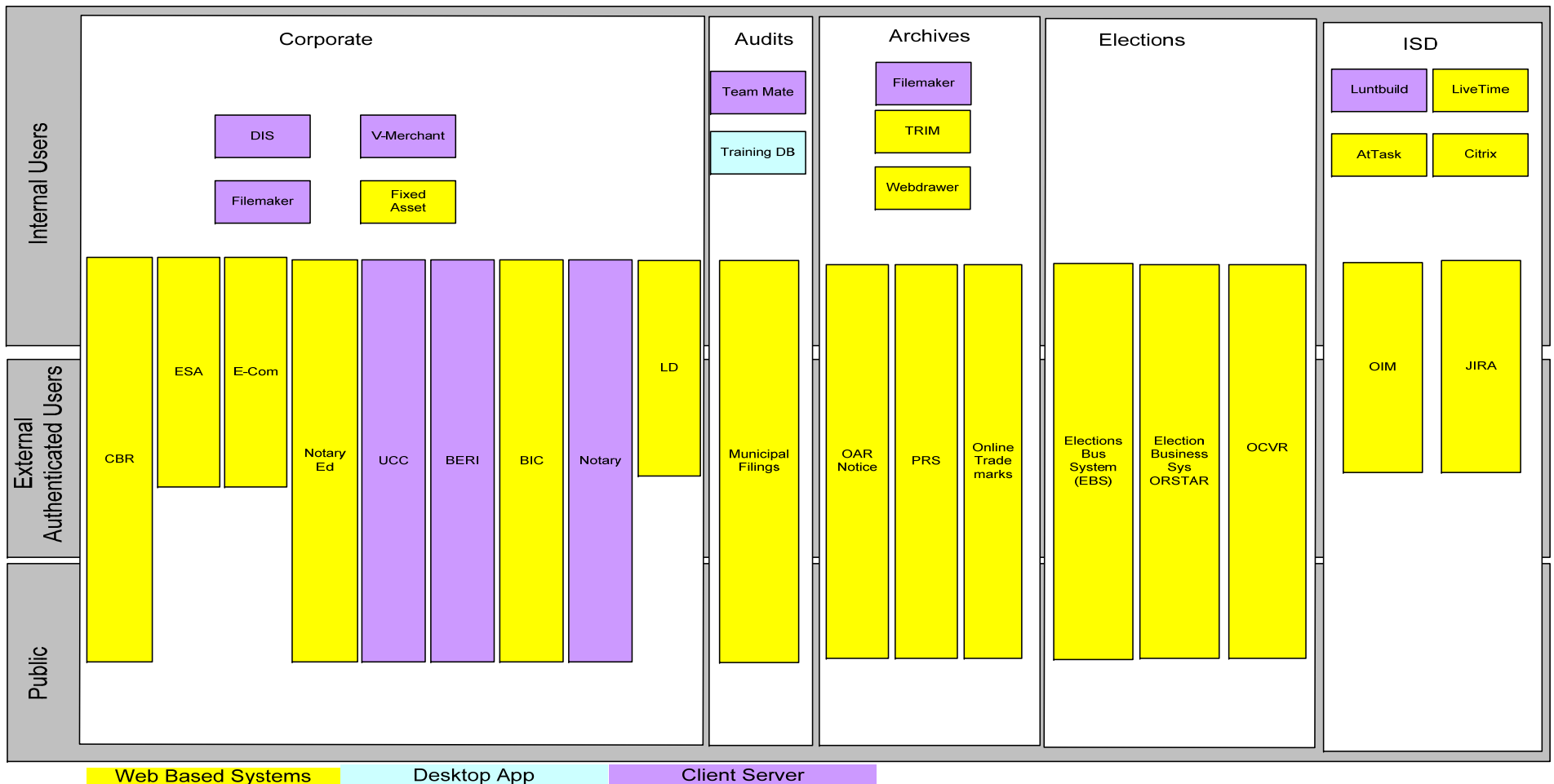
ISD Succession & Sustaining Positions

- In the 2011-13 biennium 54 projects have been completed, 35 are in progress and 18 are approved to move forward.
- These projects include public-serving applications, which help other state and local agencies, as well as private partnerships to gain efficiencies and save the state thousands of dollars while improving our services to the business community and the public.
- To stay on top of the heavy workload and our customers desire for more online services to be offered, approval of POP 171 will be a more cost effective solution than current use of high cost contract developers.
- This package requests permanent authority for three new positions, and limited duration authority for one new position.

Secretary of State Applications 2005



Secretary of State Applications 2013



Policy Package 172

Central Business Registry – \$567,463 (Other Fund)

New development to enhance Central Business Registry:

- **City business license** – provide all Oregon cities an option for online business licensing
- **State business licensing** – pilot project with state agency to complete state licensing requirements online
- **Existing business Opt-In** – allow businesses registered with the state through paper filing to use the Central Business Registry to update registration information online
- **BERI Interface Rewrite** –modernize the Business Entity Registration and Information (BERI) system to a supported platform, and enable additional online business registration

Policy Package 172, Con't.

Business Xpress, Phase 2 – \$1,200,000 (Other Fund)

New development to modernize and enhance the online License Directory, Business Wizard, and Business Information Center applications into a single, easy to use online application.

The new, combined application will streamline the process to update and support all content and information, improving the quality and usability of information provided to business and help them grow and succeed by understanding appropriate requirements, regulations and services.

Administrative Services

The Administrative Services Division (ASD) consists of the Executive Office, Business Services, Human Resources and Information Systems.

ASD provides administrative support services to all divisions of the Secretary of State.

Administrative Services

2013-15 Governor's Balanced Budget

The Administrative Services operations are financed by a GF appropriation combined with revenue transfers from those divisions operating with OF limitations as follows:

- General Fund: \$1,972,427
- Other Funds: \$15,229,902
- 54.61 FTE

Administrative Services

Administrative Services support all divisions in the agency through the following programs:

Executive Office (6.0 FTE)

- **Agency Management:** General oversight of the work of each division; managing external communications, including relations with other governments, other agencies of state government, the Legislature, the media and our customers.
- **Other Secretary of State Functions:** The Executive Office performs statutory and constitutional functions not assigned to any division, such as supporting the work of the State Land Board, accepting and filing original bills during the legislative session, and lending of the state flag and. The Secretary is also the custodian of the State Seal.

Administrative Services

Business Services (15.0 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
- **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
- **Purchasing and Contracts:** Contract administration; formal & informal procurement; contract risk assessment; fixed asset tracking and storeroom and inventory management

Administrative Services

Information Systems (29.92 FTE)

- **Administration:** Strategic planning & execution; business continuity, policy and state and industry standards, governmental IT partnerships, IT contract administration
- **Technical Support:** Helpdesk administration, hardware & software purchase and distribution, end-user support, service level monitoring
- **Infrastructure Support:** Database administration & management, quality assurance testing , configuration and system document management
- **Application and Development Support:** Project management, business analysis, application development, quality assurance

Administrative Services

Human Resources Services (3.69 FTE)

- **Compliance:** Interpretation, application and compliance of state and federal laws as well policies, procedures and rules
- **Payroll:** Payroll and benefits administration; compensation and classification
- **Recruitment & Training:** Recruitment; employee orientation; employee training
- **Personnel Management:** Performance management; counseling; complaint resolution; progressive disciplinary action; employee reduction, layoff and outplacement assistance

Administrative Services Budget Drivers

The Administrative Services Division's primary customers are the divisions of the agency. Other customers include state agencies, municipalities, elected officials, contractors, and the general public. The business needs of agency divisions drive the workload of ASD, which can include:

- 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 new legislation; financial year-end reporting; agency division contracting needs; corporation and business registry filings.
- Number of recruitments, resignations, retirements, dismissals, and layoffs.

Administrative Services 2013-15 Packages

- Package 171 – Information Technology Staffing
 - \$727,313 OF
 - 4 FTE
- Package 172 – Continuation & Expansion of Online Business Services
 - \$1,767,463 OF

Administrative Services

KPM #11: Staff Diversity

(06/30/12 data)

HOW WE ARE DOING

Women represent 61% of the Agency workforce. Nine individuals were hired and one promoted in the representation of **people of color** and **persons with disabilities** representation remained steady.

HOW WE COMPARE

Our representation of **women** *exceeds* the statewide workforce. Our representation of **persons with disabilities** *parallels* the State's representation. Our representation of **people of color** *trails behind* the statewide workforce by 5%.

WHAT NEEDS TO BE DONE

Continue efforts to attract job applicants and retain employees that are representative of the diversity of the local workforce. Strive to maintain our gains and gradually increase representation in each job category. Diligently work toward achieving AA/EEO objectives. Maintain the requirement that 100% of all open competitive vacancies be advertised on diversity websites.

Appendix

- Attachment A—Annual Performance Progress Report
- Attachment B—Program Prioritization
- Attachment C—Agency New Hires
- Attachment D—Proposed Legislation