



**Michael Williams**  
*Division Director*

November 3, 2025

The Honorable Senator Kate Lieber, Co-Chair  
The Honorable Representative Tawna Sanchez, Co-Chair  
Interim Joint Committee on Ways and Means  
900 Court Street NE, H-178  
Salem, OR 97301

Dear Senator Lieber and Representative Sanchez:

Oregon's Secretary of State is Oregon's chief elections officer, chief auditor, and oversees the State Archives and the Oregon Corporation Division. Our mission is to provide equitable access to our democracy, make tools easily available to achieve economic success; ensure state resources are used sustainably, efficiently and are accountable to the public; and promote public access to the records of Oregon government.

To identify reduction options, Secretary of State focused on preserving our core constitutional responsibilities and statutory programs while prioritizing effective delivery of programs for Oregonians. We propose cutting activities that are outside of the core mission. Secretary of State will re-evaluate our purchases and the use of vendors in the current biennium to determine which expenditures can be avoided that are the least disruptive to programs and minimizes impact on the public. In addition to reducing services and supplies, we propose holding several positions vacant to reduce personal services expenses.

These measures alone will not get to the requested reduction target. To do that we also have to eliminate positions that are currently filled and provide important services to the agency.

Our reductions also include cuts to the resources and systems that support the Elections division, but they have been placed at the bottom of the list, reflecting our commitment to safe and secure elections.

Sincerely,

*Michael Williams*

**Michael Williams**  
*Business Services Director*

Secretary of State																
2025-27 Biennium																
2025-27 LAB					26,945,965	-	102,241,132	-	-	-	129,187,097					
Detail of Reductions to 2025-27 Legislatively Adopted Budget																
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Priority (ranked most to least preferred)		Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Gov. Reduction Target Yes / No	One-Time Yes / No	Describe the reduction and associated impact on services and outcomes. Please identify the source of Other Funds reductions.
Dept	Prgm/ Div															
1	Elections	SoS	002	Primary Voter Pamphlet Publication Change	90,000						\$ 90,000					Avoided costs from realigning primary voter pamphlet content with statutory requirements.
2	Audits	SoS	007	Reduce S&S			758,840				\$ 758,840				Yes	Reduce professional services, travel, employee training, office expenses, publicity and publications, employee recruitment & development, and other services and supplies.
3	Archives	SoS	012	Reduce S&S			300,000				\$ 300,000				Yes	Reducing out of state travel budget would prevent employees from attending annual professional conferences out of state during the 25-27 biennium. Funds are used for air travel, conference registration, hotel stays, transportation and meal per diem. Annual conferences include National Association of Government Archives and Records Administrators, Society of American Archivists, Council of State Archivists and Administrative Codes & Registers. Conferences are an opportunity to network nationally with people who understand Archives and records. Reducing in-state travel will prevent archivists from offering as many in-person trainings, face-to-face assistance, networking, and maintaining presence and relevance throughout the state. Reducing the out-of-state travel budget would prevent staff and leadership from attending a variety of events and conferences. New and useful information will be missed. Staff may require a certain amount of travel, training, and development to remain credentialed. Reducing both expendable property and IT expendable property would prevent the purchase of new equipment and software, creating a technological debt. Outdated technology is known for being unsupported and unstable. Could create safety concerns with staff areas. Reducing Office Furniture and Fixtures for the Archives Building and Records Center would possibly create an unsafe work environment, operating outdated equipment and not meeting ergonomic expectations for staff workstations. Eliminating Employee Training would make retention of staff more difficult and would lead to significant knowledge gap.

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4	ISD	SoS	001-03	Reduction in S&S	255,837		502,750				\$ 758,587					Reduction in subscription services and training. Hold off on backup storage expansion and increase in resilient power capacity. Reduce reliance on extended support contracts for Oracle products. Reasses purchase of automation platform and tools. These reductions will impact ISD's ability to support maintenance and upgrades of programs and any expasion of current programs due to space and backup capacity. There would be no capacity to support new programs.
5	Corp	SoS	036	Business Operations Supervisor 2 Temporary Vacancy			322,037				\$ 322,037	1	1.00		Yes	Reduce Services & Supplies and Professional Services by leaving the currently vacant Business Operations Supervisor 2 position unfilled. This position plays a key role in supporting the Business Support Unit within the Corporation Division by ensuring operational efficiency, maintaining quality controls, and fostering strong team performance. Without filling this role, supervisory responsibilities shift to the existing Business Operations Supervisor 1 position, adding to their current workload. Leaving the position unfilled may negatively affect the division's key performance measures (KPMs), including:  KPM #5 – Business Registry Turnaround Time KPM #7 – UCC Processing Time KPM #10 – Customer Satisfaction
6	ISD	SoS	001-03	Hold ISS 8 position open	169,050						\$ 169,050	1	0.42			Hold ISS 8 position open for 10 months. This Project Manager position supports projects related to our Elections Division. Responsibilities will be shared out among other members of the Project Management Team and Elections Division team during the vacancy.
7	Exec	SoS	001-01	Hold Internal Audit open			286,452				\$ 286,452					Delay recruitment of Chief Audit Executive position to January 2027.

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8	Corp	SoS	036	Reduce Office of Small Business Assistance to two FTE			601,035				\$ 601,035	3	3.00		Yes	Reduce Services & Supplies and Professional Services by downsizing the Office of Small Business Assistance to 2 FTE and reducing the associated budget. This includes eliminating two Program Analyst 3 (Ombudsman) positions, resulting in a significant reduction in aid provided to small businesses. Entrepreneurs will navigate state and local government systems with fewer resources available to help resolve issues or connect with necessary support.  Additionally, the office's ability to collect and analyze data to inform policymakers will be diminished, increasing reliance on anecdotal feedback and constituent complaints to identify trends and barriers. This reduction could contribute to a broader perception that Oregon is not supportive of its small businesses and entrepreneurs. Overall, scaling back the Small Business Advocate program will negatively impact the agency's efforts to improve Oregon's business climate for small businesses.
9	BSD	SoS	001-02	Reduce Employee training/Professional/IT professional Services	8,400		190,976				\$ 199,376				Yes	Would reduce available funds covering costs of maintenance/support, enhancements, bug fixes to Deposit interface system, the agencies cash management system. Would significantly impact agency's ability to sustain critical IT systems supporting agency asset management and contract management efforts.  Reduction in Prof. Services budget would eliminate funds available to complete the agency biennial financial audit which is performed by an independent contractor. Completion of the agency's audit is critical to preserving and strengthening trust with Oregonians and maintaining conformance with applicable federal and state audit requirements.
10	Elections	SoS	002	Eliminate Safe Harbor Program	220,037						\$ 220,037	1	0.63		Yes	SOS would discontinue the Safe Harbor program, which is not required by statute or core to the mission of the Elections division.

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Dept	Prgm/ Div															
11	HR	SoS	001-04	Reduce Agency wide training budget			75,000				\$ 75,000				Yes	HRD services related to supporting learning activities related to compliance training and staff development would be negatively impacted as we would have a greatly reduced budget to provide any of these services or learning opportunities. HRD KPM #9 Staff Diversity would likely be impacted as we would not have the training to support our workforce in a way that adequately supports retention of a diverse staff.
12	HR	SoS	001-04	Reduce HR training budget			10,000				\$ 10,000					Would reduce HR capacity to support training.
13	HR	SoS	001-04	Reduce Learning & Dev Spec 2 to .76 FTE	26,677		59,698				\$ 86,375	0.24	0.24		Yes	HRD capacity to support agency divisions would be reduced, slowed service times would increase – potentially impacting Division ability to deliver services, along with risk of falling out of compliance with various time-bound employer requirements.
14	ISD	SoS	001-03	Eliminate 2 FTE plus vacancy savings	66,378		597,406				\$ 663,784	4	1.75			We would eliminate 2 positions starting in February 2026. These positions would be an Lead Solutions Architect (ISS 8) and a Application Developer (ISS 7). Cutting these positions would have a negative impact on our ability to maintain in house applications and would require remaining Application Development team members to take on more application maintenance and business team involvement.  We would also use vacancy savings from recruitmt and hiring timelines for the vacant CIO position (CIA 2)) and a vacant ISS8 position. The CIO position will be filled starting in January and the ISS8 positions was vacant July through September 2025.
15	BSD	SoS	001-02	Eliminate 1 FTE in Accounting Section	18,871		98,619				\$ 117,490		0.50		Yes	This would decrease cashiering section to 1 position increasing processing times in depositing funds and transaction times for all Audits, Archives, Corporation, and Elections documents negatively impacting KPM’s associated with these divisions.
16	Archives	SoS	012	Eliminate Public Affairs Specialist 3			249,150				\$ 249,150	1	1.00		Yes	Layoff or leave vacant the design position ending the exhibit, public outreach, and online Blue Book presence of the Oregon State Archives. Elimination of the position would put an end to communications materials, virtual and in-person exhibits programs, and public outreach to students, genealogists, and citizens.

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Dept	Prgm/ Div															
17	Audits	SoS	007	Reduce auditing positions			887,920				\$ 887,920	4	4.00		Yes	Reduce Staff Auditor and Senior Auditor positions. Mandated audits would continue. Reduction would limit the number of critical audits conducted to improve efficiency and effectiveness of state programs.
18	Archives	SoS	012	Reduce Publicity/Publication costs of the printed and online version of the Oregon Blue Book			100,000				\$ 100,000					Scale back the size, scope and print run of the Oregon Blue Book. Discontinue the online version of the Blue Book.
19	Elections	SoS	002	Reduce DOJ Expenditure limitation by 25%	182,597						\$ 182,597				Yes	This would decrease SOS's ability to consult and collaborate with the Oregon Department of Justice on election related matters.
20	Elections	SoS	002	Reduce Elections monitoring Professional Services	150,000						\$ 150,000				Yes	SOS would eliminate the theat monitoring program supports local and state election officials, significantly reducing the ability to detect and respond to security threats in real time, increasing the risk to election infrastructure and public trust.
21	Elections	SoS	002	Reduce Elections IT Professional Services	159,451		72,175				\$ 231,626				Yes	Would need to use more existing Federal Funds limitation to cover OCVR expenses, reducing available FF cash for future biennia/system replacement
TOTAL					1,347,298	-	5,112,057	-	-	-	\$ 6,459,355	15	12.54			
Target (2.5%)					673,649		2,556,028									
Target (5%)					1,347,298	-	5,112,057									
Difference					(0)	-	-									

**Secretary of State**  
**2025-27 Biennium**

**Detail of Programs in the 2025-27 Legislatively Approved Budget that have been established or expanded since 2021-23**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Agency	SCR	Program Establishment / Expansion			Program Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Implementation Status
		Biennium	Effective Date	Authorization											
16500	001-04	2023-25			HB4024 Campaign Finance	336,104						\$ 336,104	1	1.00	Complete
	001-03	2023-25			HB4024 Campaign Finance	2,410,742						\$ 2,410,742	1	1.00	Position Hired, S&S development work on-going
	002	2023-25			HB4024 Campaign Finance	2,255,481						\$ 2,255,481	7	7.00	Complete
		2023-25			Anticipated additional request in the current biennium for IT System, Compliance, Investigation, and Education + Outreach costs	25,000,000						\$ 25,000,000			Initial estimate of the additionl current biennium resources needed to implement 4024 within the current statutory deadlines. Estimate to be refined after further analysis and completion of a Request for Proposal for an IT System.
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				TOTAL		30,002,327	-	-	-	-	-	\$ 30,002,327	9	9.00	

## Instructions

Column (5) - Authorization should identify the source of the new program or program expansion, which could include enabling legislation, approved policy option package, or administrative establishment.

Column (6) - Program description should include a summary of the program and the expansion (if applicable), including any partner state agencies.

Column (16) - Current status of program implementation should be summarized, including any future budget requests anticipated upon full program implementation.