SECTION I – EXECUTIVE SUMMARY

The mission of the State Election Commission is to ensure every eligible citizen has the opportunity to register to vote, participate in fair and impartial elections, and have the assurance that their vote will count.

Over the past decade, the business of conducting elections has become vastly more complex and subject to exceptional scrutiny by voters, candidates, media, and the legal community as never before. This requires everyone involved in the elections process, whether at the municipal, county, or state level, to become more technologically savvy, be better trained, and possess a higher level of election expertise. This is the environment in which the State Election Commission (SEC) must operate and carry out its mission.

As the chief election agency in South Carolina, the SEC is tasked with the responsibility of overseeing the voter registration and election processes in the State. Everything that we do as an agency, our programs and our projects, emanates from these responsibilities. The primary mission and goal is to provide the highest level and quality of service possible within our statutory mandates.

The SEC maintains the State's computerized statewide voter registration system. The system contains voter registration data on every registered voter in South Carolina. All county voter registration offices have online access to the database. The SEC is responsible for printing the lists of registered voters for all elections held in the State, which averages approximately 300 each year. In combination with the driver's license file, the system also serves as the source for jury selection lists in the State.

The SEC provides oversight including assistance and advisory services to county and municipal election officials for elections in South Carolina. The SEC administers a mandatory training and certification program for voter registration and election officials. State law mandates the SEC support the statewide voting system. In fulfilling this mandate, the SEC creates election specific database definitions, produces electronic ballots, provides a comprehensive security plan, and conducts training for county election officials and poll managers in the proper use of the system. This support eliminates the need for counties to contract with the vendor for support. All voter registration and election materials are provided to county election officials and counties are reimbursed for allowable primary and election expenses.

The Agency provides information regarding voter registration and elections to the media, political parties, special interest groups, and citizens. The SEC's "Every Vote Matters. Every Vote Counts." voter education and outreach initiative is designed to familiarize voters with the State's voter registration and election processes and to promote participation in elections.

The members of the SEC serve as the State Board of Canvassers after elections to certify election returns, to declare candidates elected, and to sit in a judicial capacity to hear testimony and rule on protests and appeals.

The Agency values:
- **Employees** – Human resources are the Agency's most important assets. The institutional knowledge, skill, and dedication of each employee is vital to the success of services provided. The Agency is committed to ensuring employee satisfaction, training, development, and well-being.

- **Customer Driven Excellence** – To understand customer needs and anticipate their future desires.
- **Visionary Leadership** – Motivate employees by setting examples, providing direction, and providing recognition and rewards.
- **Understanding the Future** - Statewide primaries and general elections occur in two year cycles. Needs and other preparations for these two events must be considered in advance.
- **Agility** – Because of the statutory deadlines regarding elections, it is crucial that the Agency meet all deadlines and provide necessary services.
- **Relationships** – Contact with county and municipal election officials, the General Assembly, other state and federal agencies, political parties, and other special interest groups is vital to the success of voter registration and elections processes.

Major Achievements of the Fiscal Year:

2008 Presidential Primaries

The SEC and county election commissions successfully conducted Republican and Democratic Presidential Primaries on January 19 and 26, 2008, respectively. In the past, political parties have conducted their own presidential primaries. Act 81 of 2007 required the SEC and county election commissions to conduct the primaries for 2008; however, political parties selected the dates of the primaries. Both political parties selected Saturdays, one week apart. Holding two statewide elections within seven days had never been done before and presented a considerable challenge to the SEC and county election officials. The early date of the primaries thrust South Carolina into a national and international media spotlight.

State Primaries and Runoffs

The SEC and county election commissions successfully conducted Republican and Democratic Statewide Primaries on June 10, 2008. Republican and Democratic Primary Runoffs were held two weeks later on June 24th. For the first time in history, the SEC had conducted four statewide elections within a period of approximately five months. The election process for these primaries and runoffs went very smoothly. This success can be attributed in part to the extensive experience state and county election officials have gained in using the statewide voting system, having now conducted seven statewide elections and hundreds of local elections using the system.

Special Elections

The SEC supported county election commissions in successfully conducting state-level special elections in State Senate District 25; State House of Representatives District 92, State House of Representatives District 94, and State House of Representatives District 124. Along with the requirement of certifying the state level results, the SEC provided county election commissions with additional support including training, voting system support, and media relations.

Local Election Support

In an effort to ensure success of the statewide voting system, the SEC provided voting system support to county election commissions for approximately 250 local elections; including county, special, and municipal elections. Existing SEC staff was used to provide this level of support which otherwise would have been supplied by the voting machine vendor for a significantly higher cost.

Election Night Results Reporting (ENR)

The SEC implemented ENR in FY2008. It is an online tool designed to report results for all statewide general elections and primaries. ENR is available to the public through scVOTES.org and is a vast improvement over previous methods of election results reporting. ENR not only provides public

access to results on election night, but serves as an historical repository available throughout the year. ENR provides visitors with a graphical view of in-depth state and county results. Users are presented with a breakdown of votes received for a candidate by contest. Maps illustrate the counties or precincts reporting, voter turnout, and results by county or precinct. A reporting area allows interactive report creation and the ability to download detailed reports.

Electronic Voter Registration List (EVRL)

The voter registration list traditionally has been provided in a printed format. A system was developed to allow poll workers to access the voter registration list using a laptop at the polling place on Election Day. The EVRL system was improved, and its use expanded greatly in FY2008. A feature was added to the software that indicates to the poll managers which ballot style the voter should receive. Use expanded, with Dorchester becoming the first county to use the system countywide. Also, the SEC provided the system to every precinct in the state with more than 2,400 registered voters. EVRL has proven to reduce the amount of time it takes to process voters, help determine the correct precinct for voters more quickly, and allow voter participation to be processed more quickly and accurately.

Confirmation Card Mailing

The National Voter Registration Act of 1993 (NVRA) provides that a State may develop a program to correct inaccuracies in addresses on the voter database in order to accurately reflect records and preserve voting eligibility by keeping registration records current. The SEC sends postage paid return addressed post cards to voters who have not participated in at least one election for a specified time period. The post card asks the voter to confirm their address or provide their new address by returning the card. The program is referred to as the Confirmation Mailing. In September 2007, 382,000 confirmation cards were mailed to voters who had not voted in an election in South Carolina since the 2002 General Election.

Voter Education and Outreach

The SEC's voter education initiative continued to reach thousands of voters throughout the State. This effort is designed to familiarize South Carolina voters with the State's voter registration and election processes and in particular, the touch screen voting system. The HAVA voter education team took the campaign's "Every Vote Matters, Every Vote Counts" message to local government conferences, disability advocacy groups, minority organizations, and numerous fairs, festivals, and other events throughout the State. Efforts to reach senior citizens continued in FY2008 with visits to Councils on Aging and Senior Centers. The campaign also focused on students coming of voting age by visiting high schools and colleges. The Agency concluded its "Every County Counts" incentive program in March 2007. The program is designed to encourage county election commissions to educate voters in their communities. The Agency also carried out campaigns urging voters to register to vote or update their voter registration information prior to the 2008 Presidential Primaries and State Primaries.

Key Strategic Goals

The SEC continually works to improve the election process in the State and solicits ways to improve the election process and maintain its integrity. As part of that process improvement, the following long and short-term goals are priorities of the SEC:

Agency Goals	Status and Plans
Successfully conduct statewide primaries and general elections	During 2008, the SEC successfully conducted two Presidential Primaries and the State Primaries and Runoffs. Preparations are underway for the 2008 General Election.
Support the statewide voting system	The SEC continues to provide Election Support to county election commissions by providing election definitions and training in the proper use of the system. Experienced SEC staff uses specialized software and frequent on-site visits to provide counties assistance with election preparation and Election Day support. The Agency continues to update the election security plan and ensure counties follow established procedures. All voting system election support and training is provided by the SEC.
Maintain the statewide voter registration system	The statewide voter registration system is used by all county boards of voter registration to register voters, track absentee applications and ballots, and assign poll managers to precincts. The system also facilitates placement of voters in the proper election districts and tracks voter participation in elections. The aging legacy system has been in use since 1992 and needs enhancements to meet county needs and federal reporting requirements. The system has seen only moderate updates over the past five years in anticipation of a new statewide voter registration system. A need exists for a new system; and once funding is obtained, work on development will begin. A confirmation card mailing was conducted in September 2007. The mailing is designed to maintain current, active records in the statewide voter registration database.
Expanding use of Electronic Voter Registration Lists (EVRL)	The SEC provides EVRL software to counties at no charge. This service saves counties thousands of dollars over similar, commercially available software. Implementation of the system requires laptops and barcode readers. The SEC provided laptops and software to every precinct in the state with more than 2,400 registered voters. Many counties have purchased laptops for other precincts, including Dorchester County, which has implemented the system countywide. EVRL reduces the amount of time it takes to process voters and allow voter participation to be processed more quickly and accurately.
Implement Online Learning Management System (LMS)	The Agency has purchased a learning management system that is initially being used to allow poll managers to complete the training program online. The LMS will be used to conduct online training classes. This training resource allows user access 24 hours per day, seven days per week.
Conduct and increase participation in the statewide training and certification program	This is an ongoing program required by state law to train county voter registration board and election commission members and their staffs. Classes are held quarterly in Columbia and regionally. The Agency will eventually use the LMS to provide some training and certification classes online.
Provide a Voter Education and Outreach Program	Continue highly successful voter education and outreach efforts designed to familiarize South Carolina voters with the State's voter registration and election processes and in particular, the touch screen voting system. There was a concerted effort during FY2008 to reach senior citizens and students with our message.
Improve accessibility for voters with disabilities	The SEC works to make voting in South Carolina more accessible to all voters. The audio feature and portability of the State's new voting terminals provide disabled voters unprecedented access. The Agency continues to educate the disabled community on the availability and use of these features. The SEC produced a video for voters who are deaf or hard of hearing. A polling place accessibility training video was also produced to improve disability awareness among poll workers and county election officials. The Agency works with county offices to use federal grant money to improve polling places, making them more accessible. Agency staff surveys county election commissions to gauge the level of progress in improving polling place accessibility.
Assist the SC Association of Registration and Election Officials (SCARE) with legislative priorities	Working with SCARE to draft legislation based on their legislative priorities. The SEC continues to assist in introducing legislation.
Implement the South Carolina Enterprise Information System (SCEIS)	The Agency is scheduled to implement the new statewide accounting system, SCEIS, to replace the antiquated Basic Agency Reporting System (BARS) currently in use.

Key Opportunities and Challenges

<u>**Opportunities**</u>

Statewide Voter Registration System
A critical need exists for a new voter registration and election administration system. This is based on needs identified by county voter registration officials, the 1999 Election Summit, and the 2001 Governors Task Force on Elections. A new, easier-to-use system will utilize advanced technology to make the processing of registered voters and their assignment to proper election districts more efficient, as well as provide additional functionality.

Electronic Voter Registration List (EVRL)
EVRL was designed to improve the process by which poll workers process voters on election day. This new system has proved to shorten lines at the polls, make it easier for poll managers to locate voters on the list, instantly show if a voter is in the wrong precinct and direct them to the correct precinct, and provide immediate and accurate voter participation statistics. EVRL is currently used in all precincts containing more than 2,400 registered voters. An opportunity exists to expand the use of EVRL to more precincts throughout the state.

Learning Management System
The SEC has purchased a learning management system to be used to conduct online training classes. Online training allows users to access this training resource 24 hours per day, seven days per week. The system will also enable state and county election officials to manage a user's progress through tracking and testing functions in the system. The first class under development is poll manager training, which is designed to supplement in-person training on the county level. The system will be used to conduct additional classes in the future, including training and certification program classes.

Poll Worker Recruitment
The number of sixteen and seventeen-year-old poll worker assistants is on the rise. The ability to use these young adults has proven beneficial at a time when retention of experienced workers is continually decreasing. The enthusiasm these young adults exude proves their willingness and ability to continue their service as poll workers.

Election Legislation
Each year the SEC, in cooperation with the South Carolina Association of Registration and Election Officials (SCARE), works with the General Assembly to enact legislation to improve the election and voter registration process in South Carolina. Currently the Agency is working on legislation that would:
- Set common municipal election dates.
- Set common special election dates.
- Bring the certification deadline for Presidential candidates more in line with certification deadlines for other candidates.
- Allow the SEC to institute a pilot project to gauge the feasibility of vote centers.
- Combine the voter registration boards and election commissions in the nine counties which remain separate.
- Remove obsolete language from Title 7.
- Remove the requirement for poll manager pay to be subjected to state income tax and contributions to the State Retirement System.

Federal Health and Human Services (HHS) Grant

The Agency has applied and received approval for a continuing HHS grant totaling $155,982. These funds are in addition to HHS Grant funds received since 2003. This will provide county election commissions opportunities to further upgrade the accessibility of their polling places for voters with disabilities. In addition to these upgrades, the SEC worked with the Voting Disability Coalition of South Carolina to produce a video for voters who are deaf or hard of hearing. The video will be used to educate these voters on what procedures to expect at their polling place on Election Day. The video meets grant requirements by providing accessible information to voters with disabilities.

Challenges

Absence of Third-Year Help America Vote Act (HAVA) Funds

Failure of the federal government to appropriate funds in the amount of $8M for the third and final year of HAVA implementation required the HAVA State Plan budget to be modified. This modification included elimination of funding for the development of the new statewide voter registration system and reductions in voter education and outreach efforts.

Statewide Voter Registration System

The statewide voter registration system currently used in South Carolina is an antiquated, legacy system. The system performs poorly in periods of peak activity, such as prior to a statewide election or primary, and produces unacceptable results. Problems experienced include inadequate storage for absentee voting records resulting in system outages and long lines of voters at county offices, inaccurate voter registration certificates produced for counties performing a voter precinct reassignment, and official voter registration lists that did not contain the names of all registered voters eligible to vote in the election. This system will be a liability if not replaced before the next reapportionment effort following the 2010 Census.

Funding for New Statewide Voter Registration System

The need for a new statewide voter registration system still exists. Work on the project will be restarted once funding is attained. The project originally began in 2001. Requirements for the system and a design of the system were not defined due to a lack of qualified resources within state government with applied project management and systems development experience. As a result, the project has been delayed numerous times over the past four years. After attempting several approaches, it was determined that, to properly develop the new system, further evaluation and work must be done. In order to complete this work, additional funding will be required.

Rising Cost of Confirmation Mailings

To maintain an accurate list of active registered voters, the SEC removes ineligible voters from the statewide voter registration database. To remove these voters, the Agency must send a confirmation mailing to each voter for verification. This effort is very costly due to the federal requirement for this to be a first class mailing with a postage-paid reply card.

Participation in the Training and Certification Program

Five hundred fourteen election officials in the State are currently required by law to participate in the training and certification program. Participants include voter registration board members, election commission members, and their staffs. Three hundred seventy-three officials have completed the program and are certified, leaving 141 officials not certified. Of the 514 officials required to participate, 94 did not attend a class in FY2008. There are 11 officials who have never taken a class. While the Agency has oversight responsibility for training and certification, it has no authority to compel compliance with these requirements. All board members who do not meet the training

requirement within the statutory timeframe may be removed by their appointing authority. Legislation was passed in FY2007 that requires the Governor to remove noncompliant board members, but only those members who were appointed after June 18, 2007.

Certification Deadline for Presidential Candidates
Current law sets the deadline for certification of Presidential candidates 25 days after the deadline for all other candidates. This deadline provides an inadequate amount time for the state to prepare county election definitions and for the county election commissions to prepare ballots and meet the federal deadline to mail absentee ballots.

Accounting System
The current accounting system has been in use for more than 20 years. The antiquated system is not user friendly and produces unreliable results. The South Carolina Enterprise Information System (SCEIS) implementation for the SEC is scheduled for November 2008. SCEIS will replace the Basic Agency Reporting System (BARS) currently in use.

Use of Accountability Report to Improve Organizational Performance

Throughout the year, the SEC prepares and gathers information to present in the accountability report. By preparing this yearly report, the Agency is able to compare and address any changes that have been made. By performing this self-critique, agency leaders are able to determine where improvements are needed to better meet the needs of agency customers. It also helps determine what improvements should be made. The Agency uses each yearly report to take a methodical, holistic view of the services provided to customers in order to identify, develop, and implement process improvements to increase the quality and efficiency of those services.

SECTION II – ORGANIZATIONAL PROFILE

Major products and services of the State Election Commission

Statewide Voter Registration System
- Maintain and support South Carolina's statewide voter registration system including additions and changes to the master file as provided by each county's board of voter registration.
- Provide training and assistance on the statewide voter registration system to county voter registration staff through training classes, on-site visits, the web, phone, and written documentation.
- Produce up-to-date lists of registered voters on a statewide, countywide, or specific election district basis upon customer's request and payment of fees. Lists of registered voters are also available by voter demographics. In addition to current registered voters, historical lists are available of voters who participated in past elections.
- On a yearly basis, combine the voter registration file with the drivers license file and provide a list to be used by clerks of court and chief magistrates for the selection of jurors.

Training and Certification Program for Election Officials
- Administer a mandatory, statewide training and certification program for county voter registration and election officials and their staffs. Program components are designed to provide information about registration and election laws and procedures, as well as to sharpen management skills and other professional practices.

Conduct of the Primary and General Elections
- Oversee and assist with the conduct of primaries, general elections, and special elections; and if necessary, any subsequent protests or appeals.
- Insure the quality of the election process and the faith and trust the voting public has in the integrity of elections in South Carolina.
- Provide election supplies and forms to county and municipal election officials.

Election Support Services Program
- Provide counties with election support services and technical assistance related to the statewide voting system.
- Provide databases and ballot layout assistance to county and municipal election commissions.
- Provide election security oversight and guidance to counties.
- Act as a liaison between counties and the voting system vendor.

Educational Services
- Provide specialized training in the conduct of elections and state election law to poll workers, county election officials, and municipal election commissions.
- Provide county and municipal election officials assistance with ballot layout and proofing.

Voter Education and Outreach
- Conduct a continuing voter education initiative to ensure South Carolina voters are knowledgeable about the voting process. This effort covers the entire voter registration and election process with a particular emphasis placed on the proper use of the new electronic voting machines.

Public Information
- Provide results and statistics on elections held within the State.
- Provide information on current election law and policies.
- Respond to inquiries and requests from the public, media, candidates, political parties, elected officials, and other governmental agencies.

Program Management of the HAVA State Plan
- Implement processes to meet and maintain the requirements of the HAVA State Plan as required by federal legislation. A document has been established to chart the progress of plan goals.
- Track the progress of various projects associated with the implementation. This tracking is updated on a monthly basis.
- Manage program vendors and program financials.

Key Customers and Stakeholders

Customer/ Stakeholder	Requirements/ Expectations
Citizens of South Carolina	To have the opportunity to register to vote, participate in fair and impartial elections, and have the assurance that their vote will count.
County boards of voter registration and election commissions	To provide necessary training and support to carry out their missions.
S.C. General Assembly	To follow state law regarding conduct of elections and provide input for recommended legislative changes.
Municipal election commissions	To provide necessary training and support to carry out their missions.
Political Parties	To provide information and guidance regarding the election process, to hold fair and impartial elections, and to ensure everyone's votes are counted.
Candidates/ Elected officials	To provide information and guidance regarding the election process, to hold fair and impartial elections, and to ensure everyone's votes are counted.
Other state agencies	To work with them to provide citizens the opportunity to register to vote and to process information received when a voter is no longer eligible to vote.
Federal agencies such as the Department of Justice, Department of Defense, U.S. Election Assistance Commission, and Federal Election Commission.	To follow federal laws and guidelines and provide military and overseas citizens the opportunity to register and vote.
Those who purchase lists of registered voters	To provide accurate voter registration lists at a fair price within a reasonable time period of the request.
News media	To provide accurate information relative to the election process in a clear, concise, and timely manner.
Special interest and advocacy groups	To provide access to voter registration and voting to their constituents.

Key Suppliers and Partners

Key suppliers to the SEC include county voter registration and election offices, the Division of State Information Technology, Office of Research and Statistics, technology consultants, Election Systems and Software, voters and citizens, Office of State Budget, office supply companies, and printers.

Number of Employees and Locations

The SEC staff consists of 18 full-time and one part-time employee and has one operating location at 2221 Devine Street in Columbia, SC. One position is unclassified and 17.5 positions are classified. The Agency utilizes temporary employees and contract workers to meet the demands of Agency responsibilities. The Executive Director is the only position in the Agency that is exempt from grievance rights.

Regulatory Environment

Agency leaders maintain regulatory accountability by strictly following state and federal law. The Agency operates in accordance with the South Carolina Code of Laws, the Voting Rights Act of 1965, the Voter Registration Act of 1993, and the Help America Vote Act of 2002. The voting system used in South Carolina meets requirements of the S.C. Code of Laws and the U.S. Election Assistance Commission's Voluntary Voting System Guidelines (VVSG). The Agency adheres to Occupational Safety and Health Administration (OSHA) guidelines on employee safety and well-being and state and federal guidelines on the Equal Employment Opportunity Act. State audits are conducted, and the Agency follows accounting procedures as outlined and audited by the State Auditor's Office. HAVA established the Election Assistance Commission (EAC) to oversee funds distributed to the states to update voting technology, provide voter education, and accessibility to polling places. The SEC follows recommendations set forth by the EAC in order to receive federal funding. Federal audits are conducted in order to assure proper distribution of federal funds. The SEC strictly adheres to their policies and procedures on properly handling and distributing federal funds.
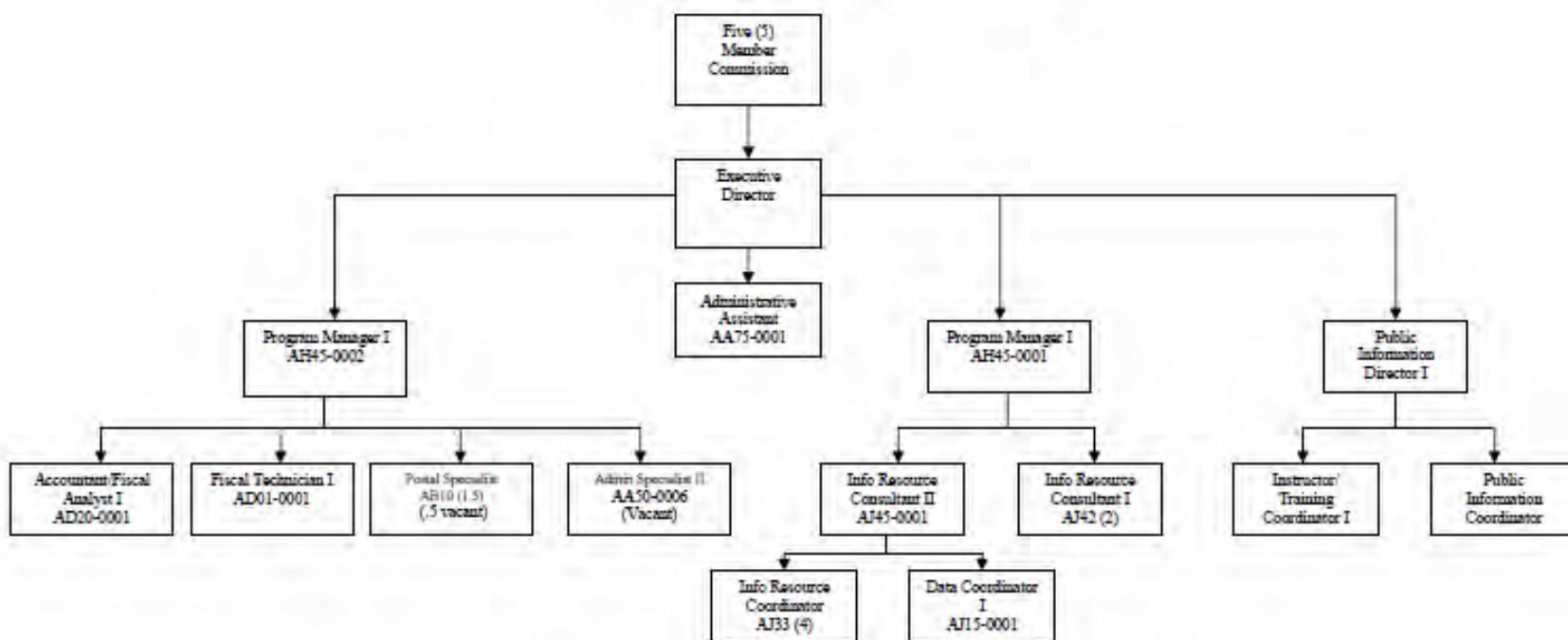
Key Strategic Challenges

- Educating voters so that they have an understanding of the voter registration and election processes, including how to register to vote and how to vote using the electronic voting machines. Through voter education, the Agency works to build and maintain confidence in the State's voter registration and elections processes.
- Developing consistent procedures and setting standards to be followed by county election officials.
- Educating county election officials on state laws and established procedures and encouraging them to adhere to these rules.
- Securing funding necessary to complete our goals, particularly when it comes to human resources and updating our operational capacity.
- Adapting our policies and practices to conform to ever changing state and federal mandates.

Performance Improvement System

Senior leaders regularly review the following performance measures and set policy or take steps to ensure improvement:

- Error rate and efficiency of election databases and ballots provided by the Voter Services department
- Election day problems and phone calls incurred versus amount and content of training provided prior to election day
- Evaluations from training and certification program classes
- Processing of pay vouchers is reviewed weekly to ensure proper coding and reimbursement amount
- Accurate charges for sales of lists of voters
- When new personnel are hired in county offices, SEC employees make contact with them on-site and determine their level of knowledge of voter registration and election procedures and laws. Based on that determination, training is encouraged in areas to increase their knowledge
- Voter registration status reports are printed and mailed to counties weekly, quarterly, and yearly. Management reviews completion of these mail outs and ensures their prompt delivery

State Election Commission
Organizational Structure

Five (5)
Member
Commission
→
Executive
Director
→
Administrative
Assistant
AA75-0001

Program Manager I
AH45-0002
- Accountant/Fiscal Analyst I AD20-0001
- Fiscal Technician I AD01-0001
- Postal Specialist AB10 (1.5) (.5 vacant)
- Admin Specialist II AA50-0006 (Vacant)

Program Manager I
AH45-0001
- Info Resource Consultant II AJ45-0001
  - Info Resource Coordinator AJ33 (4)
  - Data Coordinator I AJ15-0001
- Info Resource Consultant I AJ42 (2)

Public Information Director I
- Instructor/ Training Coordinator I
- Public Information Coordinator

Executive Director is the only position in the agency that is exempt from grievance rights

Updated 7.29.08

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Expenditures/ Appropriations Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	05-06 Actual Expenditures		06-07 Actual Expenditures		07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$704,091*	$645,387*	$686,377*	$569,341*	$751,809	$711,809
Other Operating	$1,394,362	$390,891	$646,175	$463,080	$657,744	$407,044
Special Items Permanent	$1,202,976**	$223,415**	$644,567**	$644,567**	$135,000	$0
Improvements	$0	$0	$0	$0	$0	$0
Case Services Distributions	$0	$0	$0	$0	$0	$0
to Subdivisions	$515,014	$515,014	$515,014	$515,014	$515,014	$515,014
Fringe Benefits	$218,225	$24,116	$186,466	$33,086	$229,033	$214,033
Non-recurring	$0	$0	$5,170,390***	$70,967***	$6,556,560	$192,000
Total	**$4,034,668**	**$1,798,823**	**$7,848,989***	**$2,296,055**	**$8,845,160**	**$2,039,900**

Figure 1. Commissioner per diem funds are included in these figures.

** Special primaries/elections and training are included in these figures.

*** Statewide primary, general election (non capital reserve) and HAVA expenditures included in these figures.

Other Expenditures

Sources of Funds	05-06 Actual Expenditures	06-07 Actual Expenditures
Supplemental Bills	$1,029,451	$500,000
Capital Reserve Funds	$0	$2,054,419
Bonds	$0	$0

Major Program Areas

Program Number	Major Program Area Purpose	FY 05/06 Budget Expenditures	FY 06/07 Budget Expenditures	Key Cross References for Financial Results
01010000/ Administration	Oversees the Agency's policies & procedures, provides leadership, support, financial services, other related administrative services	State: $418,062 Federal: $0 Other: $66,666 Total: $484,728 **%** of Budget: 12	State: $368,180 Federal: $0 Other: $221,530 Total: $589,709 **%** of Budget: 11	Figure 7.13 Figure 7.15 Figure 7.16
20010000/ Voter Services	Oversees implementation of new voter registration system project, maintenance of the database of all registered voters in the State, manages evaluation of voting system certifications, maintenance of agency computer network	State: $380,171 Federal: $0 Other: $74,562 Total: $454,733 **%** of Budget: 12	State: $541,597 Federal: $0 Other: $78,602 Total: $620,199 **%** of Budget: 11	Figure 7.1 Figure 7.2 Figure 7.3 Figure 7.14
25000000/ Public Information/ Training	Training & certification program oversight which includes a common curriculum to include core courses on the duties and responsibilities of county registration boards and county election commissions and electives to promote quality service and professional development	State: $118,467 Federal: $0 Other: $25,212 Total: $143,679 **%** of Budget: 4	State: $123,509 Federal: $0 Other: $10,908 Total: $134,418 **%** of Budget: 2	Figure 7.4 Figure 7.5 Figure 7.6 Figure 7.7 Figure 7.8 Figure 7.9 Figure 7.10 Figure 7.11 Figure 7.12
30010000/ Aid to Subdivisions	Provides a supplement to county board members/also provides aid to county for local registration board expense	State: $513,889 Federal: $0 Other: $0 Total: $513,889 **%** of Budget: 13	State: $515,014 Federal: $0 Other: $ Total: $515,014 **%** of Budget: 6	
95050000/ Benefits	Employee Benefits	State: $127,220.14 Federal: $0 Other: $29,238.89 Total: $156,459.03 **%** of Budget: 4	State: $153,380 Federal: $0 Other: $33,086 Total: $186,466 **%** of Budget: 3	

Remainder of expenditures

	FY 05/06	FY 06/07
	Budget Expenditures	**Budget Expenditures**
Primaries held during the year to fill vacancies	State: $0 Federal: $0 Other: $68,367 Total: $68,367 **%** of Budget: 5	State: $0 Federal: $0 Other: $633,658 Total: $633,658 **%** of Budget: 12

SECTION III – ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

Category 1 – Senior Leadership, Governance, and Social Responsibility

The Agency has five commissioners, who meet monthly and when otherwise necessary to set policy for the Agency based on its mission. The commission sets goals and approves major projects. Additionally, the commissioners are extremely supportive of agency initiatives.

The executive leadership system of the Agency consists of the executive director and three division directors. This management team meets weekly, or as often as needed, to share ideas, discuss situations, and conduct strategic planning. The agency mission and election laws of the State guide the team.

The Agency is involved to some degree in approximately 300 elections held each year in the State. Significant planning is required for the statewide primary elections and general elections conducted in even numbered years. Management must adhere to deadlines and anticipate possible problems as well as have a clear vision of information and actions that will be expected of the Agency for each election. Staff are instructed and provided with the necessary tools to complete this task. This is crucial to the successful conduct of elections.

1.1a Short and long-term directions are based on customer needs, election schedules, election law changes, and changes in technology. For short-term direction, if a customer has an immediate need it is evaluated and delegated to the staff member who has the skills to address the need in a timely manner. For long-term direction, department directors and staff gather information, assess needs, develop a plan, and set a time-line for completion of the project. This time-line is stressed to each individual involved in achieving the long-term goal or direction.

1.1b/c Employee performance expectations and organizational values are communicated through employee evaluations and staff meetings. Employees are expected to perform both effectively and efficiently. Employees performing below agency expectations are counseled and provided with the necessary resources, mentoring, and opportunity to improve their job performance.

1.1d Potential employees submit to a State Law Enforcement Division background check before they are hired. All employees are expected to act in an ethical manner that meets established standards for professional and personal behavior. Problems with unethical behavior are immediately addressed as they occur. Written ethical policy provided by the Budget and Control Board is followed by the Agency. employees submit to a State Law Enforcement Division background check before they are hired. All employees are expected to act in an ethical manner that meets established standards for professional and personal behavior. Problems with unethical behavior are immediately addressed as they occur. Written ethical policy provided by the Budget and Control Board is followed by the Agency.employees submit to a State Law Enforcement Division background check before they are hired. All employees are expected to act in an ethical manner that meets established standards for professional and personal behavior. Problems with unethical behavior are immediately addressed as they occur. Written ethical policy provided by the Budget and Control Board is followed by the Agency.

1.2 Senior leaders establish and promote a focus on agency customers through a variety of learning and listening methods. Senior staff is also available to speak with customers when requested. An

"unwritten" policy is in place for staff to promptly return all phone calls and reply to all letters within one business day, if possible.

1.3   The Agency determines the impact of its services through an agency e-mail service, an election community intranet, surveys, verbal/written communication, and focus group meetings. The SEC has an agency e-mail listed on the agency website where the public may submit questions, comments, or concerns/complaints on any voter registration or election related subject. Replies to these e-mails are made within 3-4 working days, depending on the information submitted and requested. Replies to written and oral requests are made within 2 days.

The SEC conducts surveys after each training class for feedback on any improvements that need to be made in the content or distribution of information.

1.4   Senior leaders maintain fiscal accountability by following guidelines outlined by the Comptroller General's office on paying agency bills from the proper fiscal year budget and meeting all deadlines to pay such bills. Every fiscal year, the SEC submits a budget request to the State Budget Office. The Agency then appears before the House Ways and Means Committee and the Senate Finance Committee to justify the request. The Agency also undergoes external audits from the State Auditor's office. Formal internal audits are not conducted; however, informal audits are a part of agency business controls. For example, request for money must be in written form and properly released and authorized from the Finance Director and Executive Director.

Senior leaders maintain legal accountability and protection from lawsuits by closely following state election law. The SEC obtains legal opinions and assistance from the Attorney General's office or, when necessary, private attorneys on information that is not addressed in the laws. While agency leaders understand that any opinions issued from the Attorney General's office are non-binding, they rely on their in-depth knowledge and legal expertise regarding certain legal matters.

Agency leaders maintain regulatory accountability by strictly following state and federal law. The Agency operates in accordance with the South Carolina Code of Laws, the Voting Rights Act of 1965, the Voter Registration Act of 1993, and the Help America Vote Act of 2002. The voting system used in South Carolina meets requirements of the S.C. Code of Laws and the U.S. Election Assistance Commission's Voluntary Voting System Guidelines (VVSG). The Agency adheres to Occupational Safety and Health Administration (OSHA) guidelines on employee safety and well-being and state and federal guidelines on the Equal Employment Opportunity Act. State audits are conducted, and the Agency follows accounting procedures as outlined and audited by the State Auditor's Office. HAVA established the U.S. Election Assistance Commission (EAC) to oversee funds distributed to the states to update voting technology, provide voter education, and accessibility to polling places. The SEC follows recommendations set forth by EAC in order to receive federal funding. Federal audits may be conducted in order to assure proper distribution of federal funds; therefore, the SEC strictly adheres to their policies and procedures on properly handling and distributing federal funds.

1.5   Senior leaders regularly review the following performance measures and set policy or take steps to ensure accuracy:
- Error rate and efficiency of election databases and ballots provided by the Voter Services department
- Election day problems and phone calls incurred versus amount and content of training provided prior to election day

- Evaluations from training and certification program classes
- Processing of pay vouchers is reviewed weekly to ensure proper coding and reimbursement amount
- Accurate charges for sales of lists of voters
- When new personnel are hired in county offices, SEC employees make contact with them on-site and determine their level of knowledge of voter registration and election procedures and laws. Based on that determination, training is encouraged in areas to increase their knowledge
- Voter registration status reports are printed and mailed to counties weekly, quarterly, and yearly. Management reviews completion of these mail outs and ensures their prompt delivery

1.6   Senior Management determines their effectiveness as leaders through feedback from respective employees. This feedback is gained through an open-door policy and regular staff meetings. Quarterly or monthly meetings are held to take suggestions on improving department processes. Verbal communication is encouraged and expected if an employee is dissatisfied or feels that their supervisor can help improve his/her performance.

1.7   Agency staff engages in succession planning through coaching, training and development, and promoting from within. Employees are encouraged to go back to school or take classes to gain knowledge and skills that will prove valuable to the Agency in the future. The SEC faces a unique challenge to succession planning due to the size of the Agency. Many departments do not have the depth necessary to train competent successors.

1.8   Priorities for improvement are based on immediate needs identified from various situations that arise. For example, due to the federal funding from the 2002 Help America Vote Act, it was identified that SC could afford to replace all voting equipment currently used statewide, much of which was antiquated and not reliable. Agency staff worked with various interests groups to gather input on what types of features were needed on a new voting system (i.e., ear phones for the blind). These features were specified in a request for proposal for election machine vendors and must have been met in order to offer their equipment.

1.9   Staff development and training is a crucial part of the Agency's vision for the future. Through workshops, retreats, and employee teams, employees are provided with the tools, resources, and opportunities to develop ways to enhance customer service to the benefit of the Agency. Employees are encouraged to complete levels of higher learning and are offered flextime to accommodate their schedules. Funding is provided for classes offered through the Budget and Control Board and other training opportunities that relate directly to improving employee skills and performance. Figure 1.1 depicts the level of employee development programs in which agency employees have been involved.

EMPLOYEE DEVELOPMENT PROGRAMS		
Courses	Number Completed	Number Enrolled
Executive Institute	2	0
Certified Public Manager	3	0
Associate Public Manager	6	0
Human Resource Professional Development	1	0
Public Professional Development	1	1
Leadership Institute	2	1

Figure 1.1

The South Carolina Executive Institute existed primarily for state government officials with executive levels of responsibility and authority. The Institute was administered by the State Budget and Control Board and offered an annual curriculum tailored for public sector leaders designed to meet evolving needs of governmental leaders in South Carolina.

The Certified Public Manager™ (CPM) program is a nationally accredited management development program for public managers. The CPM designation is a professional credential that involves intensive study, practice, application, and testing to prepare public managers for the challenges of today's and tomorrow's workplace. This program, developed by the S.C. Budget and Control Board's Office of Human Resources, was accredited by the National CPM Consortium in 1996.

The Associate Public Manager™ (APM) offers new or experienced supervisors the skills and knowledge to help them stay on top of the latest supervisory techniques and achieve success in today's changing workplace.

The Human Resource Professional Development (HRPD) Program is designed for HR professionals to enhance their skills in continuing education focusing on HR practices and developing skills in specific technical areas.

The Public Professional Development (PPD) Program is a new certification developed for professional/technical staff to enhance their ability to work with teams, gain presentation skills, and manage priorities.

The Leadership Institute at Columbia College prepares women to assume leadership within their professions and communities, to lead innovation and change throughout their lives, and to be effective in a global society.

1.10   Managers properly train and empower employees to make decisions and take actions within the boundaries of their job duties that satisfy customers and produce better business results. Employee innovation is encouraged in an effort to improve agency services to customers. Recognition is given to employees whose ideas increase agency productivity or reduce agency expenditures.

1.11   Through encouragement and example, senior leaders participate in professional, election, and various charitable organizations through monetary donations and volunteer opportunities. In FY2008, the SEC received the United Way's *Bronze Award* for achieving $50-$99 per capita contributions during its State Employees Campaign. Employees are encouraged to be active in industry organizations such as the South Carolina Association of Registration and Election Officials (SCARE).

Category 2- Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY2008 Key Action Plan/Initiative(s)	Key Cross Reference for Performance Measures
	Support Statewide Voting System—Provide system support during local and statewide elections.	Provide voting system training and assistance to county election officials by preparing election-specific databases.	III. p.44
20010000/ Voter Services	**Statewide Voter Registration System**—Maintain and support the State's voter registration system.	Provide training and assistance to county voter registration and election commission staff through training classes, onsite visits, and oral/written documentation.	I. p.34 Figure 7.1 Figure 7.2
	Conduct of Elections—Oversee and assist with conduct of primary election and ensure the quality of the election process	Provide oversight, consultative feedback, and training to county election commissions on election process and election law.	I. p. 34 III. p. 44 Figure 7.9 Figure 7.10 Figure 7.11 Figure 7.12
25000000/ Public Information/ Training	**Training and Certification**—Administer program consisting of components designed to provide information about registration and election law and procedures	Provide training to county election and voter registration offices, staff, and commissioners on day-to-day office procedures and preparing for election day.	II. p.36 Figure 7.8 Figure 7.9 Figure 7.10 Figure 7.11
	Implementation and Enforcement of Help America Vote Act—Successfully implement and insure compliance with this federally mandated act	Develop and execute a plan to track the progress of various projects to ensure compliance with federal guidelines and deadlines.	IV. p.45

Figure 2.1

2.1   Our strategic planning process is guided by the Agency Director based on the goals of the Agency. Goals are based on the agency mission and statutory requirements. The Director includes ideas and input from departmental heads and other employees in pertinent areas. Being a small agency makes it easier to assemble key players and develop a plan, taking into consideration all risks, strengths, weaknesses, opportunities and threats.

2.2-2.4 Action plans are developed and tracked using an agency project management site (PMO). The Agency PMO is a website that enables users to plan projects by organizing each task associated with the project. Each task is assigned an owner a percentage value as it relates to its importance in completing the project. As each task is completed, the program produces a percentage complete number for the project. The PMO also features a messaging system allowing users to communicate and collaborate on projects. It also features a calendar module for planning purposes. The PMO enables the Agency Director and departmental directors to track the status of projects and action items through the PMO.

2.5   The objective of enforcing the provisions of the Help America Vote Act allows us to address the strategic challenge of educating voters by funding a comprehensive voter education campaign. The training and certification objective addresses the challenge of developing consistent procedures and educating county election officials. The challenge of funding for employees with an elevated technical skill level is addressed as part of the objective of supporting the statewide voting system.

2.6   Our strategic planning process is evaluated on its effectiveness in developing a plan that is carried out in a way that adequately addresses our strategic goals. Our strategic planning process is constantly evaluated and updated to conform to changing needs.

Category 3 - Customer and Market Focus

3.1   The SEC identifies key customers based on statutory requirements and observation of the groups and individuals requesting specific election related information or services. Key customers of the SEC include the citizens of South Carolina, county boards of voter registration and election commissions, elected officials, federal election agencies, municipal election commissions, political parties, candidates, those who purchase lists of registered voters, special interest and advocacy groups, and the media.

Customers are determined by recognizing those who request information and services from the Agency and whether the Agency can fulfill the request. For example, the executive director and management team meet regularly with election officials from all over the State. This committee serves as a liaison between all county election commissions and voter registration boards in the State and the SEC. By taking this approach, the management team is able to speak directly with one of the Agency's biggest customers and then lead and train agency employees to meet the customer's needs. They have also been extremely valuable in establishing needs for statutory changes and fine-tuning programmatic focus.

3.2-3.4 The SEC uses traditional and technological methods to listen to customers and learn what adaptations are necessary to meet their changing expectations. One way this is done is through the Agency's intranet site, ElectionNET. This is a growing, searchable electronic repository of a vast array of information including agency policies, processes, reference materials, tools, and historical documentation. This repository is the primary mechanism for one of our largest customer groups, county election officials, to seek information, conduct business, and make complaints. The SEC's public website, scVOTES.org, is the primary source for information for the general public. It also provides the public with a mechanism to make complaints by providing contact information for the SEC and county voter registration and election offices.

The management team also communicates with political parties, advocacy groups, and members of the legislature to discuss issues affecting the operation of the Agency. The SEC is interested in customer input on agency performance so that it may implement procedures, if needed, to improve customer service. The SEC assesses needs and determines how to best meet them in a cost effective and timely manner. Methods of determining levels of customer satisfaction include:
- Voter feedback through various communications
- Evaluations from training programs
- On-site visits with county offices
- Voting system users group meetings
- Advisory committee meetings with customers

3.5   Information from customers and stakeholders is used to improve services and programs by evaluating customer feedback and assessing the need for change in services or addition of new services. Many times, this requires a cross-functional team of agency staff, outside advisors, and county election and voter registration personnel.

3.6   The SEC is dedicated to continuous improvement of the voter registration and elections processes. By using the avenues outlined above, the goal is to provide the best possible service to customers of the Agency. Positive relationships with customers are built by providing accurate and timely information with excellent customer service.

Category 4 - Measurement, Analysis and Knowledge Management

4.1 The Agency decides which systems to measure based on the agency mission and key products and services. These measurements show trends for future planning and display areas of strength and opportunities for improvement.

4.2-3 A review of voter registration lists used in all elections is concluded within ten days of receipt. The review checks for discrepancies and errors made at the precinct level on Election Day. If errors are found, the proper county election officials are notified immediately so that they can correct improper procedures or identify areas to reinforce through training.

Federal law requires the SEC to work with agencies providing voter registration assistance to their clients. The SEC reviews reports for inconsistencies in the number of voters assisted and contacts agencies when discrepancies are discovered.

Other divisions use various tables and recording notebooks to track efficiency and effectiveness methods. For example, the Voter Services Division keeps a manual log of when sample ballots are mailed to a county election commission, when they are returned, and the number of errors contained in the information. If errors are found on the agency end of the transmission, steps are taken to reduce those errors in the future.

4.4 Technology is used as much as possible to ensure data integrity, timeliness, accuracy, security, and availability for decision-making. When problems arise or trends change requiring a shift in procedure, correct data is essential to make the right decisions. All voter registration data is tracked using the Agency's statewide voter registration system and reports from that system can be accessed at any time. Reports available to the public include the voter registration totals broken down by race, sex, and age. Other reports are produced to determine proper ballot content and number of ballots necessary for an election.

4.5 Data analysis is used to determine the validity of a process and supports decision making by capturing the pertinent data over a period of time and then evaluating all data and options to improve the process. For example, the SEC produced a weekly statistical printout that was mailed to each county voter registration office. County offices were surveyed to determine the validity of the weekly mail out, and it was determined that the counties do not need these reports as often. Based on this finding, reports are now mailed every other week at a cost savings of $2500/year.

4.6 If a system, process or procedure is found to be inadequate or deficient; the problem is addressed immediately to lessen any impact in the short term. The issue is also addressed through the strategic planning process so that it can be improved or corrected in a more permanent way through changes in the particular system, process or procedure.

4.7 Employees with the greatest longevity within an organization usually possess the most technical and institutional knowledge. When an employee leaves their position, it is important to retain as much of their accumulated knowledge as possible. Significant time, money, and resources can be expended to fill the knowledge void through training new personnel or retraining existing personnel. The SEC is addressing the management of employee organizational and institutional knowledge management within the Agency by leveraging technology available through its new intranet (ElectionNET). This is a growing, searchable electronic repository of agency policies, processes, reference materials, employee desk procedures, tools, and historical documentation that is available to all agency employees.

Category 5 - Workforce Focus

5.1   Agency work is organized and managed on a departmental basis. Each department manager distributes work based on employee skills. During the past several years, the Agency has transitioned from heavily clerical work to work that requires more technical skills. Employees are hired and trained based on these current needs.

5.2   The SEC is a small agency with only 18 employees who are dedicated to the mission of the Agency. Cross training and cross functioning are essential to achieve the mission of the Agency. In some instances, the size of the Agency hinders cross training because many positions require a skill set that is not readily available.

5.3   When a vacancy occurs, employees inside the Agency are encouraged to apply. Management uses the South Carolina E-Recruitment System to find potential employees with necessary skill sets. In the past, staff performed primarily administrative and data entry functions. We now require a much more technical skill set, and position salaries have not been adjusted to reflect this demand. Another barrier is the extreme workload placed on employees during times of peak demand, particularly during statewide election preparation.

5.4   There is an advantage in the small number of SEC employees when it comes to evaluation of workforce capability and capacity. Managers work very closely with their employees and are acutely aware of their skills and competencies. Having a small number of employees also makes the agency very sensitive to changes in staffing level demands. Changes in demands can not always be absorbed by current staff; and many times, it is necessary to hire temporary and contract employees.

5.5   SEC employee performance management system gives management an opportunity to acknowledge good performance or provide resources and advice to improve on substandard performance. This process is demonstrated through the annual employee evaluation and by addressing specific situations as they arise.

5.6   Being a small agency, the SEC has no internal leadership program, but the Agency takes advantage of external leadership programs such as the Executive Institute, the Leadership Institute, and the certification programs offered through the State Office of Human Resources. See Section I, Figure 1.1.

5.7-10   Employee training and development is updated as necessary to allow the Agency to carry out its action plans. Constantly changing demands placed on voter registration and election requires ongoing training and development. Through meetings, workshops, training classes, phone, and in-person conversations with agency customers, needs and expectations of the Agency are determined. Once identified, new processes or programs are created, or existing ones are improved, to ensure customer satisfaction. These developments and improvements are executed using the most modern and economically feasible means available. Many times, development training of employees is needed to accomplish these program improvements. Employees are encouraged to continue their education and to attend any training offered to help them better perform their job duties. Extra training is also encouraged when performance is substandard.

5.11   Motivation of employees is done informally through verbal conversations and mentoring. Formal motivation is achieved through practices such as flex time, agency retreats, promotions from

within, and providing resources to perform the necessary job duties and monetary increases and bonuses when the agency budget allows. The Agency's compensation system is based on available funding and internal equity. If money is available in the agency budget, employee salary increases are given for performance, additional job duties, or completion of certain training programs. Regular staff meetings, verbal surveys, observation, and feedback during evaluations are used to determine employee satisfaction and motivation.

The Agency's rewards and recognition program is based on a peer-nominated approach. Employees are nominated quarterly by their peers for outstanding service performed based on the Agency's goals and mission. From those nominees, an employee of the quarter is chosen and recognized at a breakfast or luncheon and awarded a plaque. Each year an employee of the year is chosen from the employee of the quarter recipients and their name is engraved on a larger plaque in the office lobby.

Additionally, the SEC recognizes the outstanding registration/election office, official, and newcomer from the various counties in the State. These peer-nominated awards are presented annually at the South Carolina Association of Registration and Election Officials conference.

Many employees are actively involved in work related activities such as:
- S.C. Association of Registration and Election Officials
- National Association of State Election Directors
- Election Assistance Commission Standards Board
- Election Center
- The Society of Certified Public Managers
- Executive Institute Alumni
- SC State Government Improvement Network
- Government Finance Officers Association
- SC Information Technology Directors Association
- State Agency Training Consortium
- CPM Advisory Board
- International Public Management Association
- Human Resources Advisory Committee
- SC Assistive Technology Advisory Committee

Most employees also participate in the United Way and Good Health Appeal programs. Other volunteer programs by agency staff include Christmas adopt-a-family, blood donations to the Red Cross, Meals on Wheels, Sistercare Christmas assistance, school mentoring, Salvation Army, local soup kitchens, and food drives. Some employees have event used their lunch hour to provide volunteer services for these programs.

5.12   There is no formal assessment method to measure employee well being, satisfaction and motivation at this time. Informal assessments are conducted through open-door conversations and regular office visits by management staff. The agency encourages a work-life balance.

5.13   The SEC has attempted to establish career paths to enable employees to advance within the Agency. Cross training of employees is done agency wide. A limited amount of workforce planning has been done, but the size of the Agency and the varied skills sets of its employees, makes a specific, agency wide plan impossible.

5.14   A custodial staff provided by the Budget and Control Board Building Services Division maintains the work environment. Employees report any unsanitary conditions to custodial staff and/or other appropriate authorities immediately. The Agency also complies with OSHA and state fire marshal regulations.

The implementation of the new electronic voting system has made the workplace safer by eliminating the need for large rolls of paper. Before the new system, SEC employees created ballots using large architectural plotters that require very heavy rolls of paper. Because of the extra weight, back braces were provided for staff to use while lifting the paper. Aprons and latex gloves were also provided for working with the plotter ink cartridges.

Employees using computers on a regular basis are provided with larger monitors containing screen filters, keyboards designed to prevent hand injury, and stands to hold data to be processed.

Category 6 - Process Management

I. Statewide Voter Registration System

Security and Maintenance

The SEC is responsible for maintaining and ensuring security of the statewide voter registration database, which currently contains more than 2.3 million active, registered voters. The Agency works with the Division of State Information Technology (DSIT) to provide housing for the database, regulate user access, and provide physical security. The SEC works to update the system to enhance performance and conform to changing laws and policies.

Each county voter registration board has online access to the database. The boards add new registered voters and make changes to existing voter records within their county. The Agency provides the boards with technical support and training in the proper use of the system. The SEC provides the boards with necessary forms and materials to conduct voter registration.

The database is kept current by removing from the list the names of voters who have died, moved, been convicted of felonies or crimes against the election laws, or who have otherwise become ineligible. Records that need to be made inactive are identified in several ways:

- Confirmation card mailings: mailing to verify the address of voters who have not participated in recent elections. Voters who are no longer residing at the address and do not vote in two consecutive general elections are placed on inactive status.
- Death reports from the Department of Health and Environmental Control, Bureau of Vital Statistics
- Reports of convictions from federal and state courts
- Registration reports from other states
- Database comparisons with other states to detect dual registrations.
- Requests directly from voters

Public access to the database is provided through the Agency's website, an in-office public access computer, county voter registration offices, and statistical reports. Through scVOTES.org, voters can access their voter registration record and information regarding the status of their absentee and/or provisional ballots.

Voter Registration Lists & Statistical Reports

The SEC is responsible for producing voter registration lists for every election held in the State and providing those printed lists to the appropriate county boards of voter registration. These lists of active, registered voters are provided no later than 10 days prior to any election.

The voter registration list traditionally has been provided in a printed format. Recently, the SEC developed a system to allow poll workers to use a laptop computer to access the voter registration list at the polling place on Election Day. The Electronic Voter Registration List (EVRL) system reduces the amount of time it takes to process voters, helps determine the correct precinct for voters more quickly, and allows voter history to be processed more quickly and accurately. The SEC provides training, databases, and some equipment to county voter registration boards and election commissions to facilitate use of EVRL in elections.

The Agency provides other voter registration lists to various customers that are also produced from the voter registration database. These are many times referred to as "voter registration lists," but are not to be confused with the official voter registration lists described above. These lists are available broken down by geographical region (statewide, county, precinct, district), by demographic (age, sex, race), and by participation in a particular election or primary.

Various statistical reports on voter registration and voter participation are also made available to agency customers. These reports show numbers of registered voters at a given time or numbers of voters who participated in a particular election. These numbers are also available broken down by geographical region and demographic. Reports are produced at regular intervals (annually, quarterly, and weekly) and special reports are available on request.

The SEC is also responsible for providing jury pool lists to clerks of court, chief magistrates, and municipal courts to be used in jury selection. Jury pool lists are created by combining the names in the voter registration database with those in the drivers license file.

Voter History

After every election and primary held in the state, the SEC conducts a process by which each individual voter that participated in the election or primary is given credit for doing so. The main reason for conducting this process is list maintenance. By giving each voter credit, the Agency is able to make sure voters who are participating in elections are kept on the list of active, registered voters; and identify voters who are not participating in elections for inclusion in confirmation card mailings (see "Security & Maintenance"). This process also allows the SEC to produce voter participation lists and statistical reports (see "Voter Registration Lists & Statistical Reports").

II. Public Information and Training

Educational Services

On-site training programs for poll workers, county election commissioners, and municipal election commissioners are performed on an as-needed basis. A county or municipality may request training in any of these areas by phone, e-mail, or written communication. Once the request is made, SEC staff arrange for the time and place of the training based on the customer's schedule. This training is conducted during day and evening hours.

A learning management system will soon be used to conduct online training classes as a supplement to in-person instruction. This training resource allows user access 24 hours per day, seven days per week. The system also enables state and county election officials to manage a user's progress through tracking and testing functions in the system. The first class under development is poll manager training. The system will be used to conduct additional classes in the future, including training and certification program classes.

Periodic election law changes require changes to materials used in various training programs and on Election Day. These election law changes are tracked by the Agency's Public Information Officer and reported to staff responsible for updating materials and forms. Prior to every primary and general election, if not needed before, these changes are reviewed and incorporated into forms and materials supplied by this office. Changes needed as a result of a suggestion from office staff or customers are also incorporated at this time. Supplies and printing are secured using state procurement procedures and distributed to county offices via UPS, interagency mail service, and personal delivery.

Agency staff travels regularly to county offices to provide assistance. Onsite visits are also used to obtain feedback and new ideas from customers that would benefit the election process. The SEC also provides support and training in response to staff turnover within county election offices.

Training and Certification Program

All county election and voter registration officials and staff members are required by statute to complete the Training and Certification Program provided by the SEC. SEC staff, county election commission staff, other governmental agency staff, and professional trainers conduct component classes of this program. Classes are offered on a quarterly basis and at the annual conference. Updates to the training classes are made as needed due to election law changes, procedural changes, and information gathered by feedback from participants. Some future classes may be conducted online through the agency learning management system.

Once the classes are scheduled, agency staff prepares a calendar of deadlines for class preparation. Registrations for classes are received up until the day of the class. Because of the extended registration procedure, extra materials are produced by the deadlines set on the original class calendar. Supplies for producing these materials are well stocked in advance and re-stocked immediately after depletion.

Performance from suppliers, trainers, and staff preparing materials are monitored in several ways. Materials for classes are monitored by using the deadlines previously determined. If there is a breakdown in production, it is noticed immediately and dealt with as soon as possible. The best way to prevent a breakdown is to prepare in advance by stocking proper materials and not waiting until the deadline to complete a project. Senior leaders encourage this process. Overall evaluation of classes and performance of trainers is obtained from written evaluations completed by class participants. These evaluations are used to identify improvements to future training classes which are paid for, in part, by a minimal registration fee paid by each participant.

Public Information

On a daily basis, the public information staff interacts with the general public; local, state and national media; elected officials; candidates; political parties; county voter registration and election offices; the U.S. Department of Justice; and others. The staff completes surveys and responds to requests for information via letter, e-mail, telephone, and personal appearance. The Public Information and Training Division also produces informational publications including the bi-annual Election Report.

scVOTES.org

The SEC website, scVOTES.org, is designed to provide clear, accurate, and timely information to the general public on all aspects of voter registration and elections in the State. The site is maintained in house by SEC staff. Voters, candidates, poll workers, and news media use the site to find valuable information relative to their concerns. This site is reviewed on a weekly basis to determine whether changes are necessary to better serve customers. Site design, features, and functionality are kept up-to-date with current web technologies.

Election Night Results Reporting

The SEC uses an online tool called Election Night Results (ENR) to report results for all statewide general elections and primaries. ENR is available to users through scVOTES.org. This tool not only provides public access to results on election night, but serves as an historical repository available throughout the year. ENR provides visitors with a graphical view of in-depth state and county results. Users are presented with a breakdown of votes received for a candidate by contest. Maps illustrate the counties or precincts reporting, voter turnout, and results by county or precinct. A reporting area

allows interactive report creation and the ability to download detailed reports. As county election commissions compile precinct-level results, they are electronically transmitted to the SEC. The SEC aggregates and reports each county's state and local results in real time via the ENR web interface.

Results of special elections for state-level offices are also made available online.

Voter Education and Outreach

The SEC is committed to providing education and outreach to voters. It is imperative for voters to be knowledgeable about voter registration and election processes in the State to ensure that the Agency's mission of conducting successful elections is accomplished. This commitment to voter education is consistent with the Agency's voter education message—"Every Vote Matters. Every Vote Counts." The Agency continues to deliver this message to voters in various ways through its *SC Votes* voter education and outreach initiative.

Federal Health and Human Services Grant Administration

The SEC administers a five year grant from the federal Department of Health and Human Services. The Election Assistance for Individuals with Disabilities Grant has helped improve access for voters with disabilities by providing funding for polling place upgrades, training, and education. The grant provides funding in four areas:
1. Improving physical accessibility to polling places.
2. Providing opportunities for equal access and participation.
3. Training of election officials.
4. Providing accessible information.

The SEC makes the availability of this funding known to counties and encourages counties to take advantage of this opportunity. County election commissions, with the help of the disabled community, assess their polling places and identify needed improvements. Once a county applies for funds, the SEC reviews the request and determines whether grant requirements are met. If approved, the county contracts for the work to be completed and sends the Agency the required documentation for reimbursement.

Ballot Review and Approval

The SEC serves as the final reviewer for all ballots used in statewide primaries and general elections, as well as special elections for state-level and multi-county offices. The Agency also assists county and municipal election commissions by serving as a final reviewer of ballots for local elections. This review ensures ballots are designed in compliance with state law and ballot standards established by the SEC. The review includes making sure ballots have correct spelling, appropriate ballot headings, and the proper listing of candidates, offices, and questions. Ballot standards are reviewed and revised as necessary by a Ballot Standards Committee made up of SEC staff. The SEC strives for no later than a 48 hour turn-around time for approval. This ballot review and approval process conducted by the Public Information and Training Division is part of the overall election definition process described in the next section.

III. Statewide Voting System

Election Definition

Election definition is a process by which software is used to build a database containing election-specific information such as precincts, offices, and candidates. From this database, ballots are produced for voting machines and optical scan paper ballots. The election definition database also

allows for integrated reporting of all election results, from voting machines and paper ballots. Staff in the Agency's Voter Services Division (VSD) performs this election definition process for most counties and elections held throughout the state. By providing this service to county and municipal election commissions, they are able to significantly reduce election costs. Seven counties define their own databases for most elections.

VSD has a formal policy of delivering all databases and ballots within two weeks after receiving election specific information. With the exception of elections with special circumstances, such as candidate withdrawals and lawsuits, the goals are met by performing preliminary work on databases well in advance of receiving candidate names. This early delivery is accomplished by following strict election definition procedures.

Election Definition procedure summary:
- County election commission (CEC) submits election information.
- SEC builds election database.
  - Database passes initial Quality Assurance (QA).
  - Ballots created, proofed, and tested.
  - SEC performs final database QA.
  - Ballots sent to CEC for approval.
- CEC reviews ballots, requests changes if necessary, and approves ballots.
- CEC orders printing of absentee, emergency, and failsafe ballots; orders audio files to be produced; and prepares and tests voting system for election.

Voting System Support & Training

VSD staff is knowledgeable and available for phone and on-site support to users of the voting system. Telephone support is also available from the voting system vendor. Division staff also conducts periodic security assessments and provides advice to users in areas where the security can be improved. Software upgrades to the system in all counties are performed by VSD staff, and assistance with firmware upgrades is provided where needed. Division personnel are in contact with suppliers of the software, specialized supplies, and mailing supplies needed. Contact with voting system vendors is made by phone for immediate resolution and through users group meetings for items that need discussion and input from other customers.

VSD staff develops and conducts voting system training classes on an as needed basis. Classes cover topics such as voting system software, voting system preparation, results accumulation, and technical support.

Voting System Certification

The SEC is responsible for examination and certification of any upgrades to the current voting system. Prior to seeking certification in South Carolina, the voting system vendor must complete national qualification testing at an independent laboratory based on the U.S. Election Assistance Commission's voting system guidelines. Application packages are received with a fee of $1,000 for first time certifications and $500 for all upgrades to existing certified systems. Once the application and fee are received, staff at the SEC begins testing the system using a pre-defined process based on state election laws. Once the examination and test election are complete, the system is presented to SEC Commissioners for certification.

Since the State utilizes one system of voting, the SEC no longer tests voting systems from various vendors but maintains a list of hardware, software, and firmware associated with the statewide voting system vendor.

IV. Administration of Help America Vote Act (HAVA)

The "Help America Vote Act of 2002" (HAVA) aims to improve the administration of elections in the United States, primarily through:

- Providing funds to improve the election administration process, technology related to elections, replacement of punch card voting systems, and assistance to disabled voters.
- Establishing a federal presence for election assistance.
- Providing that every citizen has the opportunity to vote and have their vote counted.
- Offer training to voters, poll workers, and election officials on voter registration and the election day process.

Each state in the nation was required to submit a State Plan to the federal government outlining steps that would be taken to achieve HAVA compliance. A diverse group of approximately 50 people were appointed to the HAVA State Plan Task Force. The group consisted of members from the Senate and House of Representatives, Office of Research and Statistics, Office of the State Chief Information Officer, Governor's office, both political parties, NAACP, Palmetto Project, League of Women Voters, disability community, county boards of voter registration and election commissions, and staff from the SEC. The plan was delivered to the Federal Election Commission in September of 2003 and has been updated yearly as necessary.

V. Agency Administration

Agency Information Technology Support
The Voter Services Division is responsible for the in-house computer network. When problems arise with hardware or software, staff is notified immediately and the situation is addressed. Staff members are empowered to make decisions independently unless the decision requires major budget expenditures.

Accounts Payable
When an invoice is received, the accounts payable clerk processes a voucher. The voucher and electronic copy are sent to the State Comptroller General where the information is uploaded and forwarded to the State Treasurer. The Treasurer's office then sends a check to the Agency where the check number is recorded and the accounts payable clerk mails the check to the respective individual or entity.

Supplement to County Election Commissions and Registration Boards
The SEC receives pass-through funds which are sent to each county registration board/election commission member on a quarterly basis, per Proviso 62.2. In many cases, no other additional compensation is received by the board members. While some counties supplement the state stipend, most do not. Many board members perform other tasks such as providing technical support, attending monthly board meetings, and assisting with the day to day operations in the office. Board members play a critical role in helping to ensure elections are run fairly and efficiently.

Election Protest/Appeal Hearings

As part of the election process, candidates are allowed to file an election protest if they feel voting irregularities occurred. Protests for countywide and less than countywide offices are filed with the county election commissions. Protests for federal, statewide, Senate, House of Representatives, and multi-county offices are filed with the SEC.

After the county election commission hears a protest and renders a decision, a candidate may appeal to the SEC. Appeals following decisions of the SEC are filed with the S.C. Senate, S.C. House of Representatives, or the S.C. Supreme Court.

Candidate Filing & Certification

The SEC works with the State's certified political parties to coordinate the filing process for all partisan candidates for federal, state, and multi-county offices in special and general elections. Candidates file with their respective state or county parties, depending on the office, during the filing period prescribed by law. Parties certify the names of candidates who have filed to the SEC or county election commission (depending on the office) by deadlines prescribed by law. Once candidates are nominated (by primary or convention, depending on party) they are again certified to the SEC or county election commission prior to deadlines prescribed by law. Agency staff provides information to candidates and parties to help ensure candidates file properly and parties meet certification requirements and deadlines.

The SEC is responsible for receiving the filing paperwork of petition candidates for federal, state, and multi-county offices. A candidate's petition must contain a certain number of valid signatures of active, registered South Carolina voters depending on the geographical area the office represents. The SEC facilitates verification of these petitions by distributing pages to the voter registration offices in the corresponding counties of origin. Each county voter registration office reports their total number of valid signatures to the Agency, and a total is calculated. If the petition contains enough valid signatures, and the candidate is otherwise qualified; the SEC certifies the candidate to be on the ballot. Petition candidates must also submit Statement of Candidacy forms and Statement of Economic Interest (SEI) forms. SEI forms are sent to the State Ethics Commission by deadline. Candidates are also provided a Campaign Disclosure form with instructions to complete it and return it to the State Ethics Commission.

The SEC is also responsible for receiving the filing paperwork of candidates for non-partisan multi-county offices, such as some school boards and watershed districts. The SEC collects Statement of Candidacy forms and SEI forms from all candidates who file with the Agency. SEI forms are sent to the State Ethics Commission by deadline. Candidates are also provided Campaign Disclosure forms with instructions to complete them and return them to the State Ethics Commission.

Certification of Political Parties

The SEC is charged by law with certifying and decertifying political parties in the State. Political parties seeking certification must submit to the Agency a petition containing the valid signatures of 10,000 active, registered South Carolina voters. The SEC facilitates verification of these petitions by distributing pages to the voter registration offices in the corresponding counties of origin. Each county voter registration office reports their total number of valid signatures to the Agency, and a statewide total is calculated. If the petition contains enough valid signatures, the SEC certifies the party. Certified political parties who do not maintain the requirements outlined in South Carolina Code of Laws Section 7-9-10 must be decertified by the SEC.

Category 7 – Results

I. Statewide Voter Registration System

Security and Maintenance
- The SEC maintained a database of approximately 2.4 million active, registered voters.
- The Agency worked with the Division of State Information Technology (DSIT) to ensure the database was securely housed and access was granted to only authorized users.
- Approximately 200,000 new voters were added to the database.
- SEC staff removed 308,291 voters from the State's list of active, registered voters. Reasons for removal include: felony convictions, deaths, moves to another state, and voter requests for removal.

Figure 7.1 shows the number of active, registered voters in the State by year. Significant decreases in voters in 2002 and 2008 are due to removal of inactive voters after confirmation card mailings.

Year	Active Registered Voters
2008	2,365,577
2007	2,521,150
2006	2,420,366
2005	2,362,726
2004	2,172,174
2003	2,084,299
2002	1,977,703
2001	2,280,319
2000	2,139,201
1999	2,042,160
1998	1,932,232
1997	1,841,731
1996	1,458,824
1995	1,506,376
1994	1,412,832
1993	1,539,292
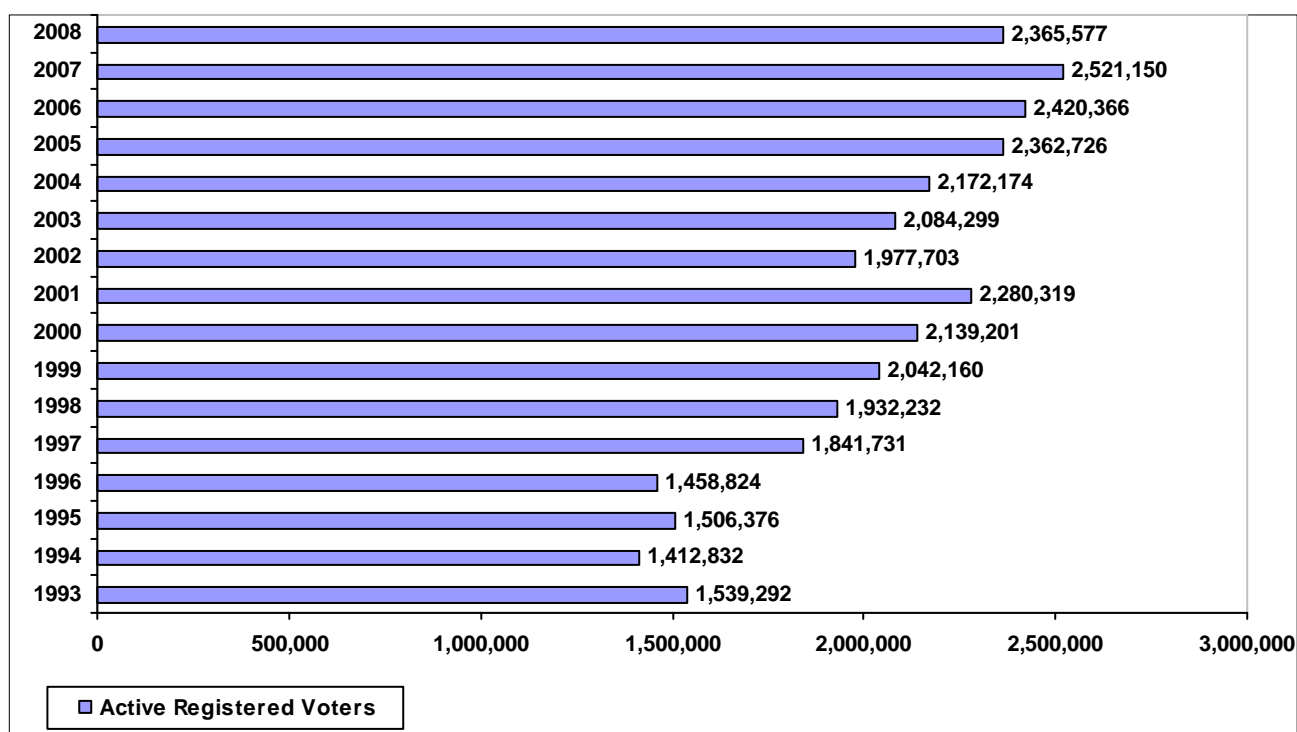
Figure 7.1

Confirmation card mailing
In an effort to maintain the accuracy of the statewide voter registration database, confirmation cards were mailed to approximately 380,000 voters in September 2007. The mailing was conducted strictly following the requirements of the National Voter Registration Act of 1993. Voters who had not voted in any election since November 2002 received a postcard requesting them to respond with a corrected address, a desire to remain active, or a desire to have their name removed from the active list of registered voters. Approximately 175,000 postcards were returned to the SEC and processed. Figure 7.2 shows a breakdown of the confirmation card mailing results.

	Confirmation Card Mailing Results
381,770	Total cards mailed
11	Errors *(records where county and VR number did not match)*
205,400	Voters given status of IF *(inactive for failure to return confirmation card)*
134,550	Voters given status of IM *(inactive for move to another location)*
1,170	Voters given status of IW *(inactive for written request to be removed from the list)*
5,940	Voters given status of IO *(inactive for reason of other)*
860	Voters given status of IS *(inactive due to registration in another county)*
5,350	Voters corrected address and remain active
28,100	Voters indicated they are at same address and wish to remain active

Figure 7.2

Voter Registration Lists & Statistical Reports

- 311 voter registration lists were printed for elections held in the State during FY2008. All 311 voter registration lists were delivered on time.
- The SEC responded to 491 customer requests for lists of registered voters. The lists ranged in make-up from statewide lists to lists of voters from specific geographic areas and demographic groups.
- The SEC produced 180 jury lists for county magistrates, county clerks of court, and municipal courts.
- 636 statistical reports were produced from the voter registration database.

Electronic Voter Registration List (EVRL)

The EVRL system was improved, and use of the system expanded greatly in FY2008. EVRL now includes a feature that indicates to the poll managers which ballot style the voter should receive. When using older versions, this process was done manually. Use of EVRL expanded throughout the state, with Dorchester County becoming the first county to use the system countywide. Also, every precinct in the state with more than 2,400 registered voters now has EVRL software and laptops, provided by the SEC.

EVRL has proven to reduce the amount of time it takes to process voters, help determine the correct precinct for voters more quickly, and allow voter participation to be processed more quickly and accurately. In a parallel test of the system versus the use of the printed list, it was determined that the average time poll workers took to locate and process voters on the EVRL was more than five minutes shorter than the time it took to process voters using the manual method. This is a significant time savings that could alleviate problems experienced in some polling places in past elections where voters stood in line for hours before voting. Not only does EVRL benefit voters by streamlining the polling place procedure, but it also benefits the voter registration board by decreasing the number of telephone calls to their office on Election Day. This allows office staff to focus more time and resources on resolving other issues.

Voter History

Voter history was captured from all 311 elections held throughout the state. This capture was accomplished in record time after the 2008 Presidential Primaries. This performance was repeated after the 2008 State Primaries. This success was accomplished through improved processing and voter registration list design. Lists now contain bar codes and special markings allowing agency staff and temporary personnel to process the lists using a high speed scanner. This improved process along with a tremendous effort by staff working long hours, resulted in State Primary voter history being completed in just six weeks, as opposed to 16 weeks using the old method – a 62.5% improvement over previous elections.

II. Public Information and Training

Public Information

During FY2008, the SEC Public Information Office fielded approximately 8,000 telephone calls, e-mails, letters, and office visits from local and national media, candidates, political parties, county election commissions, county voter registration offices, organizations, and the general public. The Agency actively informed the public through the media and the agency website of news, events, deadlines, statistics, and results relating to all state and multi-county elections. Twenty-one major press releases were issued in FY2008. Activity in the Public Information Office peaked in January 2008, as interest in the Presidential Primaries increased nationally and here in South Carolina. In the month of January alone, agency staff responded to more than 1,000 information requests. The Agency conducted campaigns leading up to the Presidential Primaries and State Primaries designed to inform voters of the importance of registering to vote and making sure their voter registration information is up-to-date. Newspaper and radio and television stations provided helpful information to voters and positive coverage of the statewide voting system. Newspapers printed instructions on how to vote using the electronic voting system, and SEC staff appeared on television news programs to demonstrate how to use the touchscreen voting machines. This proactive dissemination of accurate and reliable information contributed greatly to the success of the elections held in FY2008.

scVOTES.org

Each year, there is a significant increase in the number of visits to the Web site – especially surrounding an election. The number of visits can be attributed to the publicity of the web site and the usefulness of the information found there.

Information currently found on the site includes:

- Historical election results (1996-Present)
- Voter participation statistics (1996-Present)
- Voter registration statistics (1984-Present)
- Current election information such as filing and registration deadlines, polling place locations and key election dates
- Voter registration instructions and application
- County voter registration board and election commission contact information
- Candidate lists
- The ability of a registered voter to access their voter registration information and determine the districts in which they are qualified to vote
- Provisional ballot status check enabling a voter to verify if their ballot was counted and if not, the reason it was not counted
- Voters participating in an election through the absentee process can access information to track the issuance and receipt of applications and ballots
- Schedules containing key dates and deadlines for upcoming elections
- Information for candidates concerning the election process
- Information for poll workers, including the poll manager's handbook and training videos
- Press Releases
- Help America Vote Act (HAVA) compliance information

Election Night Results Reporting

To meet a public need for increased access to election results, the SEC contracted with SOE Software to provide a comprehensive online election results reporting tool. SEC staff worked with SOE to modify their Election Night Results (ENR) software, by defining requirements specific to South Carolina. Testing of ENR was conducted through reporting results of several mock elections. Necessary changes were identified through testing and made to the program. Agency staff developed training manuals and conducted training for county users in conjunction with SOE.

ENR was used for the first time during the January Presidential Primaries. Performance of the system met our expectations and far exceeded performance of past election results reporting methods. The software was used again during the June primaries. The SEC continues to receive very positive feedback from the public, candidates, parties, academics, government officials, and the media. National Associated Press Elections Coordinator Deborah Altmar wrote the SEC saying ENR was "a joy for us to use on election night."

Major improvements over past results reporting methods include:
- User-friendly, aesthetically pleasing graphical interface
- Map views of election results on the state, county, and precinct levels
- Allows county election commissions to transmit partial results
- Complete results made available sooner
- Downloadable, customizable reports in several file formats
- Real-time results reporting
- Serves as historical repository for past results
- Immediate voter turnout estimates

Figure 7.3 shows information regarding activity on scVOTES.org in FY2008. Figure 7.4 shows the number of page views on the site peaking at 151,411 during the January Presidential Primaries and increasing again during the June State Primaries. Figure 7.5 shows the pages receiving the most views in FY2008.

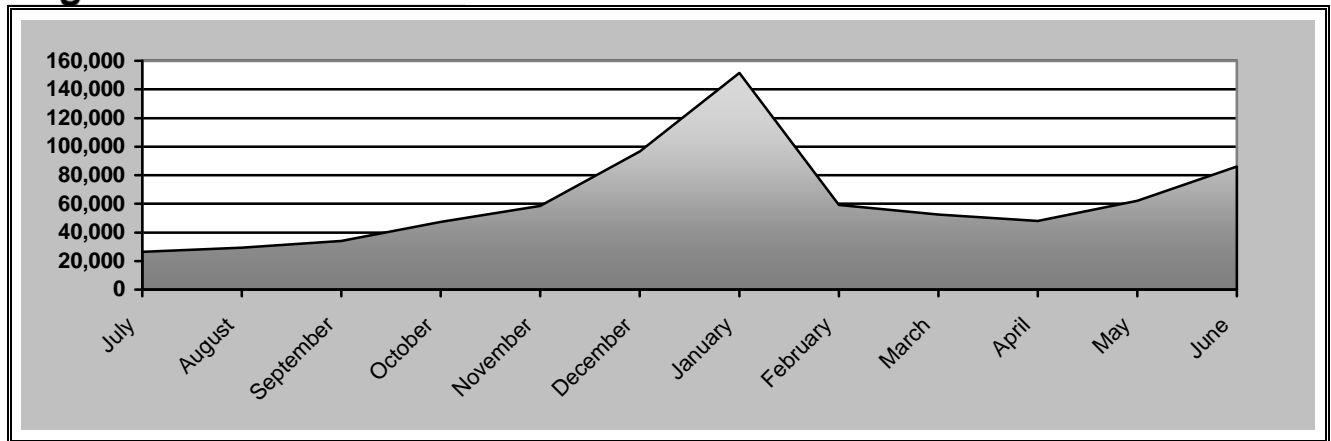**Figure 7.3**

Pageviews for all visitors

Figure 7.4

	ScVOTES.org – Top Ten Viewed Pages of FY2008	
	Page	**Views**
1	Homepage	175,436
2	County Voter Registration Office Contact Information	58,311
3	Voter Registration Information & Form	53,800
4	Check Your Voter Registration	39,355
5	Historical Election Results	17,702
6	2008 Election Calendar	15,869
7	Voting Information Page	13,194
8	General Site Search Page	12,589
9	Update Your Voter Registration	10,912
10	Historical Voter Registration Statistics	9,536

Figure 7.5

Voter Education and Outreach

The SEC worked during FY2008 to reach out and educate voters on all aspects of voter registration and elections in South Carolina. The initiative pays particular attention to ensuring voters are informed about the use of the touchscreen voting machines. This focused voter education effort, *SC Votes*, has been ongoing since 2004, commencing in conjunction with the implementation of the new voting system. The *SC Votes* campaign promotes the theme "Every Vote Matters. Every Vote Counts." The initiative includes: educational brochures, a "How to Vote" video and literature, direct mail, an outreach program, a voter education website, and a statewide mass media campaign. In FY2008, the campaign reached out to voters throughout South Carolina with special efforts aimed at senior citizens and young adults. Figure 7.6 shows an overview of *SC Votes* campaign activity. Figure 7.7 shows a breakdown by county of each event visited.

SC Votes Voter Education Campaign Overview– FY2008	
Voter Education Events	130
Voting Machine Demonstrations	7,581
Voting Machine Views*	17,057
Counties Visited	42
Media Outlets Visited	22
Statewide Events	6
Voter Registration Applications Distributed	1,215

*Voting Machine Views = demonstrations x "pass along factor" of 2.25 (accounts for multiple observers of one demonstration)

Figure 7.6

SC Votes Voter Education Campaign Events – FY2008	
County	**Voter Education Event**
Statewide	Municipal Assoc. of S.C. Conf., Hispanic/Latino Issues Conf., S.C. State Fair (3 days), Teacher Forum Instructional Fair, S.C. Assistive Technology Expo., Alpha Phi Alpha Conf., CERA Expo. for Teacher Recruitment
Abbeville	Abbeville Council on Aging, Abbeville - Press and Banner
Aiken	Fried Green Tomato Festival, The Salley Chitlin' Strut
Allendale	Allendale Cooter Fest., Allendale Council on Aging
Anderson	Sugarfoot Festival, Pendleton Spring Jubilee
Bamberg	Bamberg Council on Aging, Bamberg Advertiser
Barnwell	Barnwell Senior Center, Barnwell People-Sentinel
Beaufort	Beaufort Non-profit Expo.
Berkeley	Monck's Corner Senior Center, Berkeley Independent
Calhoun	Purple Martin Festival
Charleston	Awendaw Blue Crab Festival, Lowcountry Cajun Festival, Island Heritage Festival, AME District Church Visits, Coll. of Charleston Voter Reg. Day, North Charleston Black Expo 2008, SC Annual AME Conference, McClellanville Lowcountry Shrimp Fest.
Cherokee	Senior Center of Cherokee, Iron City Festival, Mighty Moo Festival, 2007 S.C. Peach Festival, 2008 S.C. Peach Festival, Gaffney Ledger, Cherokee Chronicle
Chesterfield	Pageland Watermelon Festival, 23rd Annual Cheraw Spring Festival
Clarendon	Clarendon Striped Bass Fest.
Colleton	Colleton Council on Aging
Darlington	Darlington Council on Aging, Darlington News & Press, Catfish Festival of Society Hill, Lamar Egg Scramble Jamboree
Dillon	Dillon Council on Aging, Town of Latta Arts Center, Dillon Herald
Dorchester	Summerville Taste of the Town, Press & Standard, Dorchester Council on Aging, Summerville Journal Scene, YMCA Flowertown Run, Summerville H.S. Voter Reg. Day
Edgefield	Edgefield Heritage Fest., Edgefield Advertiser, Ridge Peach Festival, Edgefield Senior Center, Edgefield Citizen News
Fairfield	Rock Around the Clock Festival
Florence	Florence Pecan Festival, Florence/Marion Business Expo.
Georgetown	21st Annual Harborwalk Festival, Georgetown Council on Aging, Georgetown Times
Greenville	Juneteenth 2008 Festival, Holiday Fair, Cedar Grove Baptist Family Gospel Café' Event, Young Women's Auxiliary of N. Enoree, AME Annual Conference
Greenwood	SC Fest. of Discovery, Wellness Celebration of G'wood, Freedom Weekend Aloft
Hampton	Hampton Council on Aging, Hampton Guardian, Brunson Town Hall, Hampton Watermelon Festival
Horry	Little River Blue Crab Festival, 'Round the Fourth Festival, Coastal Carolina University, Sun Fun Festival, Loris Bog-off Festival, Aynor Harvest Hoe-Down
Jasper	Jasper Council on Aging, The Sun Times, Ridgeville Car, Truck & Motorcycle Show
Kershaw	Morningside Senior Center
Lancaster	Lancaster Council on Aging, Sun City Carolina Lakes
Lee	Bishopville Council on Aging
Lexington	Collard Fest. of Gaston, Lexington Fun Festival, 2008 Poultry Festival, Brookland - Black Men Conference, Dutch Fork H.S. Voter Reg. Day, Brookland Baptist Health & Wellness Center Health Fair
Marion	Golden Leaf Festival, Marion Star, Foxtrot Festival, Marion Council on Aging, Mullins Enterprise
Marlboro	Marlboro Council on Aging, Marlboro County Courthouse, Marlboro Herald Advocate
McCormick	McCormick Council on Aging, McCormick Messenger
Newberry	Summer Fun Weekend Event, Whitmire Party in the Pines, Little Mountain Reunion Fest., Prosperity's Hoppin' Festival
Orangeburg	Governor's Frog Jump, O'burg Fest. of Roses, O'burg Wellness Celebration, Central Annual Conf. AME 84th Session
Richland	Captial Senior Center, Sparkleberry Country Fair, Life Changing Ministries, The Lowman Home, Cola. International Fest., 98 KISS FM, Columbia Senior Center, Main Street Latin Festival , Columbia AME Annual Conf., Irmo Okra Strut, Blythewood H. S. Voter Reg. Day, USC Voter Reg. Day, Independence Festival of Colombia -Hispanic/Latino, The Jubilee Festival of Heritage, "Take A Loved One to the Doctor Day" - Richland Co. Center, Columbia Black Expo 2008
Saluda	Ridge Spring Harvest Festival
Spartanburg	VSP Club of Senior Citizens, Plum Hollow Festival
Sumter	Sumter Senior Center, Sumter Iris Festival, Sumter H.S. Voter Education Day, 7th Episcopal Dist. AME Church Visits
Union	Union Daily Times, Union Council on Aging, USC-Union Voter Education Event, Turkey Strut & Chicken Pickin' Fest., Pacolet River Baptist Association Empowerment Event
Williamsburg	Santee Electric Coop., Kennedy Senior Center, Hemmingway BBQ Festival, Kingstree News
York	Fort Mill H.S., The Herald, York Council on Aging, York Summer Festival, Winthrop Univ. Voter Reg. Day

Figure 7.7

Voters with Disabilities

With HAVA's particular focus on improving voting access for people with disabilities, the SEC continues to reach out to this segment of voters. The Agency worked with disability advocates throughout the state, including Protection and Advocacy for People with Disabilities and Disability Action Centers, to educate voters and improve the process so that voting in South Carolina is more accessible than ever before. Some accomplishments include:

1. Conducted voter education to help ensure voters with disabilities are aware of and know how to use the state voting system's accessibility features, including the audio ballot and voting machine portability. The audio ballot provides blind voters the opportunity to vote independently for the first time in state history.
2. Trained poll workers to ensure they are also aware of these features, they know how to use them, and they are sensitive to the needs of voters with disabilities.
3. More than $125,158 in federal grant money was used on polling place upgrades, training, and education. (see p.44)
4. The SEC worked with the Voting Disability Coalition of South Carolina to produce a video for voters who are deaf or hard of hearing. This attention-keeping, four-minute video uses four modes of communication to provide information about the voting process: American Sign Language, closed captioning, spoken word, visual representation. The intent of the video is to educate voters in the deaf community so they will be knowledgeable of the voting process. This prior knowledge will help voters who are deaf or hard of hearing feel more comfortable in going to the polls, and therefore be more likely to exercise their right to vote.
5. The Agency distributed a training video for county election officials aimed at improving disability awareness and polling place accessibility. This video was also made available on the agency website.
6. A page dedicated to voters with disabilities is maintained on the agency website. The page features information on assistance at the polls, curbside voting, special instructions for voters who are deaf, and videos for voters with disabilities. There is also a downloadable large-print voter registration application.
7. The *SC Votes* voter education tour visited disabled communities throughout the State. These demonstrations showed use of the ADA voting unit and its Braille-embossed navigation buttons to support visually impaired voters. The curbside accessibility of the machine to voters with physical limitations was also demonstrated.
8. The SEC conducted training classes as part of the training and certification program aimed at increasing disability awareness.
9. A Braille brochure containing voter registration and voting information was made available to members of the blind community. The agency is working with the National Federation of the Blind of S.C. to update the Braille brochure.
10. Large type polling place material was made available.
11. SEC staff reviews surveys conducted by S.C. Protection & Advocacy to gauge the level of progress in improving access to polling places.

Training

Training and Certification Program

The SEC is required by state law to conduct a training and certification program that county election commissioners, voter registration board members, and their staffs must complete to gain certification. Required core classes and elective classes are held on a quarterly basis. Twenty-nine classes were held in FY2008. A total of 639 participants attended these classes held in Columbia, Georgetown, Greenville and Myrtle Beach. Classes are taught by SEC staff and guest instructors, including county election commission and voter registration office staff, other governmental agency staff, and

professional trainers. In March, 27 election officials were presented with certificates for completing the program over the previous year.

There are 514 election officials who are required by law to complete the program and become certified. 372 members have completed the program and are certified leaving 142 members not certified. Of the 514 members, 94 members did not attend a class in fiscal year 2008. There are 11 members who have never taken a class.

Figure 7.8 shows the classes offered in FY2008, the number of times they were offered, and the number of participants. Figure 7.9 shows the level of participation of commission and board members and their staffs in each county.

Training and Certification Classes*	Times Offered	Total Participants
Absentee	3	58
Duties of the Voter Registration Board	2	62
Duties of the Election Commission	2	48
Budgeting and Election Reimbursement	2	59
Office Procedures	2	56
Ballot Layout	2	55
Generational Edge	2	37
DocView	2	30
Elections A - Z	1	31
Effective Customer Service	1	23
Redistricting/Reprecincting	1	27
Training Poll Managers	1	41
Presentation Skills	1	33
Leadership Skills	1	32
Walk the Talk	1	11
Managing Multiple Projects and Deadlines	1	10
Time and Stress Management	1	13
Ethics in Government	1	13
TOTAL	**29**	**639**

Figure 7.8

Participation in the Training and Certification Program – FY2008				
County	Board Members Allowed	Members Certified*	Staff Members	Staff Certified*
ABBEVILLE	7	5	3	3
AIKEN	7	7	4	4
ALLENDALE	7	6	0	0
ANDERSON	7	3	5	4
BAMBERG	7	5	1	1
BARNWELL	7	6	2	1
BEAUFORT	9	8	9	8
BERKELEY	9	9	5	4
CALHOUN	10	8	3	1
CHARLESTON	9	6	10	9
CHEROKEE	10	6	2	2
CHESTER	8	3	2	2
CHESTERFIELD	9	6	2	2
CLARENDON	10	4	3	2
COLLETON	9	7	3	1
DARLINGTON	7	6	2	2
DILLON	9	2	2	2
DORCHESTER	7	7	6	5
EDGEFIELD	7	5	2	2
FAIRFIELD	7	5	2	2
FLORENCE	7	3	5	4
GEORGETOWN	9	7	3	2
GREENVILLE	10	7	7	6
GREENWOOD	10	3	4	3
HAMPTON	7	2	4	3
HORRY	10	8	5	5
JASPER	9	6	2	2
KERSHAW	7	5	2	2
LANCASTER	7	3	2	2
LAURENS	9	8	2	2
LEE	9	5	2	2
LEXINGTON	7	4	4	3
MARION	7	7	2	1
MARLBORO	7	7	2	2
MCCORMICK	5	4	2	2
NEWBERRY	7	5	2	2
OCONEE	5	5	2	1
ORANGEBURG	7	5	4	3
PICKENS	7	7	2	1
RICHLAND*	10	9	2	2
SALUDA	7	6	1	1
SPARTANBURG	6	4	7	7
SUMTER	7	4	4	4
UNION	8	7	1	1
WILLIAMSBURG	9	1	2	2
YORK	8	6	5	3

* Richland County has a working board in the Voter Registration Office

Figure 7.9

Training Workshops

In addition to the training and certification program, staff in the Public Information and Training division coordinates training provided by the SEC to poll managers and election officials. These training workshops are scheduled upon request and are designed to supplement training received on the local level. Figure 7.10 shows classes held during FY2008 and the number of customers serviced.

Training Classes and Workshops	Total Events	Total Participants
County Election Official Workshops	4	225
County Poll Manager Workshops	4	314
County Poll Manager Voting Machine Workshops	7	147
County Rover Training	2	8
Municipal Poll Manager Workshops	2	19
Municipal Election Commission Workshops	6	117
TOTAL	25	830

Figure 7.10

Agency Intranet

ElectionNET, the Agency's election community intranet, continued to grow in FY2008 and remain an indispensable tool for distribution of information, training, and collaboration. At its inception in June 2005, the site was primarily a testing ground with just a handful of users, mostly SEC employees. By the end of FY2008, there were more than 400 users from all 46 counties and more than 5,000 pieces of content. Figure 7.11 shows information regarding activity on the site in FY2008.

ElectionNET Activity by Month – FY2008		
Month	**Unique visitors**	**Number of visits**
July 2007	419	2,136
August 2007	372	2,376
September 2007	165	1,865
October 2007	309	2,557
November 2007	232	1,902
December 2007	370	2,217
January 2008	857	4,033
February 2008	509	2,478
March 2008	432	2,808
April 2008	490	3,466
May 2008	432	2,920
June 2008	452	3,337
TOTAL	-	32,095

Figure 7.11

One Call Now Telephone Messaging System

Prior to the 2008 State Primaries, the SEC contracted with One Call Now to provide a system capable of delivering telephone messages to county officials, poll workers, voting machine technicians, or anyone else who is in the system – all within a matter of minutes. For example, a message can be delivered to all 2,100 polling places in the state within 30 minutes. SEC and county election officials use the service by dialing a 1-800-number, recording a message, and selecting a group (poll clerk, technician, etc.) to receive the message. The system then begins to call each number stored in the phone bank and deliver the message. Other features of the system include:

- In addition to sending recorded messages, the system can be used to conduct surveys.
- Pre-record messages can be delivered at a specific time. For instance, we may pre-record a message to call all clerks at 7:05 am and ask the clerk to press 1 if the precinct is open for voting.
- The online user dashboard has a graphical display so that you may immediately see a picture of your county with the results of your questions displayed by color coded precincts.
- System continues to call if the phone number was busy or went to voice mail.

The Agency plans to make this service available for the 2008 General Election as well.

Ballot Review and Approval

Public Information and Training division (PITD) staff reviewed approximately 1700 ballot styles in FY2008. Ballot standards were reviewed by a Ballot Standards Committee made up of SEC staff, and necessary changes were made. Figure 7.12 shows the number of ballot styles reviewed by election:

Election	Ballot Styles Reviewed
2008 Presidential Primaries	116
2008 State Primaries	1400
Special & Municipal Elections	60

Figure 7.12

Federal Health and Human Services Grant Administration

The SEC applied for and received a federal grant providing $833,735 over a five year period from October 1, 2003, through September 30, 2009. This grant is earmarked for improving access for voters with disabilities through polling place upgrades, training, and education.

In FY2008, 11 counties and two companies were reimbursed $125,158.91 to provide paved handicapped parking, parking signs, ramps, curb cuts, handrails, accessible entrances, various cones and markers at 305 polling places; including interpreters for voters who are deaf and video production. Figure 7.13 shows the number of precincts improved and monies reimbursed by county in FY2008.

HHS Grant Administration – FY2008		
County	**Precincts**	**Amount Reimbursed in FY2008**
Allendale	9	$31,331.33
Anderson	77	$2,587.67
Bamberg	1	$32,549.24
Calhoun	1	$6,304.49
Chester	1	$1,287.12
Fairfield	23	$2,421.58
Horry	119	$2,032.14
Marion	18	$2,430.72
Oconee	31	$3,522.90
Saluda	1	$3,500.00
Union	24	$16,850.77
SEC - Interpreter (American Sign Language)	n/a	$251.25
SEC - Deaf video production	n/a	$19,933.45
SEC - Accessibility video production	n/a	$156.25
TOTAL	**305**	**$125,158.91**

Figure 7.13

III. Statewide Voting System

The Voter Services Division (VSD) continually works on various process improvement initiatives. As the State has transitioned from older voting systems to a more technically advanced system, it has been necessary for SEC staff to transition from one with more clerical-based skills to a staff with an advanced skill set. The following initiatives were taken during this fiscal period:

- Staff were assigned a region in the State and are becoming familiar with the needs of the counties in their particular region
- A project management position became available and was re-classified to a technical position for which a staff member was promoted from within

Election Definition

During FY2008, VSD staff defined 240 election databases. Each database was reviewed by staff quality assurance following strict election definition procedures. All databases were delivered within five weeks prior to election day. The SEC provides this service at no cost to counties by leveraging in-house resources. If the voting system vendor had defined these databases, it would have cost the State and counties a minimum of $1,200,000.

Voting System Support & Training

A five day training session was held to instruct counties how to use voting system software for purposes of defining their own election databases. As a result of the class, counties reported gaining important knowledge and the number of counties defining their own databases increased from five to eight. Telephone and on-site support are offered on a daily basis as needed.

Voting System Certification

No new voting systems or software upgrades were certified in FY2008.

IV. Administration of Help America Vote Act (HAVA)

South Carolina is currently HAVA Compliant.

FY2008 HAVA Activities:
- Approximately $125,159 in HHS grants issued to county election commissions for accessibility upgrades to polling locations
- Training classes, workshops, and meetings were held to relay election information to county election officials, poll managers, and voters
- Management of HAVA funds following federal guidelines
- Continuation of voter education and outreach program

V. Agency Administration

Accounts Payable

In FY2008, a total of 1,015 vouchers were processed. Of the vouchers processed, 88 were for Primary/Runoff Elections, 59 were for special elections, 36 were for the general election, 53 were HAVA transactions, and the remainder was for various expenses paid from general and other funds.

Supplement to County Election Commissions and Registration Boards

Each board member should receive a $1,500 annual supplement according to the 1999-2000 Appropriations Act. Due to a $12,500 cap per county and under funded aid to county members, all members do not receive the full supplement. The $12,500 cap affects counties with more than eight board members, and reduces each member's pay to meet the cap. Full funding was not provided in FY2008 for the State's approximately 400 voter registration and election commission board members. However, the State Election Commission used carry forward funds to fully fund the aid to county board members supplement with the exception of those subject to the $12,500 cap.

Poll Manager Reimbursement

Figure 7.14 shows the number of poll managers and student poll managers paid in FY2008. Poll managers for the 2008 Presidential Primaries and special elections for state-level offices are included

in the table below. Poll managers for the June primaries are not included, as they were paid in
FY2009.

Poll Manager Reimbursement--FY 2008					
County	Poll Managers (PM)	Reimbursed for PM	Student PM	Reimbursed for Student PM	Total Reimbursed
Abbeville	39	$ 8,460.00	1	$ 180.00	$ 8,640.00
Aiken	636	$ 89,460.00	4	$ 600.00	$ 90,060.00
Allendale	28	$ 5,880.00	2	$ 360.00	$ 6,240.00
Anderson	348	$ 67,320.00	10	$ 1,800.00	$ 69,120.00
Bamberg	45	$ 10,320.00	1	$ 180.00	$ 10,500.00
Barnwell	60	$ 12,660.00			$ 12,660.00
Beaufort	774	$ 96,300.00			$ 96,300.00
Berkeley	457	$ 54,780.00	6	$ 420.00	$ 55,200.00
Calhoun	50	$ 11,880.00	4	$ 360.00	$ 12,240.00
Charleston	568	$ 101,640.00	47	$ 7,200.00	$ 108,840.00
Cherokee	60	$ 19,320.00			$ 19,320.00
Chester	73	$ 14,640.00	13	$ 2,220.00	$ 16,860.00
Chesterfield	108	$ 21,120.00			$ 21,120.00
Clarendon	101	$ 21,000.00	22	$ 2,700.00	$ 23,700.00
Colleton	54	$ 11,640.00	1	$ 180.00	$ 11,820.00
Darlington	182	$ 34,380.00			$ 34,380.00
Dillon	87	$ 17,160.00			$ 17,160.00
Dorchester	384	$ 55,710.00	5	$ 660.00	$ 56,370.00
Edgefield	203	$ 22,140.00			$ 22,140.00
Fairfield	57	$ 12,600.00	1	$ 180.00	$ 12,780.00
Florence	332	$ 64,020.00			$ 64,020.00
Georgetown	184	$ 35,580.00	5	$ 720.00	$ 36,300.00
Greenville	565	$ 116,760.00	40	$ 6,180.00	$ 122,940.00
Greenwood	188	$ 36,960.00			$ 36,960.00
Hampton	55	$ 11,820.00	1	$ 180.00	$ 12,000.00
Horry	384	$ 82,680.00	8	$ 1,260.00	$ 83,940.00
Jasper	122	$ 18,410.00			$ 18,410.00
Kershaw	147	$ 30,360.00			$ 30,360.00
Lancaster	145	$ 29,580.00	3	$ 1,800.00	$ 31,380.00
Laurens	109	$ 22,320.00	5	$ 1,140.00	$ 23,460.00
Lee	71	$ 15,240.00			$ 15,240.00
Lexington	413	$ 83,100.00	12	$ 1,680.00	$ 84,780.00
McCormick	108	$ 12,240.00			$ 12,240.00
Marion	76	$ 14,760.00			$ 14,760.00
Marlboro	76	$ 14,940.00			$ 14,940.00
Newberry	74	$ 15,420.00			$ 15,420.00
Oconee	120	$ 25,920.00			$ 25,920.00
Orangeburg	233	$ 44,220.00	66	$ 8,760.00	$ 52,980.00
Pickens	203	$ 44,340.00	7	$ 1,260.00	$ 45,600.00
Richland	588	$ 115,020.00	3	$ 540.00	$ 115,560.00
Saluda	109	$ 13,800.00	6	$ 960.00	$ 14,760.00
Spartanburg	370	$ 75,900.00	45	$ 7,140.00	$ 83,040.00
Sumter	246	$ 47,040.00			$ 47,040.00
Union	87	$ 17,580.00			$ 17,580.00
Williamsburg	99	$ 21,120.00			$ 21,120.00
York	456	$ 67,500.00	4	$ 1,020.00	$ 68,520.00
Total	9,808	$ 1,747,110.00	401	$ 64,020.00	$ 1,811,130.00

Figure 7.14

South Carolina Enterprise Information System (SCEIS)

SCEIS is a new common accounting system being implemented for all South Carolina agencies. The SEC is scheduled to implement SCEIS in November 2008. The system will replace the antiquated Basic Agency Reporting System (BARS), which has been in use for more than 20 years. The system is not user friendly and produces unreliable results.

Agency Information Technology Support

The Agency conducted a cost-benefit analysis of providing agency computer network support in house or outsourcing the support. This analysis showed it would be more beneficial to contract this support through the State CIO. Currently, the agency server is housed in a secure environment and maintained by the CIO.

Election Protest/Appeal Hearings

The State Board of Canvassers heard no protests or appeals in FY2008.

Candidate Filing & Certification

The SEC worked with the State's nine certified political parties to coordinate the proper filing of 379 partisan candidates for federal, state, and multi-county offices filed during the March 16th – 30th filing period for the 2008 General Election. SEC staff worked to ensure all parties were aware of all required deadlines and paperwork for candidate filing and party certification of candidates. In addition the Agency coordinated filing and certification in four special elections for State Senate and House of Representatives. Figure 7.15 breaks down the number of candidates who filed during the March filing period by party and office.

Candidate Filings during March 16th – 30th Filing Period						
Party	U.S. Senate	U.S. House	State Senate	State House	Solicitor	TOTAL
Constitution	-	1	2	1	-	4
Democratic	2	10	44	106	5	167
Green	-	2	1	2	-	5
Independence	-	-	-	-	-	-
Labor	-	-	-	-	-	-
Libertarian	-	-	-	1	-	1
Republican	2	10	55	120	11	198
United Citizens	-	-	1	1	-	2
Working Families	-	-	-	2	-	2
TOTAL	4	23	103	233	16	**379**

Figure 7.15

Certification of Political Parties

No political parties were certified or decertified in FY2008. South Carolina has nine certified political parties: Constitution, Democratic, Green, Independence, Labor, Libertarian, Republican, United Citizens, and Working Families.