Oregon Secretary of State

Ways and Means Reference Document

2023 Presentation Supplement

Summary Page

Summary Page 1

A. Agency Mission, Goals, and Historical Context 2

B. High Level Organizational Chart 4

C. Narrative Summary of Divisions 5

D. Division Organizational Charts with Proposed Changes 8

E. Key Performance Metrics 16

F. Summary of 15% Reduction Options 16

G. Link to Agency's 23-25 Requested Budget 16

H. Audit Results Update 16

I. Summary of Proposed Information Technology Projects 17

J. 23-25 Short Term Plan Initiatives 17

K. 21-23 Outstanding Issues 20

L. Facilities Update 20

Attachment A: KPMs 2022 Reporting Year – SOS

Attachment B: Program Prioritization for 2023-25

Attachment C: Other Funds and ARPA Ending Balance Forms

Attachment D: Summary of Long-Term Vacancies

A. Agency Mission, Goals, & Historical Context:

Mission: Build trust between the people of Oregon and our state government so that public services can make a positive impact in peoples' lives.

Context: The Oregon Secretary of State is one of three constitutional offices created at statehood. Oregon's Secretary of State is Oregon's chief elections officer, chief auditor, and oversees the State Archives and the Oregon Corporation Division.

The Secretary of State also serves as one of three members of the State Land Board and as the chair of the Oregon Sustainability Board. Under Article V, Section 8a of the Oregon Constitution, if there is a vacancy in the office of Governor, the Secretary of State becomes governor.

As an independent constitutional officer, the Secretary of State answers directly and solely to the people of Oregon.

Vision: We envision an Oregon without barriers, where we lead with our values and believe every voice should be heard. We do so by:

- Building equitable access to our democracy.
- Making tools easily available to achieve economic success.
- Ensuring state resources are used sustainably, efficiently, and accountable to the public.
- Honestly acknowledging Oregon's history.

Values:

- **Access For All**
  - We elevate equity through identifying and actively eliminating barriers.
- **Authenticity**
  - We have integrity and are honest and true to ourselves and others.
- **Clarity**
  - We share stories, using plain language to increase understanding and impact.
- **Respect**
  - We are committed to serving the people of Oregon and strive to understand all viewpoints.
- **Service**
  - We are responsive and prioritize the needs of current and future Oregonians we serve.

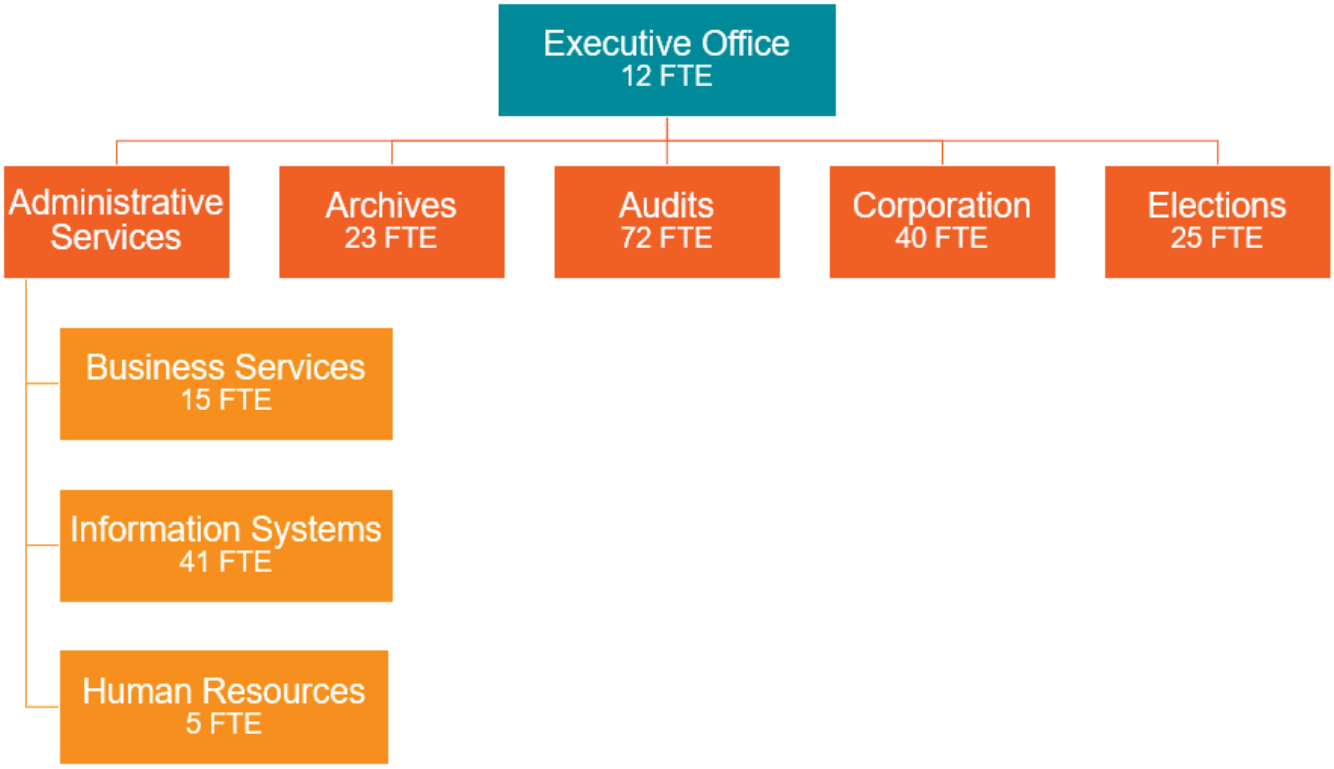
Strategic Initiatives:

- **Archives Division**
  - Increase government accountability and transparency by providing access to public records.
- **Audits Division**
  - Improve Oregon government programs and services.
  - Ensure transparency of government practices so members of the public can hold leaders accountable.

- **Corporation Division**
    - Assist in building Oregon's economy by making it easier to start and conduct business in Oregon.
    - Improve small business customer experience.
    - Reduce government red-tape for business.
- **Elections Division**
    - Encourage voter participation while maximizing access and integrity of voter rolls.
    - Improve security and resiliency of all election systems. Improve understanding of election processes and integrity.
- **Administrative Services Division**
    - Continue to update IT infrastructure and Application Development methodologies to bolster our security posture to protect public data and information.
    - Revise Application Development processes, policies, and tools to enhance our ability to deliver robust, user-friendly applications that meet the business needs of our citizens.
    - Utilize technology to provide timely, efficient, and cost-effective services to our division partners and external customers.
    - Be prepared for significant loss of key business knowledge due to staff retirements.
    - Provide review and analysis of division budgets to ensure spending remains within execution budget limitations and expenditures support the mission and the goals of the Secretary of State.
    - Support employee satisfaction through support of continuing education and training.

B. High Level Organizational Chart

Note: FTE amounts reference SOS' 21-23 Legislatively Approved Budget FTE totals.



C. Narrative Summary of Divisions:

- **Administrative Services Division:**
  - The Administrative Services Division is comprised of the Executive Office, Business Services, Human Resources, and Information Systems. The Administrative Services Division provides support services to all divisions of the Secretary of State and operates under the authority of the Oregon Constitution and ORS 177.050, 177.120, 240.160 and 359.400 to 359.444.
  - The Executive Office provides policy direction, coordination, and management oversight for all program divisions. In coordination with Department of Justice, the Executive Office oversees legal services required of Secretary of State divisions and in government liaison activities as appropriate. The Secretary is also a member of the State Land Board, sharing responsibility with the Governor and State Treasurer for supervising management of state-owned lands and the Department of State Lands. As an ex-officio member, the Secretary provides valuable input to the Board of Education and serves on National Association of Secretaries of State and National Lieutenant Governors Association as Oregon's second in command and leader on key national issues. The Secretary also chairs the Oregon Sustainability Board. In addition, the Executive Office provides services that are statutorily mandated but not assigned to a specific program division.
  - The Business Services Division provides central administrative and support services in accounting, budgeting, cashiering, payroll, and benefits, purchasing, contract administration, safety and risk management, fixed assets and inventory control for the agency.
  - The Human Resources Division provides centralized personnel services, advice and assistance in the interpretation and application of policies and procedure and is responsible for the oversight and conduct of personnel management activities in all program divisions. HR ensures education and training is planned and available to Secretary of State staff. HR also supports equity across the agency and encourages diversity through leadership in Affirmative Action plans, conferences, and other diversity events.
  - The Information Systems Division provides centralized technology services across the agency. The division provides programming services for internet development, application development, maintenance and production support: including design, installation, configuration, maintenance and trouble-shooting services for hardware, software, telephone systems and networks; security administration; analysis for hardware and software purchases; backup and recovery; and technology acquisition support. The division also provides data management, database administration, standards administration, project and contractor management, business process improvement assistance and business contingency planning.
- **Elections Division:**
  - As an independent constitutional officer, the Secretary of State is guided by a distinct public service mission. The mission of the Elections Division is to build trust by conducting fair, secure elections and to promote participation in Oregon's democracy. The Elections Division interprets, applies and enforces election laws, provides election

information to the public, candidates, and organizations, 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 responsible for monitoring adherence to all applicable campaign finance and reporting laws and rules. 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) of 2002. Investigations, oversight, security, and public education about elections administration in concert with county elections officials are also critical functions of the division.

- **Audits Division**
  - The Audits Division and the Secretary of State, as Auditor of Public Accounts, operate under the authority of the Oregon Constitution, Article VI, section 2, and ORS 297.010 through 297.990. The Secretary of State's Audits Division conducts audits to protect the public interest and improve Oregon government. We ensure public funds are properly accounted and spent in accordance with legal requirements. These efforts help accomplish the Secretary of State's vision to deliver better results to members of the public through greater accountability and transparency and to promote more efficient and effective service delivery.
- **Archives Division**
  - The Archives Division is the state's authority on the orderly management and preservation of critical government information. It ensures our state government is transparent, accountable, and accessible to the public. The division identifies, preserves and provides long-term access to the permanently valuable records of Oregon government and provides records management advice and assistance to all levels of Oregon government to facilitate the prompt disposition of records. It writes standards and issues guidance for the appropriate use of technology and media to ensure the accessibility of record information for its full scheduled retention. The Archives Division manages the Oregon Records Management Solution, a proactive electronic records management program that is available to all Oregon government agencies, and actively collaborates with State IT leadership to make records-centered decisions in information systems. It also operates the State Records Center, providing inexpensive storage of state agency records, and operates the Security Copy Depository, providing a secure, climate-controlled storage area for state agency and political subdivision microfilm. The Archives Division receives the State's "Official Documents" required to be filed with the Secretary of State. Additionally, the Archives Division receives, verifies, processes, publishes, and maintains all state agency, boards, and commissions administrative rules, and publishes the Oregon Blue Book. The Archives Division operates under the authority of ORS 192.001-192.170; ORS 357.805-357.895; ORS 171.407, 171.420-171.430; ORS 177.120; and ORS 183.325-183.362.
- **Corporation Division**
  - The Secretary's Corporation Division helps startup and existing entities (for profit, nonprofit, and charitable organizations) grow and thrive by using faster and smarter business processes. The Corporation Division provides timely document processing

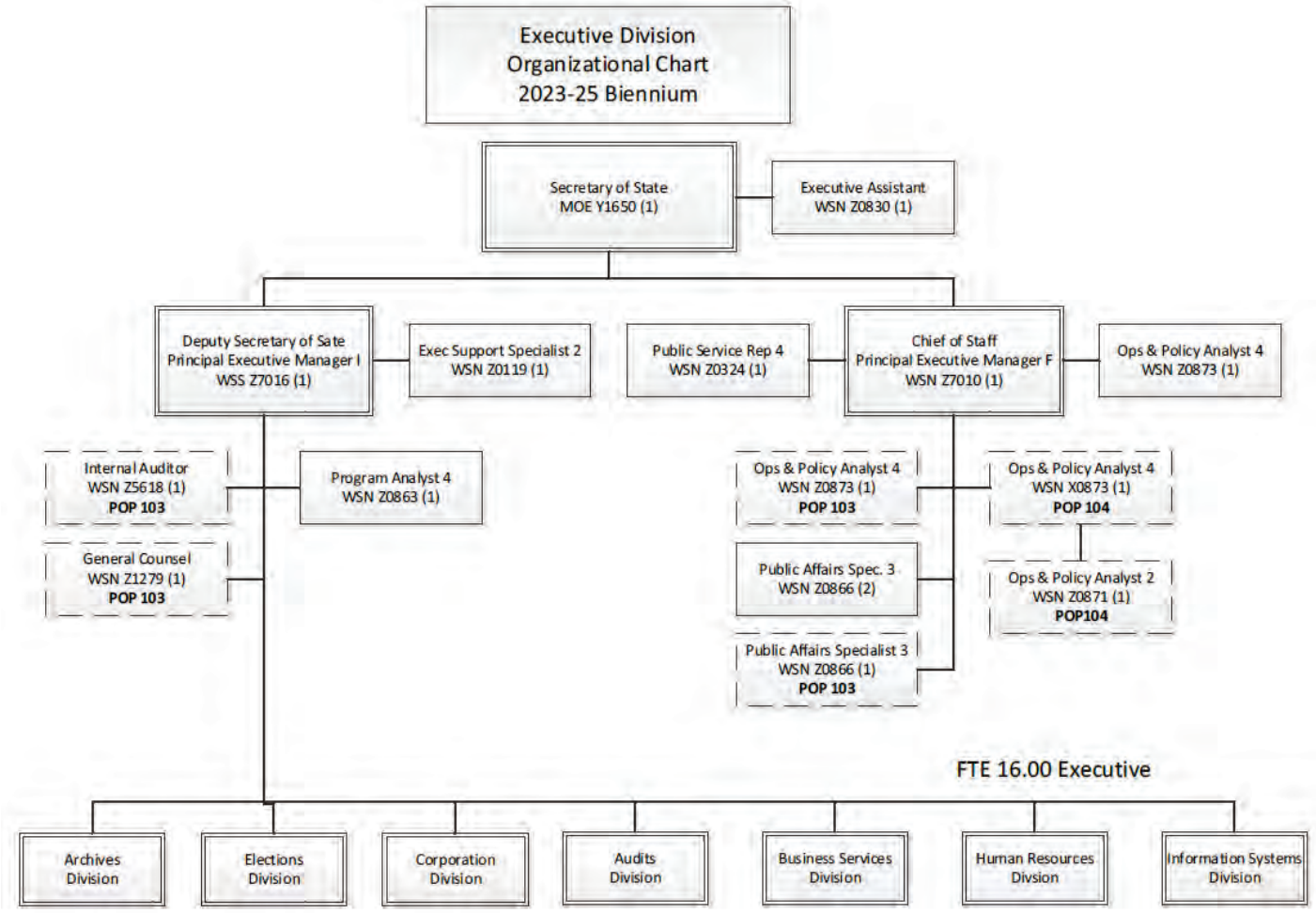
services and convenient access to information about entities, notaries, secured transactions, and government resources for a prosperous Oregon. The Office of Small Business Assistance is an independent voice that cuts through red tape and connects small businesses with resources.

The Corporation Division assists the public In registering entities, filing public notice of records of debt, filing trademarks, the commission of notaries public and provides certification of records and notarized documents. The division provides access to public records information in the form of copies, certificates, lien searches and online database access to allow the public and businesses to know with whom they are doing business. The Corporation Division's Office of Small Business Assistance assists businesses who have concerns or questions about interactions with state and local government. The office acts as an ombudsman to help resolve questions and problems between businesses and state agencies or local government. The office also investigates potential government barriers for small businesses and offers recommendations to eliminate such barriers.

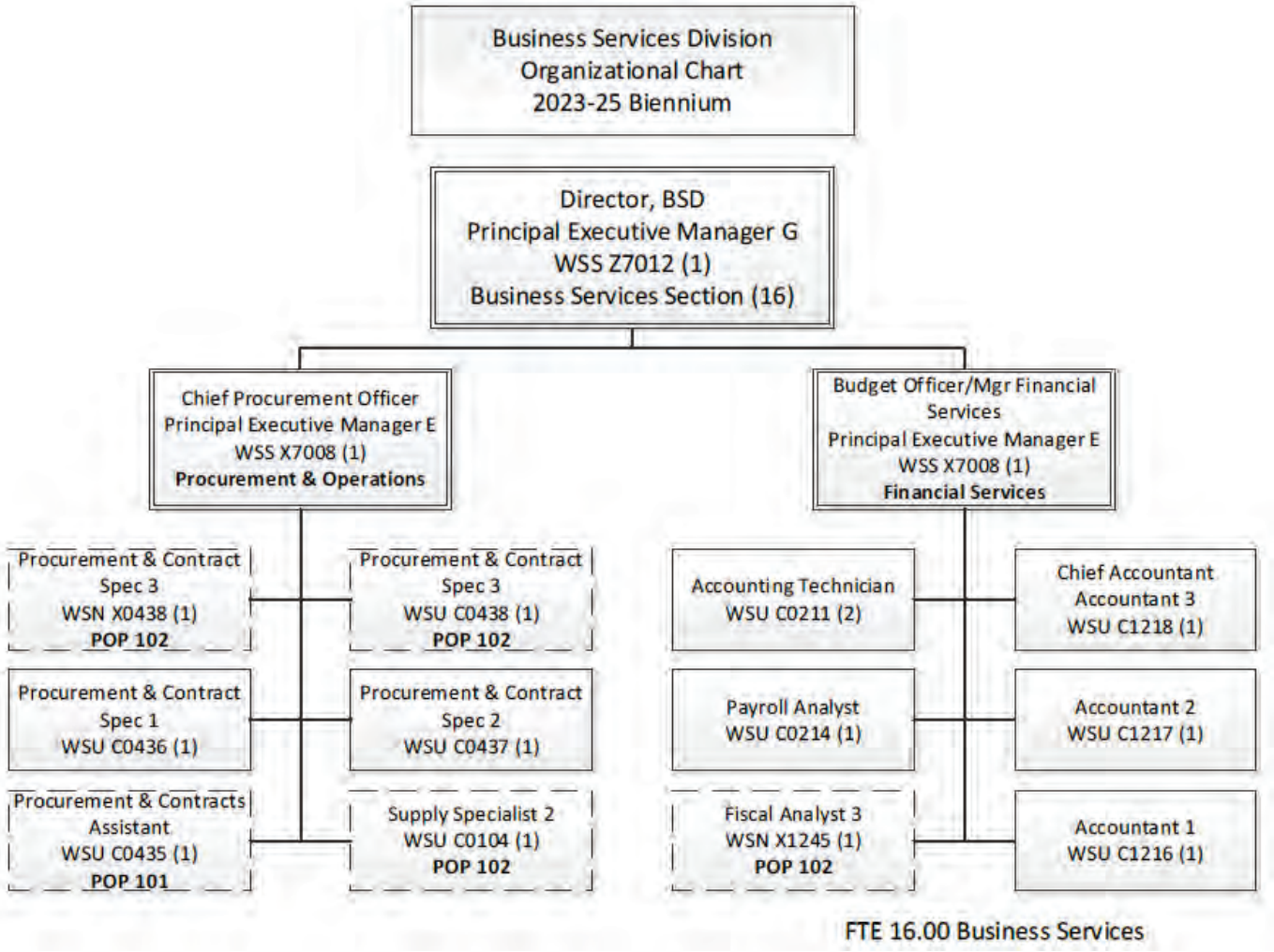
The Office also helps entrepreneurs start a business in Oregon by ensuring government registration processes are as fast, simple and easy. These efforts help accomplish the Secretary of State's vision to deliver better results to Oregonians through more efficient and effective service delivery, greater transparency and accountability and using innovation to connect Oregonians to their government. The Corporation Division and Office of Small Business Assistance operate with a staff of 39 employees under the authority of Oregon Revised Statutes Chapters 56, 58, 60, 62, 63, 65, 67, 68, 79, 80, 87, 128, 194, 554, 647, and 648.

D. Division Organizational Charts with Proposed Changes

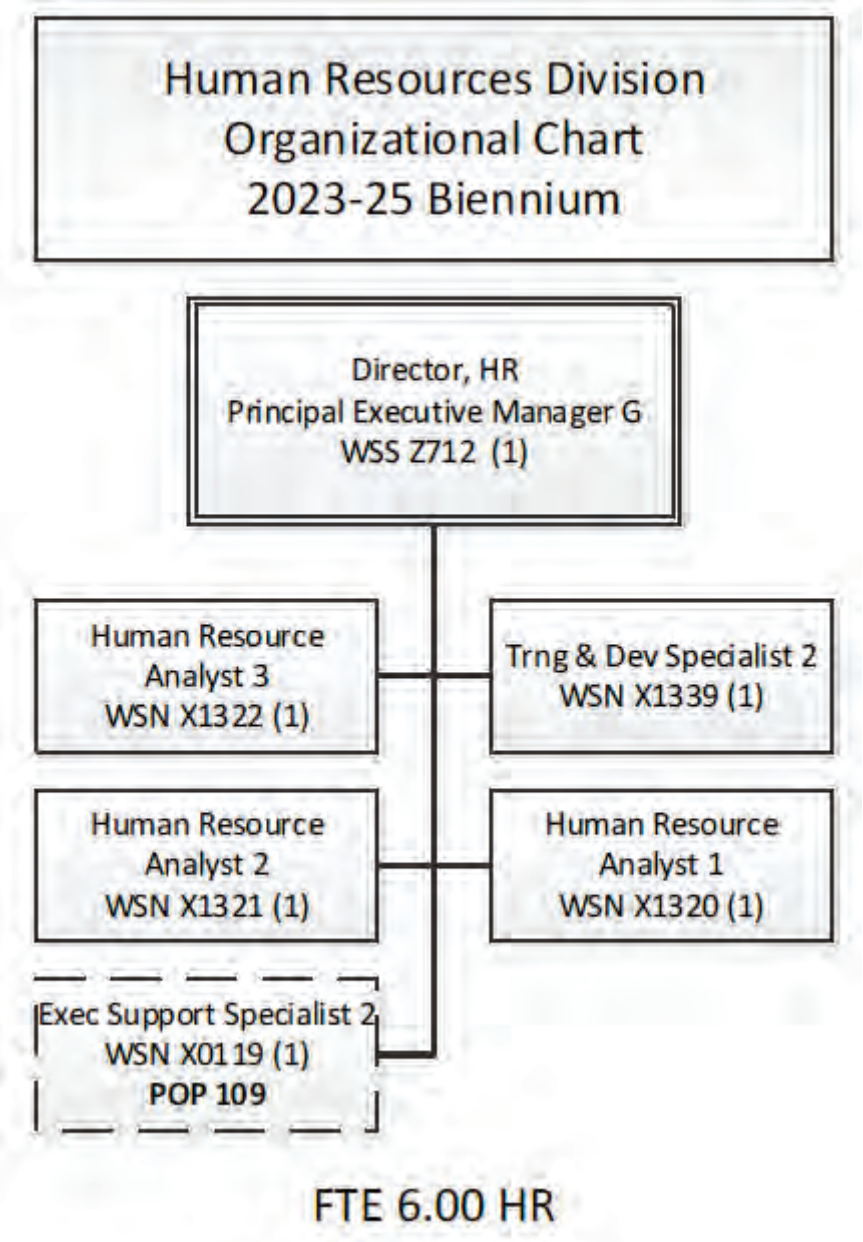
Executive Office:



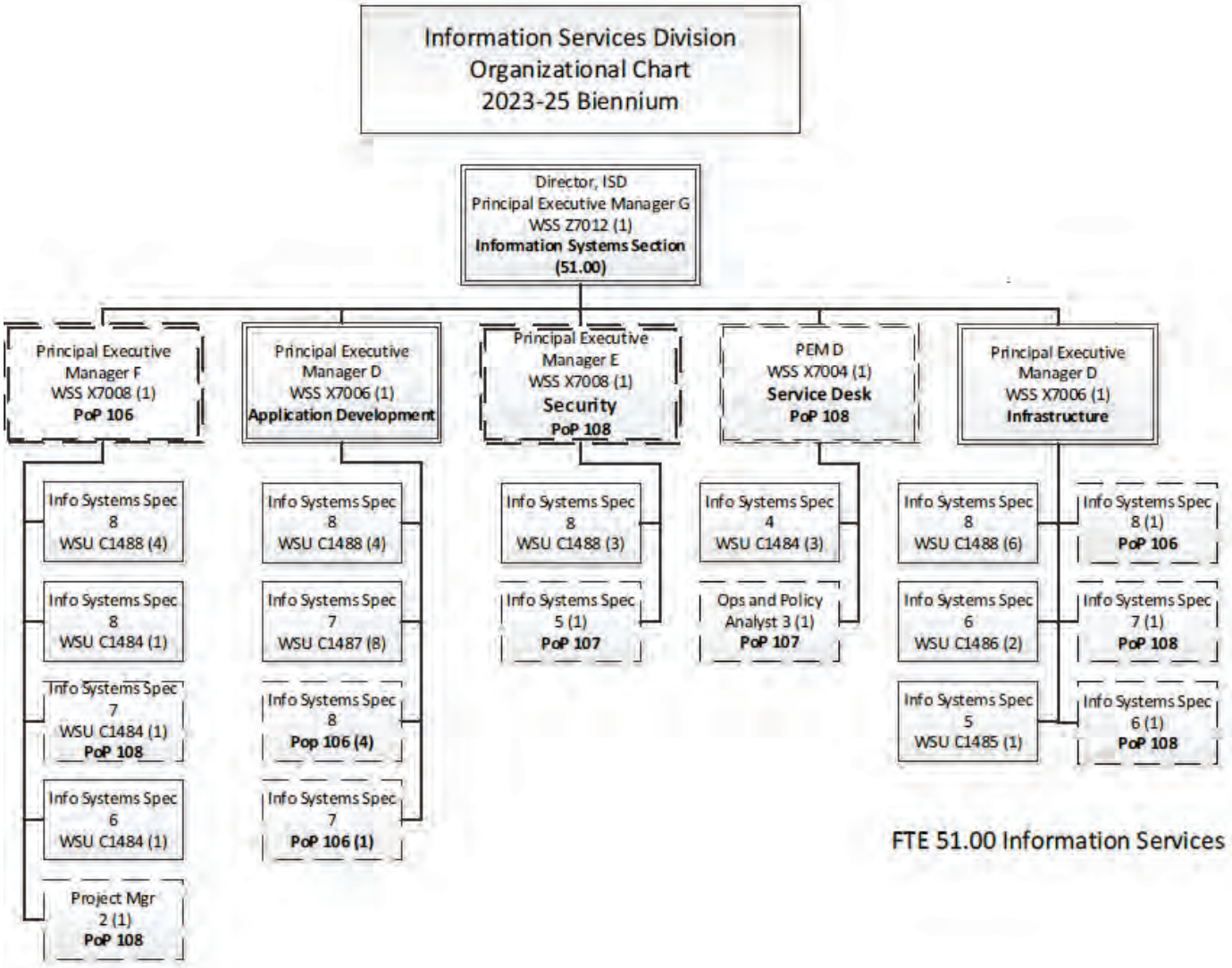
Business Services Division:



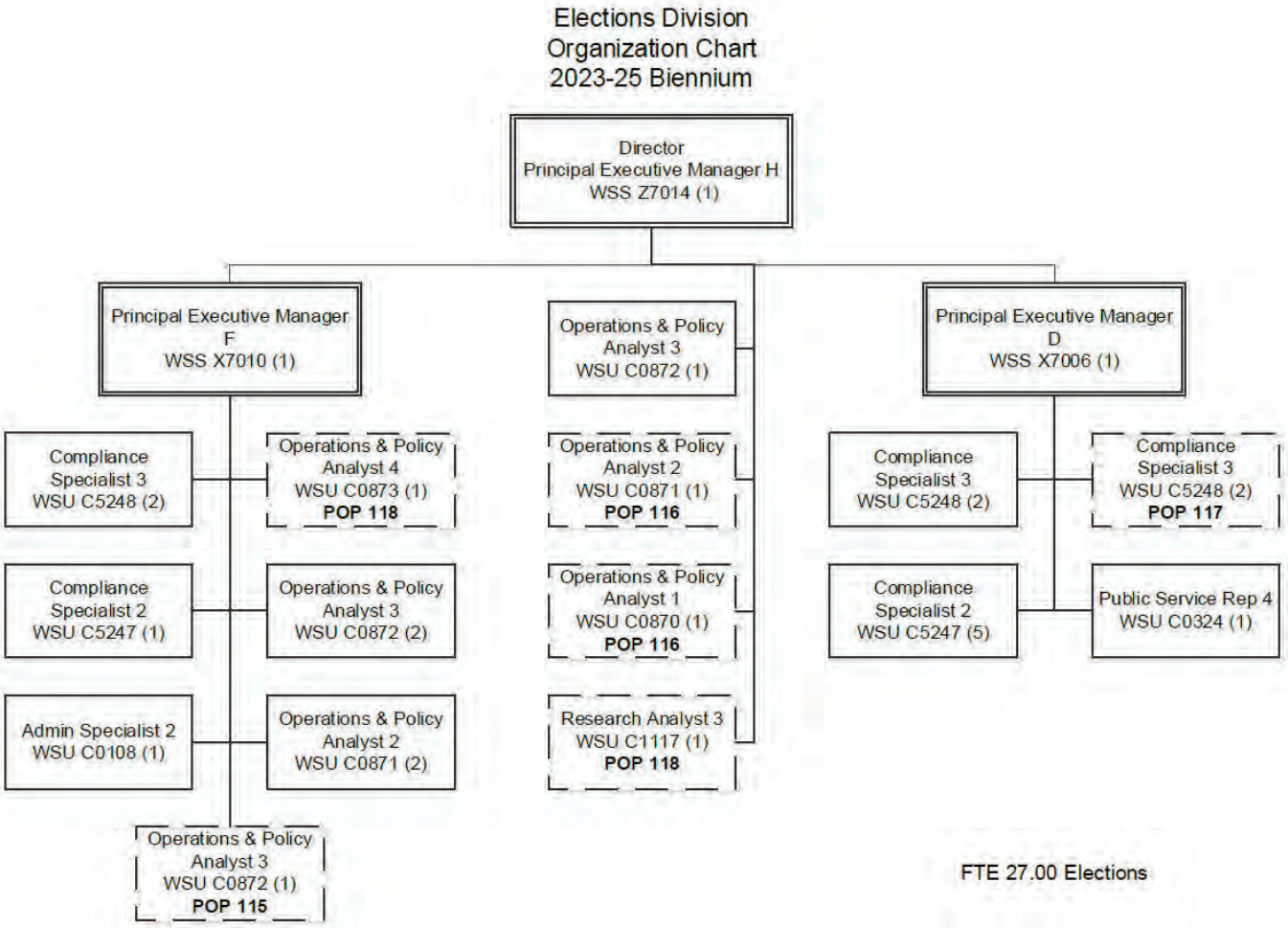
Human Resources Division:



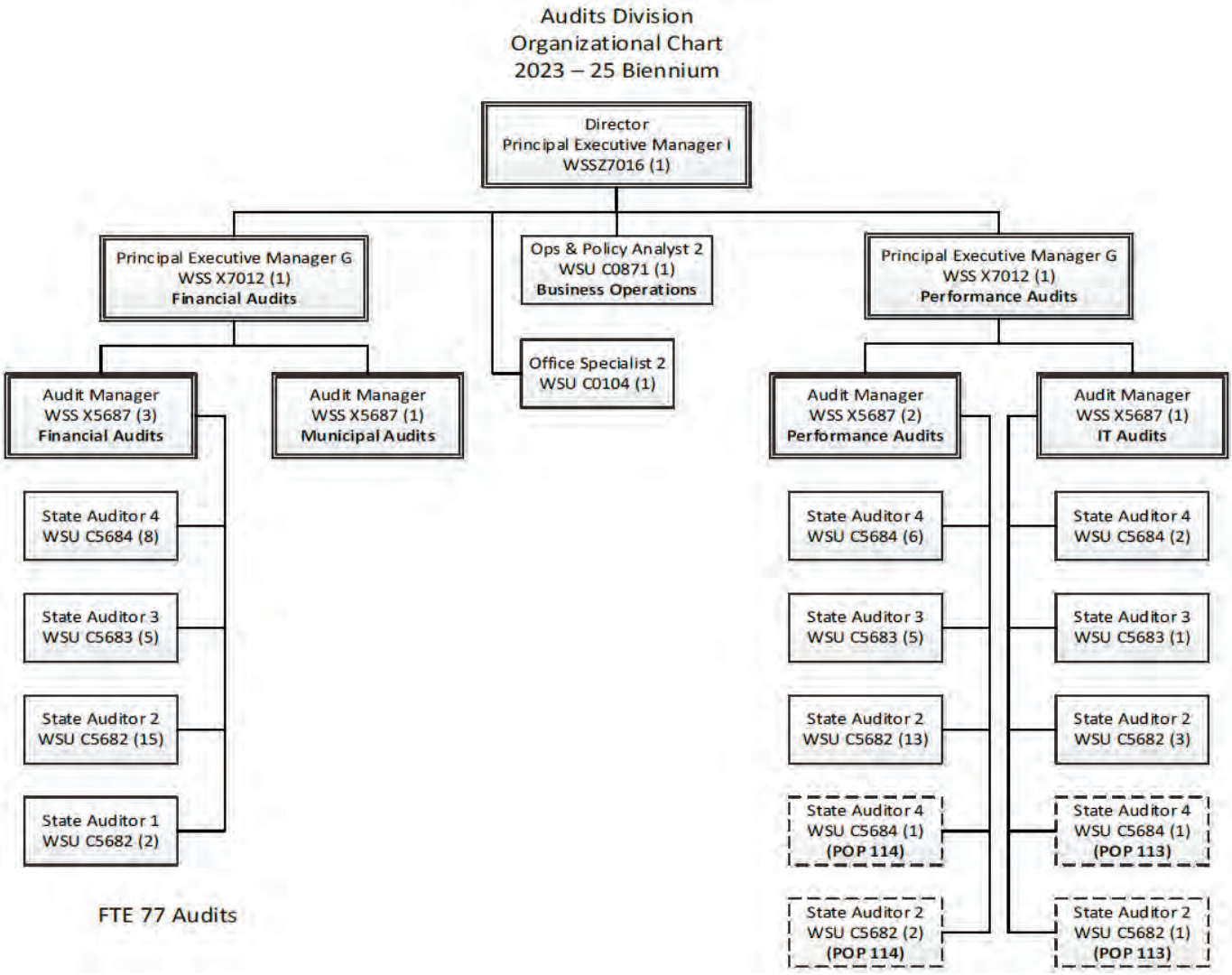
Information Systems Division:



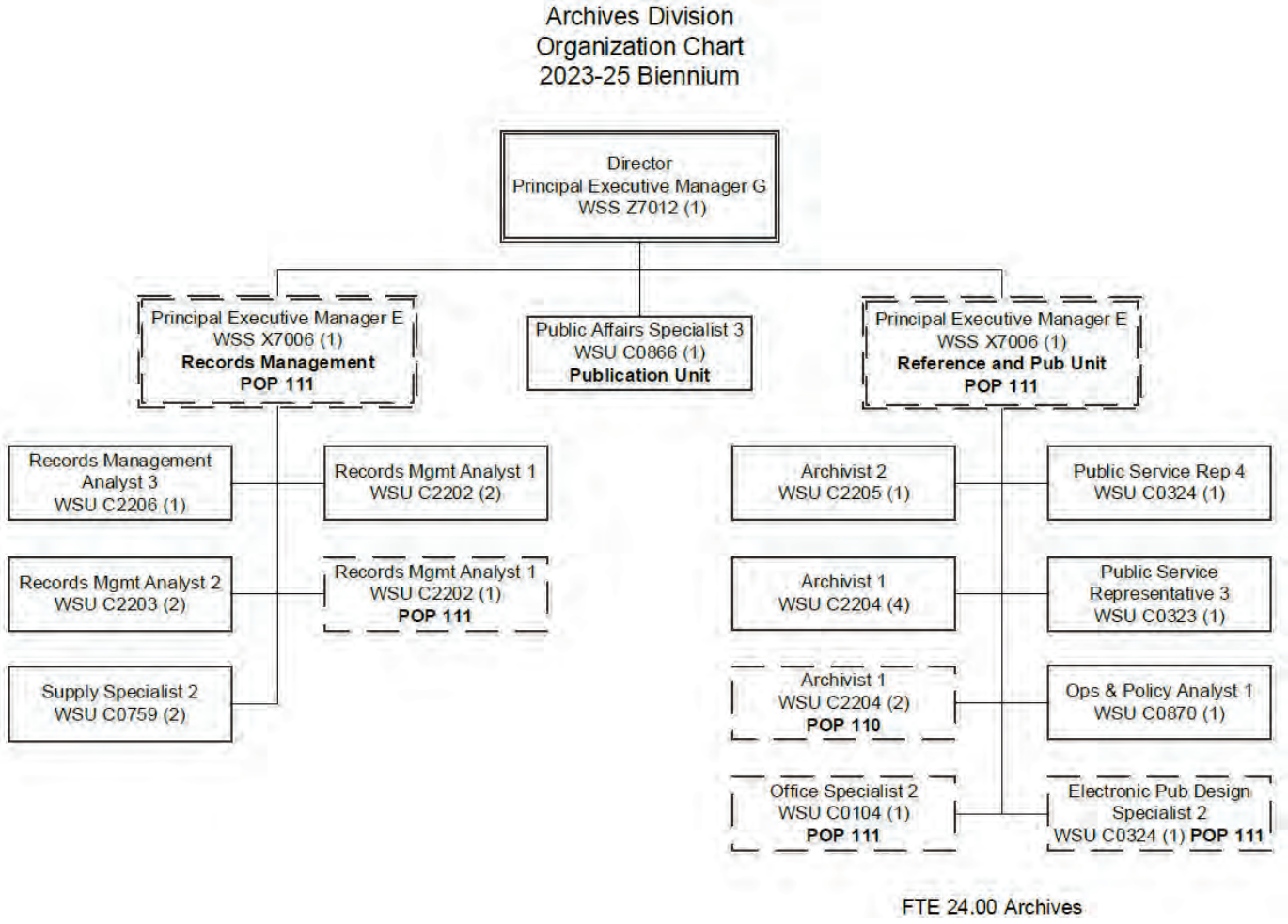
Elections Division:



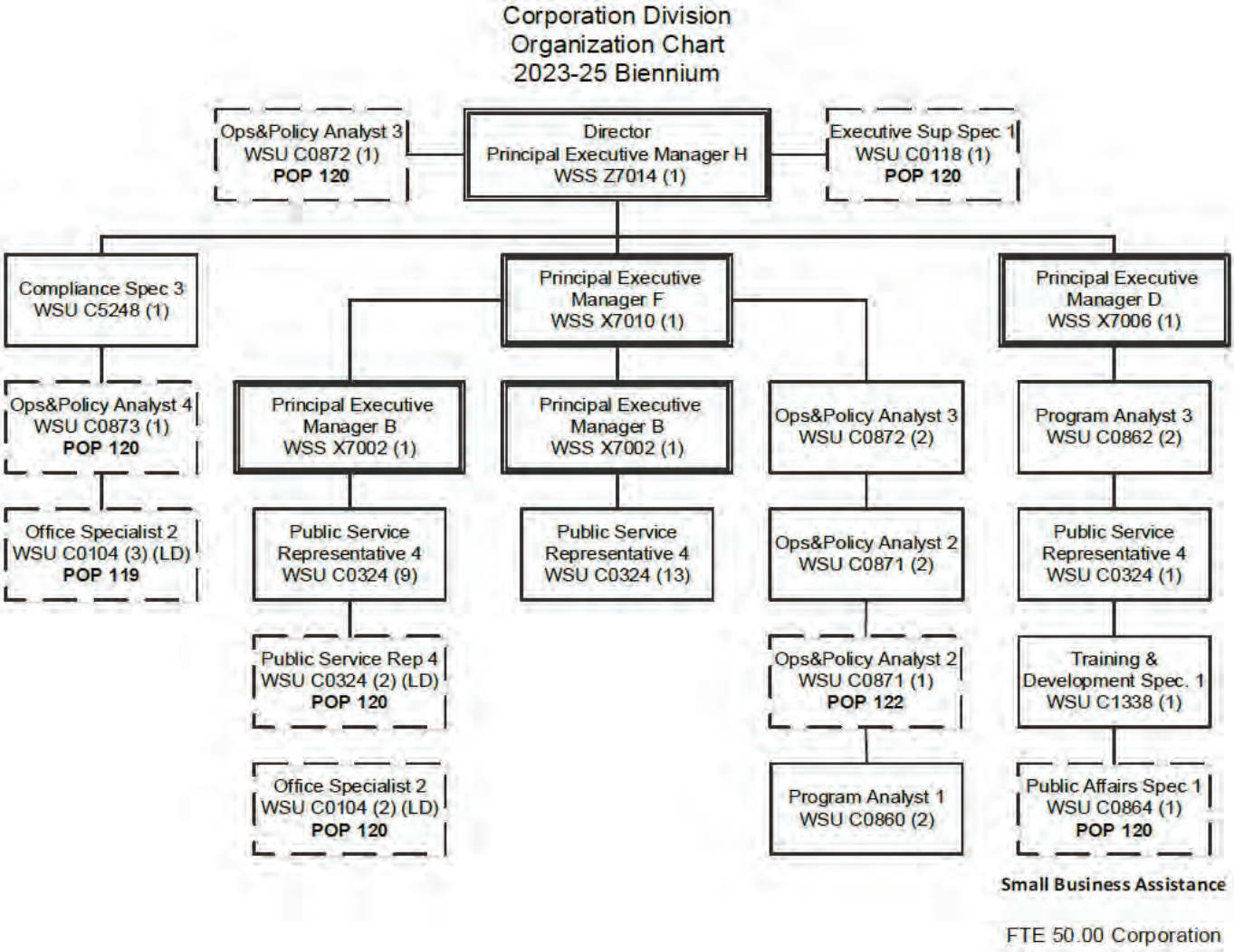
Audits Division:



Archives Division:



Corporation Division:



E. Key Performance Metrics

Secretary of State's legislatively approved key performance metrics are:

1. **Elections access to public information** – percentage of targeted records made available electronically.
2. **Audit efficiency** – dollar savings per dollar spent on economy and efficiency audits.
3. **Audit recommendation implementation** – percentage of audit recommendations implemented.
4. **Business registration** – document processing turnaround time from receipt.
5. **Notary** – document processing turnaround time from receipt.
6. **UCC** – document processing turnaround time from receipt.
7. **Campaign finance information** – percent of committee filings determined to be sufficient.
8. **Staff diversity** – employment of women, people of color, and persons with disabilities as a percentage of the SOS workforce.
9. **Customer satisfaction** – percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.

Note: See Attachment A for Secretary of State's 2022 KPM Report.

F. Summary of 15% Reduction Options

Division	15% Reduction Impact	Funding Type	Summary of Reductions
Administrative Services Division	$ 667,124	GF	ISD and BSD positions reductions.
Corporation Division	$ 2,273,895	OF	Multiple position reduction/eliminations; elimination of business mailings and postage; eliminate contracted services
Elections Division	$ 1,836,626	GF	Position reduction/elimination; reduction in prepaid postage on ballots and voter's pamphlets
Total:	$ 4,777,645		

G. Link to Agency's 23-25 Requested Budget

https://sos.oregon.gov/Pages/media-resources.aspx

H. 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, 2019. 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.

I. Summary of Proposed Information Technology Projects

Secretary of State's significant proposed information technology projects in the 23-25 biennium include:

1. POP 115 - Replacement of the State's campaign finance system (ORESTAR)
2. POP 110 – Two positions to focus on digitizing media that is actively degrading (e.g., >70k legislative recordings)
3. POP 119 – Microfilm digitization project in Corporation Division to digitize 4.3 million (4,270 reels) of business registration public records in microfilm.

J. 23-25 Short Term Plan Initiatives

- Archives Division
    - Archives Division Initiative #1: Increase public access to electronic and born-digital Oregon government records.
        - Performance measure: have procured and implemented an electronic records receiving tool that can be used to transfer, process, and make available permanently valuable Oregon government records.
    - Archives Division Initiative #2: We have completed phases 1, 2, and 3 of the shelving project. We are requesting a POP to complete the final phase of the compact shelving project for the second floor Archives' stacks.
        - Performance measure: the completion of the first-floor increased storage by 45%. The second-floor expansion is anticipated to increase storage by 41%.
    - Archives Division Initiative #3: Digitize legislative audio on at-risk formats such as cassette tapes, reel-to-reel, and Sawyers Rols before they are obsolete.
        - Performance measure: if allowed to hire two permanent Archivist 1 positions to continue this work, we would anticipate being able to digitize and make freely available 4,056 hours of at-risk legislative audio.
- Audits Division
    - Audits Division Initiative #1: Continue to improve and innovate communication of audit results. Our goal is to ensure we clearly and timely communicate audit results. We also continually reevaluate the readability of our communications to ensure we communicate audit results timely and in a format to meet readers' needs. The Audits Division is already a national leader in the clarity, quality, and presentation of our audit reports and we will continue to lead in pursuit of this goal. Our new technologies also allow us to more clearly explain our audit results with richer graphic abilities and data detail. This can help general readers quickly grasp the important issues, while readers with specific interests can delve more deeply into topics. We continue to explore alternative methods to communicate audit results through presentations before legislators and legislative committees and the use of social media. We also encourage communication of results

through formal press events. Better communicating our audit results helps Oregon government be more transparent and helps readers better understand the complex problems that agencies face.

- Performance measures:
  - We proactively solicit input from the Governor's Office, state agency directors and individual legislators, including members of the Joint Legislative Audit Committee, about our audit process, audit reports and significant audit findings. We perform continuous improvement activities based on feedback from these key stakeholders about our processes.
  - We also conduct audit follow-up monitoring and track the percentages of audit report recommendations agreed with and implemented. These measures directly assess the quality of our audit communications.

- Audits Division Initiative #2: Oregon state government is a multibillion-dollar enterprise that impacts every Oregonian. This means there is a substantive range of potential audit topics for the Secretary of State's Office to assess that includes a plethora of programs and services, each with their own risks. In addition, we are requested by legislation or ballot measure to perform audits of certain state-funded agencies and programs, which reduces our other discretionary audit work. Given that we have limited audit resources and cannot possibly cover all these risks, we must make strategic decisions about what to audit. We are requesting a POP to add a three-person audit team dedicated to executing legislatively requested and mandated audits.

  We continue to make a concerted effort to engage with agency and legislative staff to ensure we consider the highest priority audit topics when developing our audit plan. We will continue to initiate a risk assessment process and resulting audit plan that identifies high-priority audit topics and objectives. We will consider input from the Governor's Office, JLAC, legislators, agencies and the public when developing the plan. The audit plan includes "real-time" audits. In contrast to a traditional audit, which is retrospective, real-time audits evaluate programs that are under development or just beginning to be implemented. The idea is to identify problems before costly mistakes are made.
  - Performance measure: Documented annual audit plan fully compliant with statutory requirements. Ensure risk assessment process includes consideration of high-priority audit areas (e.g., public health and safety, critical infrastructure, and vulnerable populations), emergent and innovative audit methods including real-time audits and the expanded use of data analytics and a method for tracking the extent to which we cover those areas in the audit plan.
- Audits Division Initiative #3: Succession Planning – management and administrative support in key positions are eligible to retire in the next five years.
  - Performance measure: Maintain updated key position descriptions and classifications. Cross-train staff where feasible and applicable. Update and maintain responsibility portfolios to help ensure a smooth transition for when retirements occur.

- Corporation Division & Office of Small Business Assistance (OSBA)

- Corporation Division Initiative #1: Provide entities with faster, more efficient electronic services and integration of government registration processes.
- Corporation Division Initiative #2: Provide services to Oregon's entities and business community and the public to increase knowledge and awareness of government services and requirements for businesses and Oregonians.
    - Performance measures:
        - Customer documents are processed faster, more efficiently, with increased accuracy.
        - Increase the number of E-Government services available for online self-service.
        - Increase the percentage of customer documents filed online.
- OSBA Initiative #1: Improve Oregon's business climate for small business.
    - Performance measures:
        - Increase awareness of small business advocacy services; resulting increased caseload offers greater opportunities to advocate and solve problems on behalf of small business.
        - Inform elected officials, executive agencies and business groups of trends, opportunities and potential solutions for improved regulation and service delivery through publication of OSBA annual report.

- Elections Division
    - Elections Division Initiative #1: Address capacity; right size the workforce for a modern Elections Division serving 36 counties and approximately 3 million registered voters.
        - Performance measures:
            - Clear backlog of elections investigation cases and hire new investigations staff to add programmatic resources.
            - Gain staff levels required to cross-train employees in petition processing, customer service, campaign finance, voters' pamphlet, candidate and elections cycle reporting procedures, county equipment processing, and database administration.
            - Provide back-up and ongoing support to critical functions overseen by single employees.
            - Increase retention by focusing on professional development and training plans for staff at all levels, including new hires, lead workers, and management.
    - Elections Division Initiative #2: Lead with technology, security, and efficiency.
        - Performance measures:
            - Complete Oregon Votes with all modules as planned to prepare for a modern and secure elections management system that leads with technology best practices and public usability as a focus.
            - Begin feasibility evaluation of an updated, improved campaign finance system (ORESTAR).

- Increase quantity and quality of publicly available information for voters and those interested in voting and elections in Oregon.
- Improve voting system certification program; develop Division technical expertise and work closely with vendors and counties on system standards to ensure uniformity across the state.
- Focus on cyber and physical elections security; research, identify, and proactively respond to elections security threats.

- Elections Division Initiative #3: Strengthen accessibility and partnerships.
  - Performance measures:
    - Increase voter participation, registration, and remove barriers to the electoral process.
    - Implement Translation Advisory Council and inaugural voters' pamphlet translation program to provide elections information to limited English proficient voters across the state.
    - Continue to develop relationships and information sharing with state agencies to efficiently share voter registration data, ensure accurate voter rolls, and successfully implement legislative changes.
    - Partner with the disability community to improve usability of drop boxes across the state.
    - Provide training and updated materials and guidance in concert with local elections officials.
    - Integrate Division's first diversity, equity, and inclusion plan by embedding equity lens analysis in decision-making, materials, and projects.

K. 21-23 Outstanding Issues

As a result of implementing several position reclassifications due to the statewide The Oregon Management Project (TOMP), nine SOS position reclassifications generated a need for compensation schedule adjustments, with a cumulative fiscal impact in 23-25 of $73,319 General Fund and $174,962 Other Funds.

L. Facilities Update

In response to increases in hybrid and remote work schedules across the agency, SOS consolidated workspace, and reduced the amount of office space that it leases in the Public Service Building (PSB) in Salem, OR. Through this consolidation effort, the agency was able to vacate 20,563 square feet of office space (5th floor of PSB). When using 21-23 uniform rent rates, this effort generated savings in cumulative agency rent expenses by $36,602 per month, or $878,451 per biennium.

Attachment A

Key Performance Metrics

Oregon Secretary of State

Reporting Year: 2022

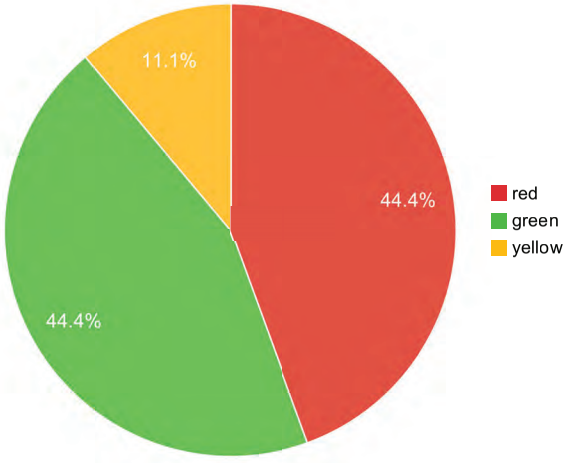
Secretary of State

Annual Performance Progress Report

Reporting Year 2022

Published: 8/24/2022 3:57:07 PM

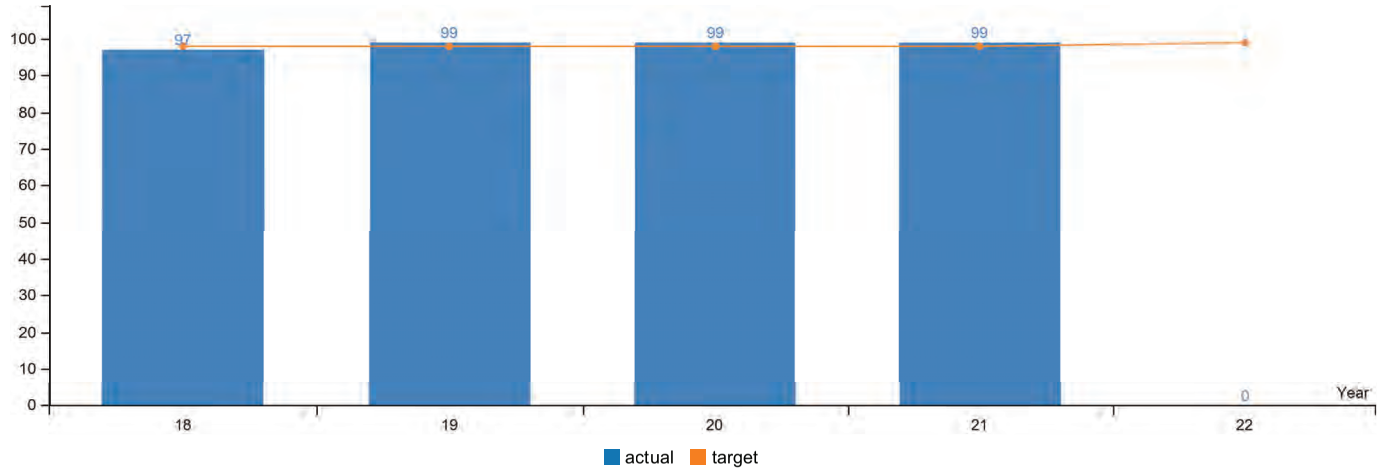
KPM #	Approved Key Performance Measures (KPMs)
1	Electronic Access to Public Information - Percentage of targeted records made available electronically.
2	Audit Efficiency - Dollar savings per dollar spent on economy and efficiency audits.
3	Audit Recommendation Implementation - Percentage of audit recommendations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



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	44.44%	11.11%	44.44%

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	2018	2019	2020	2021	2022
Public Information Access- Improve access to public information					
Actual	97%	99%	99%	99%	
Target	98%	98%	98%	98%	99%

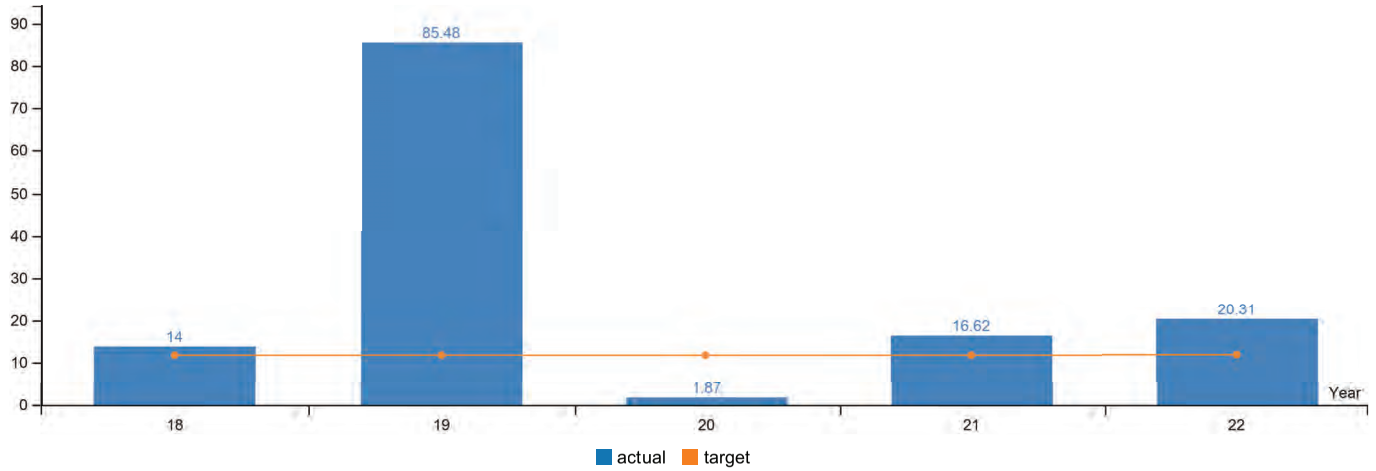
How Are We Doing

Data is collected January 1 - December 31. We will update in January once data is finalized.

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

How Are We Doing

We have consistently returned more in revenue enhancements, savings, and questioned costs than our audits have cost. Although identifying cost savings is an important part of our performance audit work, we also focus our attention on improving outcomes and identifying risks to the state that do not have quantifiable savings, but nonetheless provide state government tremendous value. For example, we've highlighted issues recently around the response to the COVID pandemic in Long-Term Care facilities and Wildfire Recovery Efforts. We have also recently identified issues in the past around Oregon's child welfare system. These examples have had a meaningful impact on some of Oregon's most vulnerable residents.

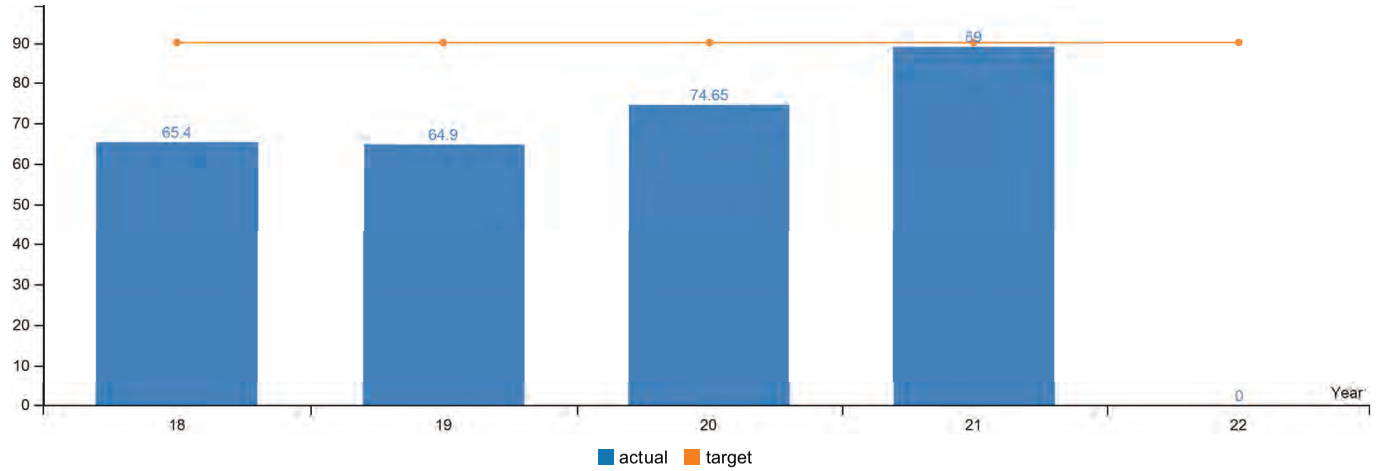
Our annual identification of savings can vary in magnitude and yearly trends can be misleading. Our cumulative savings since 1998 totals over $1.25 billion, with a return on investment of over $20 in savings, questioned costs, or revenue enhancements for every $1 invested in performance audit staff. In fiscal year 2022, we identified $22.76 in fiscal impacts for every $1 invested in performance audit staff.

Factors Affecting Results

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

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

** Upward Trend = positive result*



Report Year	2018	2019	2020	2021	2022
IMPLEMENTED RECOMMENDATIONS- Percentage of recommendations implemented					
Actual	65.40%	64.90%	74.65%	89%	
Target	90%	90%	90%	90%	90%

How Are We Doing

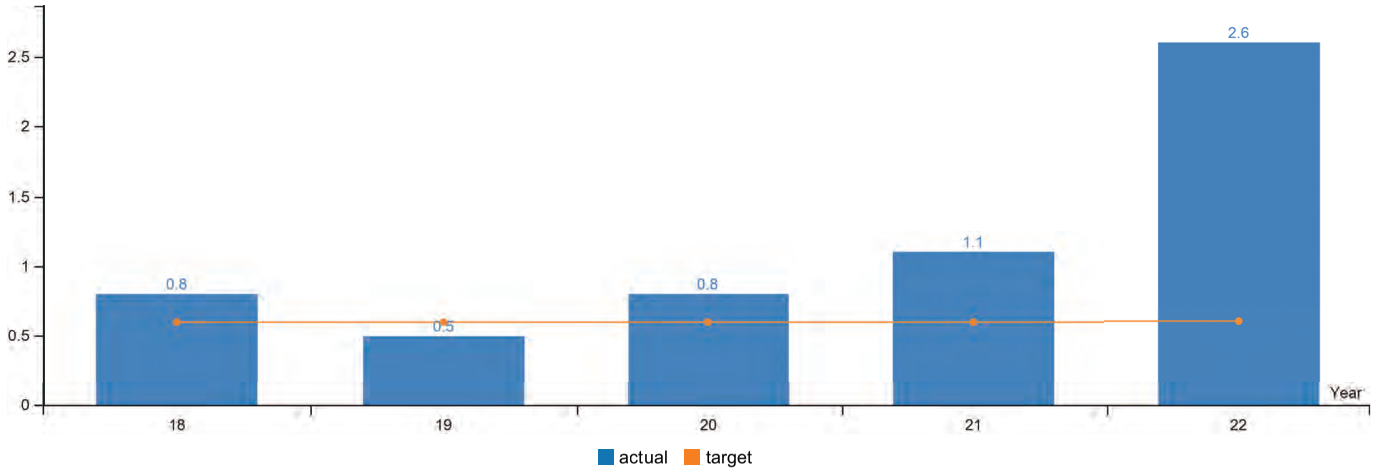
For fiscal year 2021 audits, agencies fully implemented 42% of the audit recommendations. Agencies took partial action on an additional 48% of the audit recommendations, bringing the total number of recommendations with at least some corrective action to 89%. Several agencies noted the need for additional time to implement recommendations; thus, we anticipate implementation rates to increase as more time elapses. Our three-year cumulative rate was 74%.

Factors Affecting Results

Given that agencies may take more than a year to implement some recommendations, the implementation percentage is expected to increase over time. In 2018, we implemented a new follow-up process that was more rigorous than our prior process that relied on self-attestation. This decreased our implementation rate, but that process gave a more accurate picture of recommendation implementation status. The COVID pandemic likely impacted this year's results as agencies continued to face pandemic related challenges. In 2020, the division adopted a risk based approach to be more efficient conducting audit follow-ups. In the future, only select audits will receive the more rigorous in-depth follow-up. Data collection is lagged by at least one year given the time agencies need to implement our recommendations and to perform audit follow-up.

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

** Upward Trend = negative result*



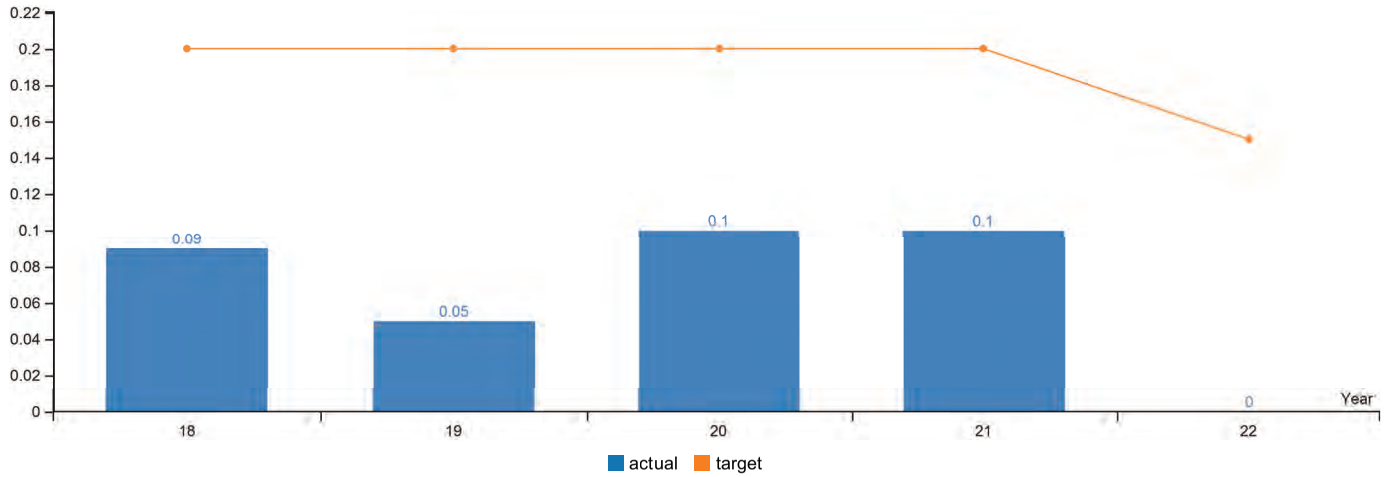
Report Year	2018	2019	2020	2021	2022
TIMELY DOCUMENT PROCESSING-CORPORATION DIVISION- Business Registration document processing turnaround time from receipt					
Actual	0.80	0.50	0.80	1.10	2.60
Target	0.60	0.60	0.60	0.60	0.60

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*



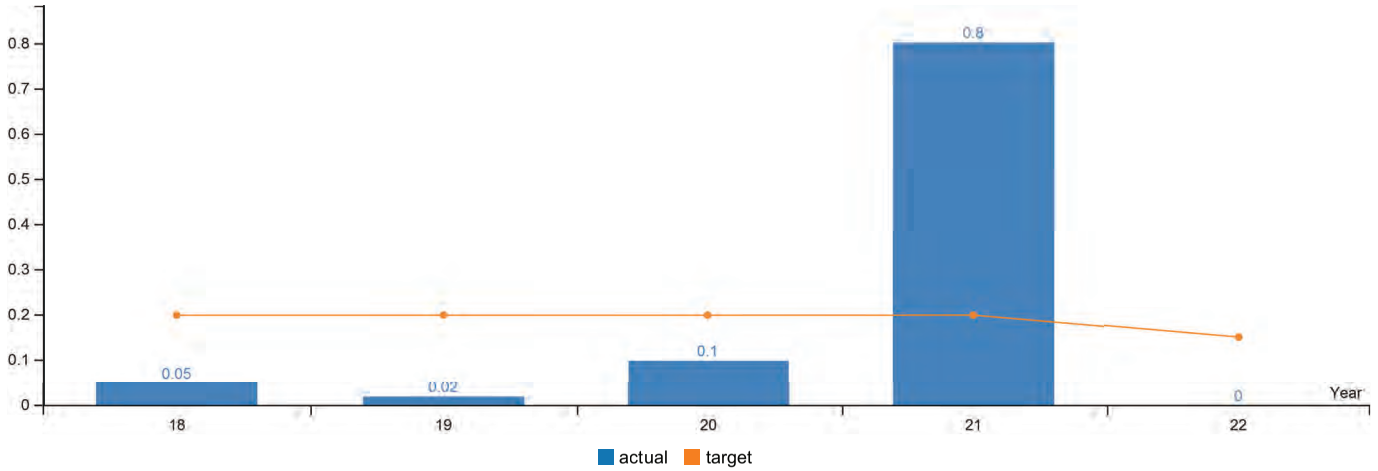
Report Year	2018	2019	2020	2021	2022
TIMELY DOCUMENT PROCESSING- CORPORATION DIVISION- Notary Public document processing turnaround time from receipt					
Actual	0.09	0.05	0.10	0.10	0
Target	0.20	0.20	0.20	0.20	0.15

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*



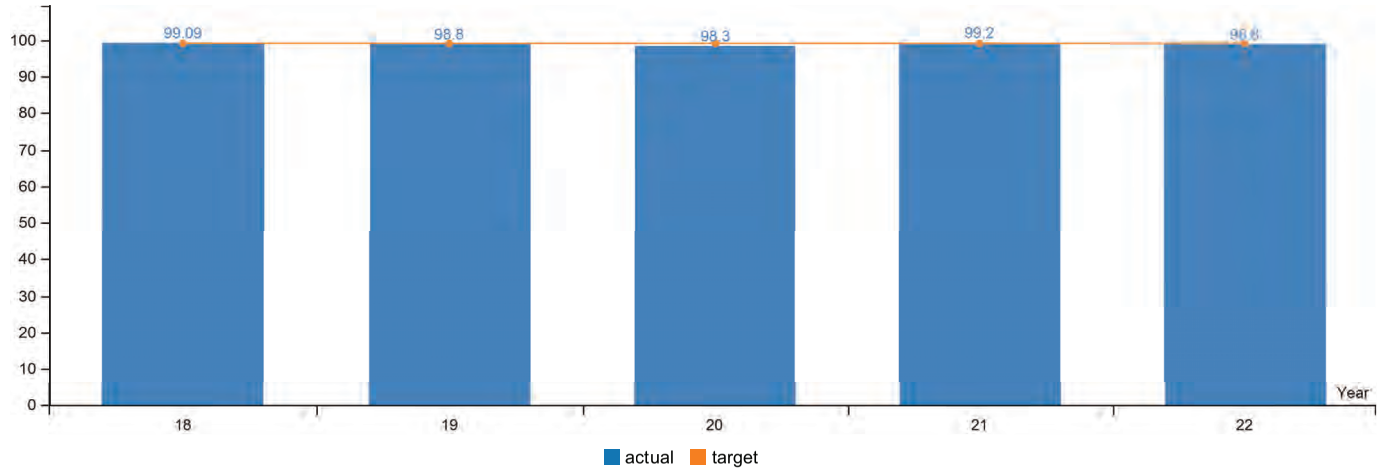
Report Year	2018	2019	2020	2021	2022
TIMELY DOCUMENT PROCESSING- CORPORATION DIVISION - Uniform Commercial Code document processing turnaround time from receipt					
Actual	0.05	0.02	0.10	0.80	0
Target	0.20	0.20	0.20	0.20	0.15

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*

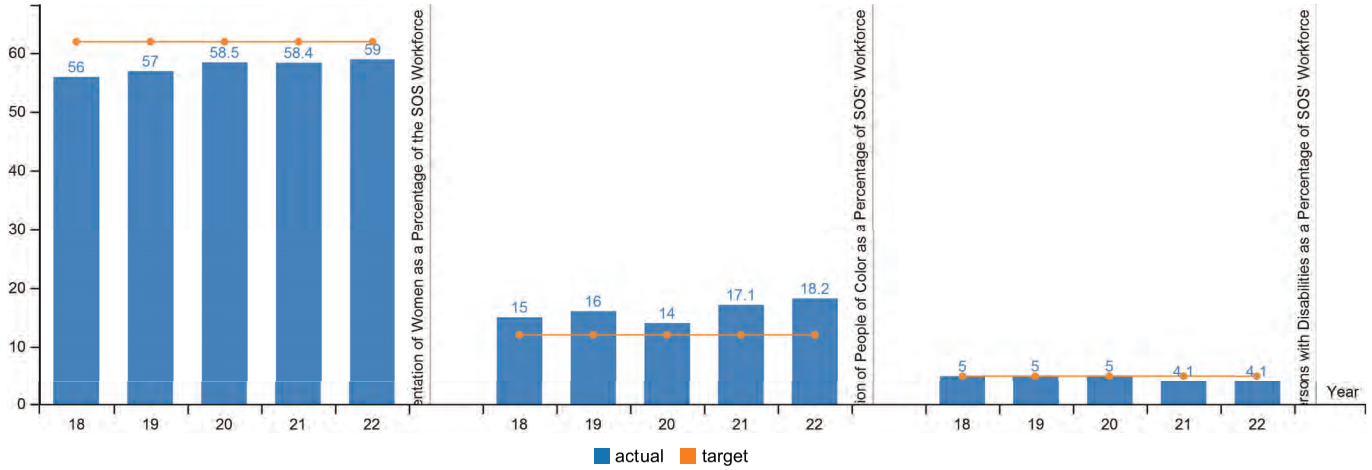


Report Year	2018	2019	2020	2021	2022
Public Access to Campaign Finance Information					
Actual	99.09%	98.80%	98.30%	99.20%	98.80%
Target	99%	99%	99%	99%	99%

How Are We Doing

Factors Affecting Results

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



Report Year	2018	2019	2020	2021	2022
a. Representation of Women as a Percentage of the SOS Workforce					
Actual	56%	57%	58.50%	58.40%	59%
Target	62%	62%	62%	62%	62%
b. Representation of People of Color as a Percentage of SOS' Workforce					
Actual	15%	16%	14%	17.10%	18.20%
Target	12%	12%	12%	12%	12%
c. Representation of Persons with Disabilities as a Percentage of SOS' Workforce					
Actual	5%	5%	5%	4.10%	4.10%
Target	5%	5%	5%	5%	5%

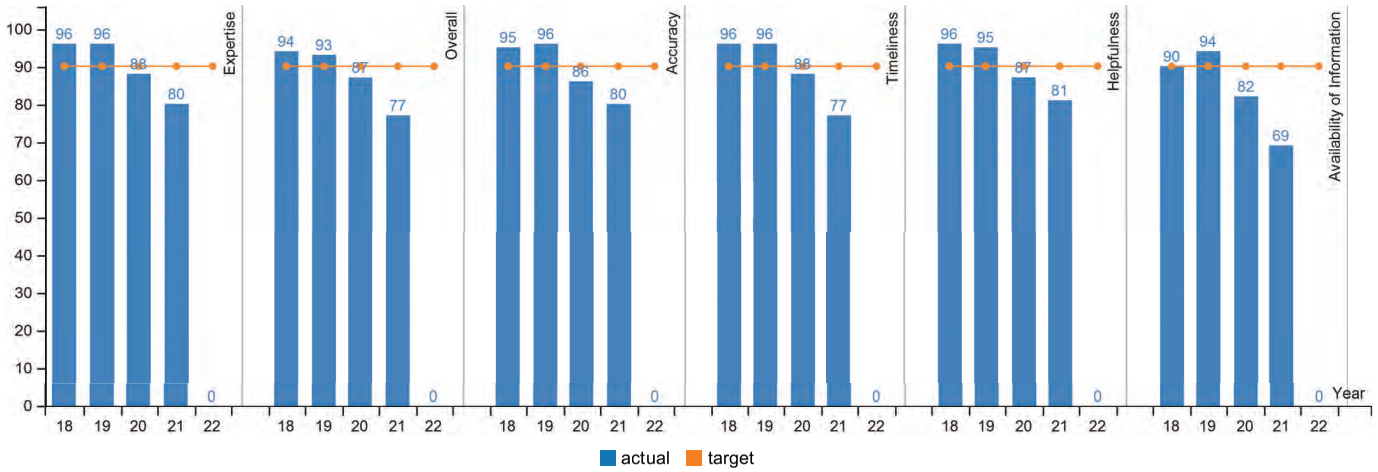
How Are We Doing

We have increased our representation of women by about .6 percent. We have increased our representation of people of color by a little more than 1 percent. Our representation of people with disabilities has remained the same over the last year.

Factors Affecting Results

Factors contributing to our ability to meet targets are driven in part by the applicant pool for vacant positions as well as our relatively small workforce and the impact of even minor attrition, which significantly fluctuates our representation. We continue to look for outreach strategies that will allow us to progress towards our goals and are encouraged by our progress particularly in the area of representation of people of color.

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



Report Year	2018	2019	2020	2021	2022
Expertise					
Actual	96%	96%	88%	80%	
Target	90%	90%	90%	90%	90%
Overall					
Actual	94%	93%	87%	77%	
Target	90%	90%	90%	90%	90%
Accuracy					
Actual	95%	96%	86%	80%	
Target	90%	90%	90%	90%	90%
Timeliness					
Actual	96%	96%	88%	77%	
Target	90%	90%	90%	90%	90%
Helpfulness					
Actual	96%	95%	87%	81%	
Target	90%	90%	90%	90%	90%
Availability of Information					
Actual	90%	94%	82%	69%	
Target	90%	90%	90%	90%	90%

How Are We Doing

Data is collected January 1 - December 31. We will update in January once data is finalized.

Factors Affecting Results

Attachment B

Program Prioritization for 2023-25

Oregon Secretary of State

PROGRAM PRIORITIZATION FOR 2023-25

Secretary of State

2023-25 Biennium **Agency Number: 16500**

Agency-Wide Priorities for 2021-23 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	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	$ 2,088,798		$ 139,468		$ -		$ 2,228,266	7	7.00			S	Chapters 246-260	
2	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	$ -		$ 11,947,198		$ -		$ 11,947,198	29	28.95			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.
3	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	$ 3,052,409		$ -		$ -		$ 3,052,409	6	6.00			C & S	Chapter 250 and Article IV Sec. 1 of the Constitution	
4	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	$ -		$ 12,279,316		$ -		$ 12,279,316	34	34.05			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.
5	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	$ -		$ 4,068,394		$ -		$ 4,068,394	7	7.00			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.

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	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 as is required by the authorized retention schedules that it writes.	KPM 1 & 9	4	$ -		$ 5,809,624		$ 20,000		$ 5,829,624	14	12.25			S	ORS192.001-192.170; ORS 357.805-357.920; ORS171.420-171.430;	
7	CRP	SOS	**Corporation - Business Registry**	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	$ -		$ 6,044,378		$ -		$ 6,044,378	19	19.00			S	ORS 56, 58, 60, 92, 63, 65, 67, 68, 128, 554, 647 and 648	
8	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	$ 2,668,435		$ -		$ -		$ 2,668,435	6	6.00			S	Chapter 260	
9	CRP	SOS	**Corporation - Uniform Commercial Code**	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.	KPM 7	4	$ -		$ 1,232,537		$ -		$ 1,232,537	5	5.00			S	ORS 79, 80, 87	

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																			
10	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	$ 598,311		$ 2,693,377		$ -		$ 3,291,688	4	4.00					
11	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	$ 1,356,010		$ 3,689,067		$ -		$ 5,045,077	12	12.00					
12	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	$ 730,886		$ 3,376,965		$ -		$ 4,107,851	11	11.00					
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	$ -		$ 1,722,149		$ -		$ 1,722,149	3	3.00					

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																			
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	$ 392,052		$ 2,261,637		$ -		$ 2,653,689	5	5.00					
15	ASD	SOS	**Procurement & Operations**	Performs all levels of procurement activity (formal & informal solicitations), contract administration, mail room functions for the agency, and facility management.		4	$ 188,113		$ 2,316,658		$ -		$ 2,504,771	6	6.50					
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	$ 316,282		$ 2,171,837		$ -		$ 2,488,119	3	3.00					
17	ASD	SOS	**Financial Services**	The Financial Services Section in BSD provides accounting, financial reporting, fixed asset management, budget development & budget execution, cash management services, and payroll.		4	$ 285,967		$ 2,418,550		$ -		$ 2,704,517	9	8.50					
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	$ 90,861		$ 1,803,585		$ -		$ 1,894,446	4	4.00					
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	$ 3,459,766		$ -		$ -		$ 3,459,766	1	1.00			S	Chapter 251	

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																			
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	$ 152,698		$ 1,994,749		$ -		$ 2,147,447	5	5.00					
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	$ -		$ 824,783		$ -		$ 824,783	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	$ -		$ 1,902,054		$ -		$ 1,902,054	4	4.00			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	$ -		$ 1,809,849		$ -		$ 1,809,849	3	4.50					
24	CRP	SOS	**Corporation - Notary Public**	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.	KPM 6	4	$ -		$ 2,699,872		$ -		$ 2,699,872	3	3.00			S	ORS 194	
25	ELT	SOS	**HAVA OCVR**	HAVA OCVR	KPM 9	4	$ 974,765		$ 1,214,985		$ 5,002,647		$ 7,192,397	2	2.00					
26	CRP	SOS	**Corporation - Call Center**	The Corporation Division operates a customer service call center as part of the Business Registration information Center to support businesses and prospective entrepreuneurs starting and growing their business in Oregon.	KPM 9	4	$ -		$ 3,443,009		$ -		$ 3,443,009	8	8.00			S	ORS 56	

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																			
27	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	$ -		$ 1,739,503		$ -		$ 1,739,503	4	4.00			S	ORS 56	
28	ARC	SOS	**Security Depository**	Storage of microfilm for state and local government entities	KPM 1 & 9	4	$ -		$ 506,880		$ -		$ 506,880	1	1.00			S	ORS192.070-192.072	
29	ARC	SOS	**Oregon Blue Book**	The Oregon Blue Book is compiled, published and sold/distributed by the Archives Division.	KPM 1 & 9	4	$ -		$ 172,494		$ -		$ 172,494					S	ORS177.120	
30	ASD	SOS	**Exec Office**	The Executive Office coordinates policy development, strategic planning and legislative initiatives for the eight 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	$ 336,312		$ 4,298,317		$ -		$ 4,634,629	12	11.50					
31	ELT	SOS	**Elections Division**	Package 118 - Elections Security and Public Education		4	$ 1,181,804		$ -		$ -		$ 1,181,804	2	2.00					
32	ASD	SOS	**Exec Office**	Package 103 - Executive Staffing		4	$ -		$ 1,383,144		$ -		$ 1,383,144	4	4.00					
33	ASD	SOS	**Administrative Services**	Package 106 - System Modernization		4	$ 356,592		$ 2,615,015		$ -		$ 2,971,607	7	7.00					
34	ELT	SOS	**Elections Division**	Package 117 - Elections Oversight		4	$ 600,097		$ -		$ -		$ 600,097	2	2.00					
35	CRP	CRP	**Corporations**	Package 120 - Corporation Staffing Needs		4	$ -		$ 1,608,696		$ -		$ 1,608,696	8	8.00					
36	CRP	CRP	**Corporations**	Package 119 - Microfilm/Microfiche Degitization Project		4	$ -		$ 734,212		$ -		$ 734,212	3	3.00					
37	ARC	SOS	**Archives Division**	Package 110 - Archivists		4	$ -		$ 509,452		$ -		$ 509,452	2	2.00					
38	ASD	SOS	**Administrative Services**	Package 107 - Information Technology Security		4	$ 218,211		$ 1,600,211		$ -		$ 1,818,422	2	2.00					
39	ASD	SOS	**BSD**	Package 101 - Procurement Contract Assistant		4	$ 12,309		$ 163,556		$ -		$ 175,865	1	1.00					
40	ASD	SOS	**BSD**	Package 102 - Business Services Personnel True-up		4	$ 2,237		$ 58,059		$ -		$ 60,296	0	0.00					
41	ASD	SOS	**Administrative Services**	Package 108 - Information Systems Personnel True-up		4	$ 8,098		$ 90,504		$ -		$ 98,602	0	0.00					
42	ARC	SOS	**Archives Division**	Package 111 - Digitization Personnel Reclassifications		4	$ -		$ 66,063		$ -		$ 66,063		0.25					
43	CRP	SOS	**Corporations**	Package 122 - Corporation Personnel True-up		4	$ -		$ -		$ -		$ -							
44	ASD	SOS	**Exec Office**	Package 104 - Executive Personnel True-up		4	$ -		$ 183,065		$ -		$ 183,065	0	0.50					
45	ASD	SOS	**Administrative Services**	Package 105 - Secretary Travel Needs		4	$ 40,000		$ 40,000		$ -		$ 80,000							
46	CRP	SOS	**Corporations**	Package 121 - Transaction Charges		4	$ -		$ 300,000		$ -		$ 300,000							
47	ELT	SOS	**Elections Division**	Package 116 - HAVA OPA Funding Shift		4	$ 432,959		$ -		$ (432,959)		$ -							
48	ASD	SOS	**HRD**	Package 109 - Admin Services Executive Support Specialist		4	$ 22,965		$ 168,392		$ -		$ 191,357	1	1.00					
49	AUD	SOS	**Audits Division**	Package 113 - IT Audit Team		4	$ -		$ 566,804		$ -		$ 566,804	2	2.00					
50	ELT	SOS	**Elections**	Package 115 - ORESTAR Replacement Start-up		4	$ 1,009,404		$ -		$ -		$ 1,009,404	1	1.00					
51	ASD	SOS	**ISD**	Package 115 - ORESTAR Replacement Start-up		4	$ 164,421		$ -		$ -		$ 164,421	1	0.50					
52	ARC	SOS	**Archives Division**	Package 123 - Archives Building Rent Increase		4	$ -		$ 201,497		$ -		$ 201,497							

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																			
53	AUD	SOS	**Audits Division**	Package 114 - Legislative Response Audit Team		4	$ -		$ 809,410		$ -		$ 809,410	3	3.00					
54	ARC	SOS	**Archives Division**	Package 112 - Final Phase of Compact Shelving Project		4	$ -		$ 750,000		$ -		$ 750,000							
													$ -							
							$ 20,740,762.00		$ 96,429,315		$ 4,589,688		$ 121,759,765	268	267.50					

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 C

Other Funds and ARPA Ending Balance Forms

Oregon Secretary of State

UPDATED **OTHER FUNDS ENDING BALANCES FOR THE 2021-23 & 2023-25 BIENNIA**

Agency: 165 Secretary of State
Contact Person (Name & Phone #): Mike Hickam

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)
Other Fund Type	**Program Area (SCR)**	**Treasury Fund #/Name**	**Category/Description**	**Constitutional and/or Statutory reference**	**2021-23 Ending Balance In LAB**	**2021-23 Ending Balance Revised**	**2023-25 Ending Balance In CSL**	**2023-25 Ending Balance 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	3,356,294	1,586,612	9,222,683	2,299,921	Based on actual expenditure data through January 2023. Est 3 month Operating cost is $3,460,764 based on 21-23 average monthly expenditures.
Other Fund Limited Election	002-00-00-0000	1650000401- Sec. of State General Fund	Operations	ORS 246.260	34,856	34,024	4,897	32,887	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)	2,240,885	1,488,260	1,170,264	1,363,895	Funding is through County payments made to support OCVR manintenance. Revised 2021-23 ending balance is dedicated to completing OCVR 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	63,958	N/A	N/A	Municipal Audit Program. This is a non-budgeted Fund.
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	3,415,053	2,527,667	3,667,539	2,291,325	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 $3,159,444 based on 21-23 average monthly expenditures. Assessment revenue will be reviewed for reduction at 23-25 LAB.
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.	1,900,366	1,699,692	1,790,208	1,483,980	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 $1,169,391 based on 21-23 average monthly expenditures. Assessment revenue will be reveiwed at 23-25 LAB.
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	1,180,508	1,769,043	1,483,517	1,755,498	Revisions are based on updated actual expenditure data through January 2023. Estimated 3 month Operating Cost is $1,755,498 based on 21-23 average monthly expenditures.

2021-23 ARPA ENDING BALANCES

Agency: 165 Secretary of State
Contact Person (Name & Phone #): Mike Hickam

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
SCR	Program Description	2021-23 LAB	2021-23 Ending Balance	2021-23 Amount Obligated	2023-25 POP Y/N	2023-25 POP #	Comments
N/A for SOS							

Attachment D

Summary of Long-Term Vacancies

Oregon Secretary of State

Agency

Vacant Position Information

Vacancies as of December 31, 2022

Agency Initial	SCR	DCR	Pos No	Position Class Comp		Position Title	Pos Type	GF Fund Split	LF Fund Split	OF Fund Split	FF Fund Split	FTE	2023-25 GF PS Total	2023-25 LF PS Total	2023-25 OF PS Total	2023-25 FF PS Total	2023-25 Total Bien PS BUDGET	Vacant Date	Position eliminated in GRB? Y/N	Reason for vacancy
SOS	16500-002-00-00-00000	16500-002-05-00-00000	6969002	WSU	0871	Operations and Policy Analyst 2	PF	1.00				1.00	211,481				211,481	6/1/2020	N	Federal Funds not available, position requested for fundshift to GF
SOS	16500-002-00-00-00000	16500-002-01-00-00000	0020002	WSU	5247	Compliance Specialist 2	PF	1.00				1.00	196,245				196,245	7/31/2021	N	Recruitment difficulties, position in recruitment, interviews started
SOS	16500-001-00-00-00000	16500-001-03-00-00000	1803020	WSU	1488	Information Systems Specialist 8	PF			1.00		1.00			363,946		363,946	7/1/2020	N	Funding recently moved from FF, 2x failed recruitment, position in recruitment with offer made to candidate
SOS	16500-002-00-00-00000	16500-002-05-00-00000	6969005	WSU	0870	Operations and Policy Analyst 1	PF	1.00				1.00	181,915				181,915	3/31/2020	N	Federal Funds not available, position requested for fundshift to GF
												-					-			
												-					-			
SOS	16500-036-00-00-00000	16500-036-01-00-00000	5103503	WSU	0871	Operations and Policy Analyst 2	PF			1.00		1.00			219,887		219,887	5/1/2022	N	Position not vacant, failed recruitment 2x, now filled with internal rotation
SOS	16500-001-00-00-00000	16500-001-02-02-00000	4103401	WSU	0436	Procurement and Contract Specialist 1	PF	0.10		0.90		1.00	20,377		183,395		203,772	4/1/2022	N	Position not vacant, filled with rotation/dev opportunity
												-					-			
												-					-			
												-					-			
												-					-			
												-					-			
												-					-			
												-					-			
												-					-			
												-					-			
Total							**Pos**	**GF**	**LF**	**OF**	**FF**	**FTE**	**GF**	**LF**	**OF**	**FF**	**AF**			
							5	**2.10**	**0.00**	**2.90**	**0.00**	**5.00**	**398,537**	**0**	**767,228**	**0**	**1,165,765**			