

SECTION I – EXECUTIVE SUMMARY

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 State Election Commission 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.

Agency Mission and Values

The mission of the State Election Commission is to maintain an accurate database of registered voters in the State, support the statewide voting system, and to provide training and services necessary to ensure successful elections in South Carolina.

The SEC maintains the State's computerized statewide voter registration system. The system contains voter registration data on every registered voter in South Carolina. The SEC is responsible for printing the lists of registered voters for all elections held in the State which averages approximately 250 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 trains voter registration and election officials, provides voter registration and election materials, prints or provides funding for ballots for all federal offices, statewide offices and constitutional amendments voted on in South Carolina, and produces databases and machine ballots for elections in the State conducted using the statewide voting system. The Agency provides information regarding voter registration and elections and initiates voter education efforts. The members of the SEC serve as the State Board of Canvassers after elections to certify election returns, to declare candidates elected, and to hear protests and appeals.

The Agency values:

- **Employees** – Human resources are the agency's most important assets. Institutional knowledge, skills and characteristics are 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 and recognize employees by setting examples, providing direction, recognition and rewards.
- **Understanding the Future** - Statewide Primaries and General Elections occur in two year cycles. Needs and 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:

General Election – November 2004

The SEC conducted a successful General Election on November 2, 2004 during which a record number of South Carolinians—1.6 million—cast votes. This success is a credit to the efforts of the county voter registration and election commissions and to the services and support of the SEC. This service and support includes providing training for poll managers and county election staff, providing ballot definition and configuration services to counties, conducting pre-election ballot review, distributing memoranda detailing statutory duties and responsibilities, assisting county offices with solving problems, and coordinating candidate results transmission and posting to the Internet.

Achieved 100% Compliance with the Help America Vote Act (HAVA)

The purpose of the Help America Vote Act of 2002 is to provide every citizen with the opportunity to vote and have their vote counted; to provide education to voters, poll workers and election officials; and to improve election administration and technology. HAVA mandates that each state in the nation comply with its requirements by January 2006. The SEC proudly reports that South Carolina is one of the first states in the Nation to achieve compliance.

The SEC established a program to bring the State into full compliance with HAVA. According to its State HAVA Plan, a statewide voting system was implemented, a statewide voter education campaign was launched, many polling places were upgraded to promote accessibility by disabled voters, education programs were provided to county and state election officials, the statewide voter registration system was modified to accommodate HAVA changes for uniformed and overseas citizens, and the agency website was enhanced to allow voters using the failsafe balloting procedure to check the status of their ballots.

Implementation of Statewide Voting System

As required by the HAVA State Plan, an electronic voting system was implemented statewide. The system was installed in two phases. Phase I, consisting of 15 counties mostly using punch card systems, was installed prior to the November 2004 General Election. Those counties were Abbeville, Aiken, Anderson, Calhoun, Cherokee, Florence, Greenville, Greenwood, Kershaw, Lexington, Oconee, Pickens, Spartanburg, Union and York. The Phase I implementation was accomplished in just 89 days and proved to be very successful in the 2004 General Election. For the first time in history, blind and visually impaired voters were able to vote independently due to the portability of the machines, navigation buttons and the audio ballot feature. Phase II, consisting of the remaining 31 counties, began in January 2005 with the installation of the voting machines. In all counties, success of the statewide voting system is due in part to an ample supply of voting machines provided to the counties. The SEC allocated 11,500 machines to the 46 counties—an average of one machine for every 200 active registered voters. The minimum requirement in state law is one machine for every 250 voters. The June 2006 Primary Election will be the first election in which all South Carolina voters will cast their ballots using a single system.

Voter Education and Outreach

In the summer of 2004, the SEC issued an RFP for a voter education and outreach effort to commence in conjunction with the implementation of HAVA. This effort has been financed by HAVA funds. The Agency's voter education and outreach team developed the *SC Votes* initiative promoting the

theme “Every Vote Matters, Every Vote Counts.” The education and outreach initiative included: educational brochures, a “How to Vote” video and literature, direct mail, an outreach program, a voter education website and a statewide mass media campaign. All daily newspapers in the 15 Phase I counties ran editorials in support of the new voting machines. Many papers printed instructions on how to vote using the new voting system in their Election Day papers. Opinions/Editorials were printed in both weekly and daily newspapers, and SEC staff appeared on more than 20 television and radio newscasts. Approximately 600,000 how to vote using the electronic voting machine brochures were mailed to voters using the new system for the first time. The *SC Votes* tour spent an average of 2.8 days in each county and reached over 10,000 voters in just over a month which was twice the established goal. The Agency’s voter education website, www.scvotes.org, experienced 1.6 million hits during the campaign. As a result, surveys showed 90% of voters thought South Carolina elections are honest, fair and accurate.

Voters with Disabilities

With HAVA's emphasis on election education for the disabled community, the SEC made a direct effort to impact the State’s disabled voters. The SEC worked closely with organizations such as Protection and Advocacy for People with Disabilities and Disability Action Centers around the State. The SEC put forth a dedicated effort to have as many voters with disabilities as possible touch the iVotronic voting system through the "Every Vote Matters, Every Vote Counts" campaign. This effort included:

1. 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.
2. A brochure containing voter registration and voting information was produced in Braille in partnership with the SC Commission for the Blind.
3. A video explaining how to vote on the new electronic voting machine. This video is also available at www.scvotes.org.
4. Polling place material printed in larger type.

The South Carolina Election Commission has also applied for and received a federal grant providing funds for upgrading polling places throughout the State. In a cooperative effort between the Agency and the county election commissions, polling places are continuing to be upgraded for accessibility of the disabled and elderly voters. Approximately \$26,000 has already been used by six counties to improve their polling locations to include such items as paved handicapped parking and parking signs, ramps, curb cuts, handrails, and accessible entrances. This project will continue for a number of years.

Election Legislation

The General Assembly passed legislation that further streamlines the voter registration and election processes:

- H 3347 requires the SEC to adopt a single, statewide voting system. The law also codifies stricter certification guidelines for voting systems. Voting systems that do not meet guidelines or fail to perform well are now subject to decertification.
- Other legislation combines Voter Registration Boards and Election Commissions in two counties, Chester and Orangeburg, bringing the total of counties with combined boards to 34.

Separate Voter Registration Boards and Election Commissions (12)	Barnwell, Calhoun, Cherokee, Clarendon, Dillon, Greenville, Greenwood, Hampton, Horry, Richland, Spartanburg and Williamsburg
Combined Boards and Commissions (34)	Abbeville, Aiken, Allendale, Anderson, Bamberg, Beaufort, Berkeley, Charleston, Chester, Chesterfield, Colleton, Darlington, Dorchester, Edgefield, Fairfield, Florence, Georgetown, Jasper, Kershaw, Lancaster, Laurens, Lee, Lexington, McCormick, Marion, Marlboro, Newberry, Oconee, Orangeburg, Pickens, Saluda, Sumter, Union and York

Training and Certification Program

State law requires county election officials to complete a training and certification program which is intended to better prepare members to conduct elections. The SEC conducted 10 training and certification classes during the fiscal year. A total of 516 participants attended these classes at various locations across the State. Directors and commissioners must complete seven classes for initial certification; office staff must complete five. To maintain certification, one additional class is required each year. The SEC has developed 61 different classes that can be offered. These classes are divided into core or required components, election-related electives and professional development electives. Four new classes were developed and presented this year as a result of topic requests from election officials enrolled in the program.

Supplemental Voting Machine Training

The SEC conducted six electronic voting machine training classes throughout the State in June 2005. These classes were in addition to the voting machine-specific training provided by the voting machine supplier. These six-hour training courses were available to all county election personnel and were held in Columbia, Beaufort, Florence, Charleston, Clemson and Rock Hill. Topics addressed included security, opening and closing the polls, and proper voting machine demonstration techniques.

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
Implement a Uniform Statewide Voting System	The system was installed in 15 counties prior to the November 2004 General Election. This Phase I implementation was accomplished in just 89 days. The remaining 31 counties were installed by April 2005 placing full implementation ahead of the January 2006 HAVA deadline to provide at least one voting machine in each precinct to accommodate disabled voters.
Implement the SC HAVA State Plan as required by the Help America Vote Act (HAVA)	HAVA required the SEC to develop a plan outlining how HAVA requirements would be accomplished in the State. The plan was developed and approved by the Governor. South Carolina has implemented the plan and is 100% compliant. HAVA also requires that the plan be modified each year. The 04/05 modifications were made, approved by the Governor, and delivered to the U.S. Election Assistance Commission.
New statewide voter registration system	At the direction of the CIO, a Rapid Application Development (RAD) approach was adopted to complete the project in December 2005. Although all high-level system components were identified and several components were developed which await testing, and an overall human interface was defined for the system, project deadlines continued to be missed. The SEC and CIO determined that the RAD process was not working as expected and the project implementation date was re-estimated to be 2007. The project has been suspended until a comprehensive requirements definition and a solid system design are completed.
Prepare for successful statewide primary and general elections.	The 2004 General Election was conducted using a new voting system in 15 counties. South Carolina experienced no major problems on Election Day and recorded a record number of voters participating in the election. The SEC is currently preparing for the 2006 Primary.
Conduct statewide training and certification program.	This is an ongoing program that is required by state law. Classes are offered quarterly. 10 classes were taught in 2004-05 with 516 participants.
Improve on accessibility to the voting process by disabled voters.	New statewide voting system provides one voting system per precinct for disabled voters. The voter education and outreach program worked with the disabled community and developed a Braille brochure. Polling places are being upgraded to increase accessibility to disabled and elderly voters.
Assist SC Association of Registration and Election Officials (SCARE) with legislative priorities	Working with SCARE to draft legislation based on their legislative priorities. Will assist in introducing legislation in January 2006.
Successful federal audit of HAVA funds	While no single audit has been performed to date, HAVA funds are part of the State's Comprehensive Annual Financial Report (CAFR).
Voter Education and Outreach Program	Continue highly successful voter education and outreach efforts.
South Carolina Enterprise Information System (SCEIS)	The Agency will implement the new state standard SCEIS to replace the antiquated BARS system.

Opportunities and Barriers Affecting Agency Mission

Opportunities

New Statewide Voter Registration System

The General Assembly provided funding for the development and implementation of a new voter registration and election management system based on needs identified in the 1999 Election Summit and 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 proper election district assignments more efficient as well as provide additional functionality.

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 a poll worker.

Providing Information Electronically to Agency Customers

- **www.SCVotes.org** —SCVotes.org is a voter education resource created in September 2004 as part of the implementation of South Carolina's HAVA State Plan. The purpose of the site is to provide voters with information on all aspects of voter registration and elections in the State. The site is constantly being expanded and now includes up-to-date SEC and county election news.
- **www.state.sc.us/scsec/ (agency site)** —In November 2004, the Agency posted Primary and General Election returns on the Internet immediately upon their receipt from counties. This posting of results is a great benefit to voters, candidates and the media; enabling them to monitor the information as it is posted. The voter registration by mail application is available for download on the site and has proven to be a convenience for potential voters. The online availability of the form saves printing and postage costs for both the State and counties. The web page is currently being examined as a source for other forms used by both the public and county personnel. The site features detailed information on past elections with results and statistics available on all general election races since 1996.
- **Agency Intranet** —In an effort to increase collaboration and improve information sharing among all those involved in supporting elections in South Carolina, the SEC is leveraging improvements in business processes and advancements in technology to implement the SC ElectionNET, an election community intranet. Once completed, this secure, web-based resource will promote collaboration to improve election administration and enable the sharing of information among members of the South Carolina election community and will include such things as: press releases, memos, technical bulletins, reference guides, policy manuals, electronic forms, discussion forums, training calendars, and election-related news feeds. This resource will improve the quality, timeliness, efficiency and effectiveness of communications; provide an electronic document repository; and reduce the costs of producing and mailing paper-based communications.

Election Legislation

Each year, the SEC works with the General Assembly to enact legislation to improve the election and voter registration process in South Carolina.

HAVA Federal Funding

Congress passed the Help America Vote Act in 2002 and allocated funding for each state to implement the Act. If fully funded, South Carolina will receive approximately \$48M in federal and state matching funds that will be used to have a positive impact on every voter in South Carolina by updating voting technology, improving election administration, and increasing voter education and outreach. This is the first time in history that federal dollars have been appropriated for elections.

Health & Human Services (HHS) Grant

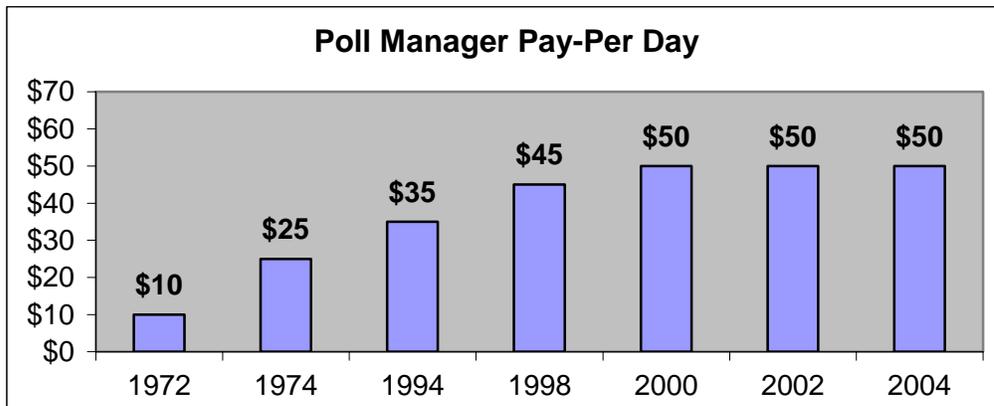
The SEC received \$287,444 in grant funds from the federal Health & Human Resources agency. This grant is part of the Help America Vote Act and provides funding to improve polling place accessibility for disabled voters. Counties are reimbursed after polling place improvements such as adding ramps, widening doors, adding handicap parking signs and spaces, and providing walkway accessibility are completed.

Barriers

Poll Manager Training and Compensation

Within the 30 day period prior to a statewide election, approximately 12,000 poll managers must be trained by county election commissions. Because of the short timeframe and large number of managers to be trained, classes are taught in larger groups. This method of training is less effective than training in smaller groups.

Poll manager pay has increased slowly over the past 30 years and has remained the same over the past six years. Inadequate pay inhibits recruitment and retention of skilled poll managers.



Funding for Agency Operations

The SEC is obligated by state and federal mandates to provide certain services. Agency operating funds have been reduced by 40% over the last five years. 24% of the Agency’s general fund budget is made up of funds distributed directly to county registration and election commissions. In the coming year, the Agency is expected to provide election definition services to 40 counties, up from 16 this past year, representing a 200% increase in service obligations. The lack of funds is an ongoing barrier to successfully meeting the scope and quality requirements of these statutory service obligations. Further, limited agency operating funds force the Agency to focus only on short-term objectives and not on more strategic initiatives.

Due to the impact of previous years’ budget reductions the following actions were taken:

- Positions remain vacant within the Agency that are desperately needed to fulfill state and federally mandated services.
- The SEC was forced to reduce the amount of money sent to the county voter registration and election commission offices to help keep those offices open.
- County boards of voter registration and election commission members were not paid the maximum they are allowed by law.
- The SEC has drastically reduced operating costs to the point that future cuts will prevent the SEC from meeting its minimum statutory services obligations to its customer.

Agency Employee Retention and Recruitment

While the overall workload of the Agency has increased, the Agency continues to feel the effects of budget reductions over the last several years which drastically reduced personal services funding for the Agency. Parts of the budget reductions were absorbed through a Reduction in Force (RIF) and staff at the Agency has been reduced to an absolute minimum. To absorb the remaining cuts, several positions remain vacant requiring other agency employees to perform without any increase in compensation those mandatory duties associated with the vacant positions.

With the implementation of the Help America Vote Act (HAVA) and a new statewide voting system, the Agency is faced with a need for employees with new or more advanced skills than previously required. Further, in the past two years, 1/3 of agency staff has resigned to take positions at other agencies with higher pay or better benefits and less workload. It is likely this trend will continue.

The increased skills requirements and loss of institutional knowledge as employees leave the Agency increases the risk that there will be problems with an election due to unintentional oversight. In order to recruit and retain people who have the required skills, additional funding in the personal services area is essential.

Absence of Third-Year HAVA Funds

Failure of the Federal Government to appropriate funds 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. A replacement system is under development but will not be completed prior to the 2006 statewide elections. In 2004, the system performed poorly in periods of peak activity and produced unacceptable results. Problems experienced included 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 reassignment of voters to new precincts, and official voter registration lists that did not contain the names of all registered voters eligible to vote in the election.

Funding for New Statewide Voter Registration System

When the statewide voter registration system project began in 2001, requirements for the system and a design of the system were not adequately 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 during this fiscal year, 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.

Municipal Elections Not Held on Common Date

Approximately 250 general, municipal and special elections are held in the State at various times throughout the year. Recent reports have shown that voters prefer fewer elections, and local election officials are not always prepared to conduct the elections. Legislation to consolidate all such elections on a common date in the odd numbered year is needed.

Training and Certification of County Election Officials

While many election officials in the State are currently enrolled in the training program, some are not enrolled and have taken few or no classes associated with certification. Legislation is in place requiring them to complete the training within an 18 month period of their appointment, or reappointment; however, many officials do not adhere to this requirement. While the Agency has oversight responsibility for training and certification, it has no authority to compel compliance with these requirements.

COUNTY	COMMISSION MEMBERS	MEMBERS CERTIFIED	STAFF MEMBERS	STAFF CERTIFIED
ABBEVILLE	7	5	1	1
AIKEN	7	7	4	4
ALLENDALE	6	3	3	3
ANDERSON	7	5	5	3
BAMBERG	6	5	1	1
BARNWELL	8	6	2	1
BEAUFORT	8	4	4	3
BERKELEY	9	5	5	4
CALHOUN	10	9	2	1
CHARLESTON	9	3	10	5
CHEROKEE	10	3	1	1
CHESTER	9	8	2	2
CHESTERFIELD	7	5	1	1
CLARENDON	10	3	3	2
COLLETON	9	8	2	2
DARLINGTON	7	6	3	2
DILLON	9	1	1	1
DORCHESTER	9	3	4	3
EDGEFIELD	6	3	2	1
FAIRFIELD	7	1	2	2
FLORENCE	7	2	4	2
GEORGETOWN	9	6	2	2
GREENVILLE	10	4	6	5
GREENWOOD	10	5	3	2
HAMPTON	7	3	3	2
HORRY	9	6	5	5
JASPER	9	2	1	1
KERSHAW	7	1	1	1
LANCASTER	7	5	1	1
LAURENS	9	7	3	0
LEE	9	6	2	1
LEXINGTON	7	4	5	1
MARION	9	6	2	2
MARLBORO	7	3	1	1
MCCORMICK	5	5	2	2
NEWBERRY	7	5	2	0
OCONEE	5	5	2	2
ORANGEBURG	9	8	3	2
PICKENS	7	5	2	1
RICHLAND	10	8	3	2
SALUDA	7	5	1	1
SPARTANBURG	6	6	8	6
SUMTER	7	3	4	3
UNION	8	5	2	2
WILLIAMSBURG	8	2	2	2
YORK	7	5	4	2

Certification of Presidential Candidates

Legislation was passed in 2001 that allows certification of Presidential candidates 25 days after the deadline for all other candidates to be certified. This new deadline does not provide adequate time for county election commissions to obtain ballots and mail them to absentee voters.

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. For example, based on a review of last year's report, the Agency this year took a methodical, holistic view of the election support services provided to the counties to identify, develop, and implement process improvements to increase the quality and efficiency of those services.

SECTION II – BUSINESS OVERVIEW

Number of Employees and Locations

The SEC staff consists of 17 full-time and one part-time employee and has one operating location at 2221 Devine Street in Columbia, SC.

Expenditures/ Appropriations Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$585,430	\$502,023	\$570,118	\$462,298	\$601,119	\$491,119
Other Operating	\$504,985	\$356,564	\$377,103	\$360,527	\$2,021,489	\$305,789
Special Items	\$817,024	\$0	\$34,519,952*	\$700,000	\$735,000	\$700,000
Permanent Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Case Services	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$610,229	\$610,229	\$513,889	\$513,889	\$515,014	\$515,014
Fringe Benefits	\$157,062	\$132,860	\$156,459	\$127,220	\$209,091	\$179,091
Non-recurring	\$2,105,107	\$998,395	\$2,392,498	\$507,366	\$0	\$0
Total	\$4,779,837	\$2,600,072	\$38,530,019*	\$2,671,300	\$4,081,713	\$2,191,013

* In addition to state appropriated funds, federal HAVA funds are included in these figures.

Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

Major Program Areas

Program	Major Program Area	FY 03/04	FY 04/05	Key Cross
Number	Purpose	Budget Expenditures	Budget Expenditures	References for Financial Results
01010000/ Administration	Oversees the Agency's policies & procedures, provides leadership, support, financial services, other related administrative services	State: \$351,700.15 Federal: \$0 Other: \$184,818.35 Total: \$536,518.50 % of Budget: 16	State: \$379,679.20 Federal: \$0 Other: \$55,624.30 Total: \$435,303.50 % of Budget: 11	
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: \$506,887.48 Federal: \$0 Other: \$47,009.08 Total: \$553,896.56 % of Budget: 16	State: \$353,056.62 Federal: \$0 Other: \$68,772.51 Total: \$421,828.13 % of Budget: 11	Figure 7.1 Figure 7.2 Figure 7.9 Figure 7.10 Figure 7.11
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: \$ Federal: \$ Other: \$13,210.54 Total: \$13,210.54 % of Budget: 1	State: \$90,088.76 Federal: \$0 Other: \$14,537.27 Total: \$104,626.03 % of Budget: 3	Figure 7.3
30010000/ Aid to Subdivisions	Provides a supplement to county board members/also provides aid to county for local registration board expense	State: \$610,228.80 Federal: \$0 Other: \$ Total: \$610,228.80 % of Budget: 18	State: \$513,889 Federal: \$0 Other: \$ Total: \$513,889 % of Budget: 13	
95050000/ Benefits	Employee Benefits	State: \$132,860.08 Federal: \$0 Other: \$24,174.26 Total: \$157,034.34 % of Budget: 5	State: \$127,220.14 Federal: \$0 Other: \$29,238.89 Total: \$156,459.03 % of Budget: 4	

Remainder of expenditures

	FY 03/04	FY 04/05
	Budget Expenditures	Budget Expenditures
Primaries held during the year to fill vacancies	State: \$0 Federal: \$0 Other: \$160,086.36 Total: \$160,086.36 % of Budget: 5	State: \$0 Federal: \$0 Other: \$38,030.50 Total: \$38,030.50 % of Budget: 1

Key Customers

Customers of the SEC include the citizens of South Carolina; county boards of voter registration and election commissions; the General Assembly; special interests and advocacy groups; municipal election commissions; political parties; candidates; other state agencies; Federal agencies such as Department of Defense, the Federal Election Commission, and the Election Assistance Commission; those who purchase lists of registered voters; and the media.

Key Suppliers

Key suppliers to the SEC include the Office of the Chief Information Officer, Office of Research and Statistics, technology consultants, voting system vendors, the voters and citizens of SC, University of South Carolina, Office of State Budget, office supply companies, and printers.

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 election and 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 election officials and their staff. This program consists of components designed to provide information about registration and election laws and procedures and lectures to increase administrative, management or professional skills.

Conduct of the Primary and General Elections

- Oversee and assist with the conduct of the Primary, General 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 election support services and technical assistance to counties using the statewide voting system supported by the SEC.
- Provide databases and ballot layout assistance to county and municipal election commissions.
- Provide election security oversight and guidance and liaison with the voting system vendor

Educational Services

- Provide specialized training in conduct of elections and election laws of South Carolina to poll workers, county election commissions, 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 voting process with a particular emphasis placed on the proper use of the new electronic voting machines.

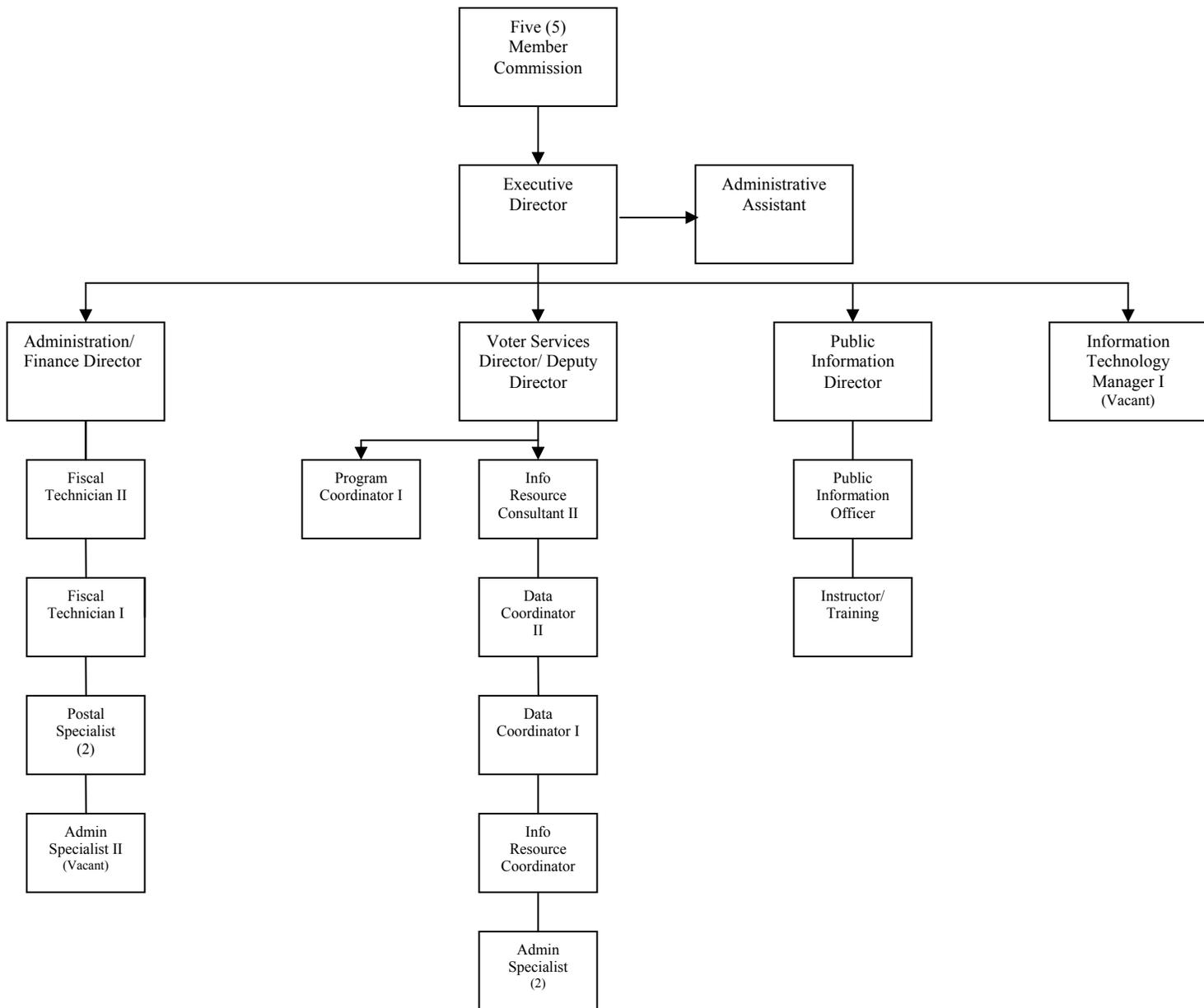
Public Information

- Provide information on voter registration and election participation statistics on all elections held within South Carolina.
- 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 accomplish the goals 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.

State Election Commission Organizational Structure



Section III – Elements of Malcolm Baldrige Award Criteria

Category 1 - Leadership

The Agency has five commissioners who meet monthly, or at other times when 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 250 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 produce and complete the request in a timely manner. For long-term direction, department directors, with staff, gather information, assess needs, develop a plan, and a time-line is set for completion of the project. This time-line is stressed to each individual involved in achieving the long-term goal or direction. For example, the 1999 Election Summit, 2001 Governor's Election Task Force, and 2002 HAVA State Plan all recommend or require a statewide uniform electronic voting system. The agency deployed and communicated this long-term direction by hiring a consultant to assist with gathering information from customers and developing an RFP for the new system. A timeline was developed for a phased-in approach to implementation of the new system and staff was alerted that, when the system is chosen, they would be trained on various aspects of the system and would assist with installation and training of the system in counties in South Carolina.
- 1.1b/c** Performance and values expected of employees 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** Senior staff properly train and empower employees to make decisions and take actions directly related to their job and within their boundaries that satisfy customers on first contact and that provide better agency business results. Employee innovation is encouraged to improve agency services to customers with recognition to employees whose ideas increase agency productivity or reduce agency expenditures.
- 1.1e** 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 PROGRAM

Courses	Number completed	Number Currently Enrolled
Executive Institute	2	0
Certified Public Manager	3	1
Associate Public Manager	5	0

Figure 1.1

The South Carolina Executive Institute is primarily for state government officials with executive levels of responsibility and authority. The Institute is administered by the State Budget and Control Board and offers an annual curriculum tailored for public sector leaders and 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 SEC maintains a partnership with the Office of Human Resources which makes OHR employee development classes available free of charge to SEC staff. This is made possible by allowing OHR staff to use the SEC training room at no charge. This partnership has proven to be beneficial for both agencies.

- 1.1f** All employees are expected to act in an ethical manner that meets established and expected 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 a day’s time, if possible.
- 1.3** 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. The SEC, every fiscal year, submits a budget request to the State Budget Office. The agency then appears before the House Ways and Means and the Senate Finance to justify such requests. 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 obtaining legal information and regulations from the SC Election Laws. 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.

Elections are not a regulated industry. Agency leaders maintain regulatory accountability by strictly following requirements at both federal and state levels. This includes adhering 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. The Help America Vote Act (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 EAC in order to receive federal funding. Some recommendations include upgrading those counties currently using the punch card voting machines with electronic voting equipment, adoption of a uniform statewide voting system, and the formation of a statewide plan to be submitted to the EAC for approval on use of federal funds. 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.

1.4 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

- 1.5** 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.
- 1.6** The Agency determines the impact of its services through an agency e-mail service, 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.

The SEC invited members of the public and special interests groups to participate in a forum conducted by the SEC on implementing a new voting system. The public was then advised on the system selected, the services the system offered, and risks that were involved in purchasing this system, and the improvements the system would make in updating and improving the election process.

- 1.7** 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 now 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 type 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.
- 1.8** Through encouragement and example, senior leaders participate in professional, election, and various charitable organizations through monetary donations and volunteer opportunities. Employees are encouraged to assist organizations such as the South Carolina Association of Registration and Election Officials (SCARE) and helping with association events.

Category 2- Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04/05 Key Agency Action Plan/Initiative(s)	Key Cross Reference for Performance Measures
	Statewide Voting System —Implement a uniform statewide voting system prior to the June 2006 Primary.	A new statewide voting system has been selected. Fifteen counties implemented the new system prior to the November 2004 General Election. The remaining 31 counties implemented the system by April 2005.	Figure 7.9
20010000/ Voter Services	Statewide Voter Registration System —Maintain and support SC’s statewide voter registration system.	Provide training and assistance to county voter registration and election commission staff through training classes, onsite visits, and oral/written documentation.	Figure 6.1 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.	
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.	Figure 7.4 Figure 7.3
	Program Management of Help America Vote Act (HAVA) Implementation —Successfully implement this federally mandated act	Develop and execute a plan to track the progress of various projects to ensure compliance with federal guidelines and deadlines.	

Figure 2.1

- 2.1** The Agency strategic plan is developed based on the goals of the Agency. Goals are based on the agency mission and statutory requirements. Customer expectations and needs are determined through surveys, focus group meetings, and in-person communication.
- 2.2** The Agency’s key strategic objectives are to maintain the statewide voter registration system, implement a statewide voting system, train county election and voter registration officials, oversee the conduct elections, and manage the implementation of the HAVA State Plan as mandated by the federal government’s Help America Vote Act.
- 2.3** To ensure accomplishment of agency goals, resources available in state government are evaluated based on employee skills and available technology. A plan is then developed by senior leaders

and counties to implement the specific project. When developing and teaching new Training and Certification Program classes, office staff and county personnel are reviewed based on their skills and availability to teach the classes.

- 2.4** The Agency's key plans/initiatives are to ensure that county election commissions and voter registration officials have the skills to successfully complete voter registration and election processes. This includes training and assisting election officials and poll workers on the new statewide voting system.
- 2.5** Strategic objectives, action plans and performance measures are communicated to employees and commissioners through a series of meetings. This information is listed on a scorecard that is distributed at the above-mentioned meetings. The goals of the Agency are determined by customer and supplier needs, the agency mission, and the South Carolina statute.

Category 3 - Customer Focus

3.1 The SEC determines key customers based on those who contact the Agency requesting or seeking specific election related information and/or services. Key customers of the SEC include the citizens of South Carolina, county boards of voter registration and election commissions, the legislature, federal election agencies, special interests and advocacy groups, municipal election commissions, political parties, candidates, those who purchase lists of registered voters, and the media.

3.2 & 3.3 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 quarterly with an advisory committee consisting of 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.

The management team also meets regularly 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 focus. The SEC assesses needs and determines how to best meet them in a cost effective and timely manner.

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

For example, during the 2004 General Election, there were some voters who thought they had registered to vote at the Department of Motor Vehicles; but, due to operator errors, the applications were not processed. To accommodate these voters and get them registered, DMV worked with us on a daily basis to look up their records and properly process them. The final result was approximately 188 voters were allowed to vote. The SEC has since worked with the DMV to develop procedures to ensure the errors do not occur again.

3.5 The Agency implemented several methods to determine levels of customer satisfaction including:

- Evaluations from training programs
- On-site visits with county offices
- Attend voting system users group meetings
- Customer comment/survey cards
- Advisory committee meetings with customers

The SEC is dedicated to continuous improvement in 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 good customer service. The Agency involves customers in the process of developing and improving its services.

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** The State Election Commission's key measures include:
- the implementation and support of the statewide voting system
 - implementation of the Help America Vote Act
 - election legislation
 - election official and poll manager training
- 4.3** 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.
- 4.4** 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 per year.
- 4.5** 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.

- 4.6** Employees with the greatest longevity within an organization usually possess the most technical and institutional knowledge. When an employee leaves their position, their accumulated knowledge is not retained by the organization. Significant time, money and resources are expended training new or retraining existing personnel to fill the knowledge void.

The SEC is addressing the management of employee organizational and institutional knowledge management within the Agency by leveraging technology available through its new intranet. A growing, searchable electronic repository of agency policies, processes, reference materials, employee desk procedures, tools, and historical documentation is available to all agency employees. The SEC is focused on effective knowledge management.

Category 5 - Human Resources

- 5.1** 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.

- 5.2** 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 also to attend any training offered to help them better perform their job duties. Extra training is also encouraged for substandard performance when it is incurred.

The SEC is a small agency with only 17 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** 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 problems as they arise.
- 5.4** 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.
- 5.5** A custodial staff provided by the Budget and Control Board Building Services Division maintains the work environment. Supervisory personnel report unsanitary conditions to the proper 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 are also provided for working with the ink cartridges necessary for the plotters.

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.

5.6 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 Personnel 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. Employees often use their lunch hour to provide volunteer services for these programs.

Category 6 - Process Management

I. Statewide Voter Registration System

The SEC is responsible for maintaining and ensuring security of a database of over two million registered voters in the State. Each county voter registration office is securely connected to a computer in Columbia which houses the statewide database of registered voters. The county voter registration offices add new registered voters and make changes to existing voter records within their county.

Voter Registration System Processes

- Provide county boards of voter registration with a list of eligible voters for each election held in the State
- Maintain an accurate history of election participation for each registered elector
- Remove names of voters who have died, moved, been convicted of felonies or crimes against the election laws or otherwise become ineligible as electors from the list of active, registered voters
- Provide technical support to the county boards of voter registration in the proper use of the statewide voter registration system on an as needed basis. Limited support is also offered on computers and printers.
- Provide forms and materials used for voter registration offices
- Maintain the current election results reporting system and make any updates as needed
- Conduct confirmation 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.
- On an ongoing basis, lists of current registered voters or voters who participated in a particular election are provided to customers
- On a yearly basis, the SEC combines the voter registration file with the drivers license file to create a jury pool list. The SEC provides this list for a nominal fee to clerks of court and chief magistrates to be used for the selection of jurors.
- Update system to enhance performance and conform to changing laws and policies

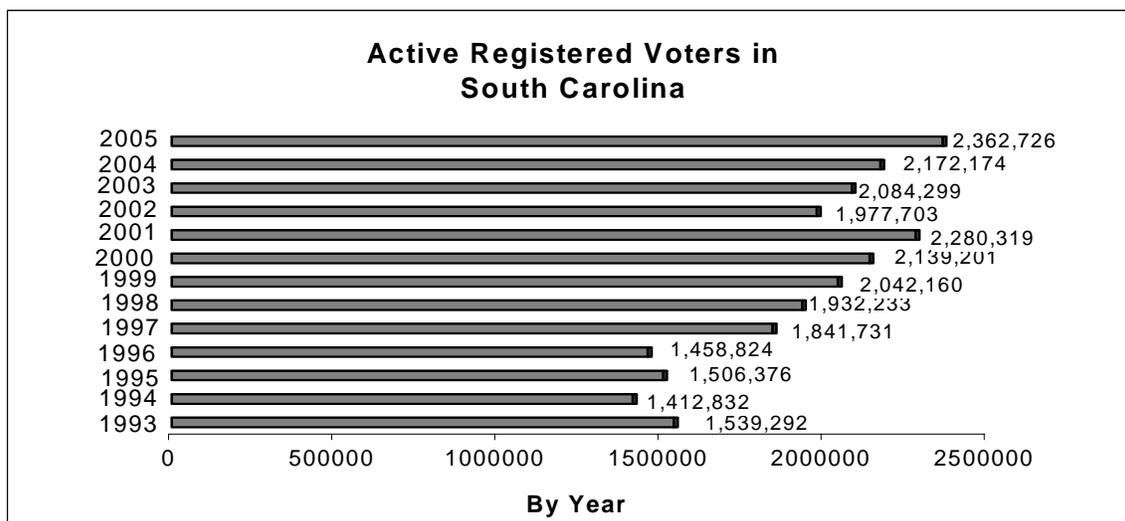


Figure 6.1

New Statewide Voter Registration System

In January 2005, the SEC and CIO resumed the project using a Rapid Application Development (RAD) approach. The SEC and CIO conducted regularly scheduled RAD sessions which included key SEC subject matter experts, CIO development staff and subject matter experts from the Office of Research and Statistical Services. County subject matter experts (voter registration system users) were engaged as needed. Periodic core team meetings were held to review status and progress. Numerous steering committee (management) meetings were held to address voter registration system progress. The SEC also engaged external consultants with project management and systems development expertise to conduct a project management review to analyze project plans, status and progress and make appropriate recommendations to correct deficiencies.

II. Education and Public Information

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.

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. These trips are also used to obtain feedback and new ideas from customers that would benefit the election process. In 2004/05, counties requested SEC assistance due to a loss of leadership caused by turnover in the director's position within many county election offices. SEC staff was able to assist by recommending individuals who recently retired from the Director position in other counties and also by providing assistance with training and questions.

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 components for 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 written surveys given at the end of each class.

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; 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 a number of publications including the bi-annual Election Report.

The SEC web page, www.state.sc.us/scsec, is updated frequently based on input from agency customers and staff. This site is reviewed on a monthly basis to determine any other necessary changes. Key information available on the site includes:

- General 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 application
- 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
- Help America Vote Act (HAVA) compliance information

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."

A website, www.scvotes.org, is maintained in house by SEC staff and its purpose is to educate voters on all aspects of voter registration and elections in South Carolina. The site was created in September 2004 as part of the implementation of the HAVA State Plan. Some features of the site are:

- The latest information on the statewide voting system and the voter education and outreach program
- A downloadable “1-2-3 Vote” video demonstrating how to use the voting machines
- A downloadable voter registration application
- Frequently Asked Questions that answer many questions regarding voter registration and elections
- Spanish-language instructions for the electronic voting machines

III. Statewide Voting System

Implementation

In order to bring the State into compliance with the Help America Vote Act, the South Carolina HAVA State Plan required the Agency to implement a statewide voting system. The Agency employed external, independent consultants utilizing an established methodology to gather from the various stakeholders the requirements for a statewide voting system, develop a Request for Proposal (RFP), and manage the solicitation process on behalf of the SEC. The Agency utilized established state procurement processes and staff from the Information Technology Management Office to conduct the solicitation and engaged county election officials as part of the evaluation team. Vendor protests of the original solicitation and contract award resulted in a re-solicitation which concluded on August 4, 2004 with a contract award for a statewide voting system and implementation services to Election Systems & Software.

The Agency engaged external resources using an established project management methodology to plan, execute, and manage the statewide voting system implementation including refinements to agency support services processes and staff development and training. Because of the procurement delays, the Agency had only 89 days prior to the general election to install voting equipment so it was decided to implement the voting system in two phases. To meet the HAVA requirements regarding punch card voting systems and address the significant time constraints, 15 counties, most of which were using punch card systems, were included in Phase I. All 15 counties successfully used the new statewide voting system in the November General election. Voting system equipment has been deployed in all Phase II counties and successfully implemented and used in municipal elections in some of the Phase II counties.

Implementation consisted of delivery of voting machines, associated equipment, training, and distribution of various materials and documentation. On-site project management at both the state and county level were provided to ensure successful implementation. Personnel at the Agency were trained and provided a limited level of support to users of the system during the general election. A much higher level of support by agency personnel has been provided since the general election.

Deployment statewide of the new voting system was realized by April 1, 2005 and the system has been used in numerous special and municipal elections since that time. Full implementation of the statewide voting system will occur in the 2006 Primary election.

Database Definition and Ballot Layout

Election definition databases for elections held using the statewide electronic voting systems are defined and designed by SEC personnel using specialized software. The election laws of South Carolina and information specific to the election govern the design of these databases. New

peripheral technology is explored and reviewed constantly by personnel in the Voter Services Division, and resources pertinent to this division are discussed and evaluated before purchases are made. If the evaluation determines that the upgrade in technology will benefit the Agency and its customers, and if funding is available, the change is incorporated.

The Voter Services Division 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 withdrawal and lawsuits, the goals are met by defining databases well in advance of receiving candidate names and following strict procedures to complete, receive approval from counties, and lock the database once the candidate names are received.

Division personnel are in constant contact with suppliers of the software, specialized supplies, and mailing supplies needed. Contact with voting system vendors is done by phone for immediate resolution and through users group meetings for items that need discussion and input from other customers. Supplies such as ballot paper and ink are stored in the office and inventoried six months prior to major elections. If inventory is deemed low, new supplies are ordered so that they will arrive in a timely manner. Contact with suppliers is maintained through monthly newsletters, phone, and e-mail.

Voting System Certification

The SEC is responsible for examination and certification of voting equipment. Prior to seeking certification in South Carolina, voting system vendors must complete national qualification testing at an independent laboratory based on the federal Election Assistance Commission's voting system standards. Application packages are received with a fee of \$1,000 for 1st 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 the Commissioners of the SEC for certification.

Since South Carolina requires only one system of voting, the SEC no longer tests voting systems from various vendors and only maintains a list of hardware, software and firmware associated with the statewide voting system.

Ballot Review and Approval

All ballots for use in statewide primaries and general elections must be reviewed and approved by agency staff before the county officials can print their necessary official ballots. These proof sheet ballots are mailed or faxed to the Public Information and Training Division for review and then returned to the county within 48 hours. While it is not required, many county and municipal election commissions send their sample ballots to us for review prior to printing of official ballots.

IV. Administration of Help America Vote Act (HAVA)

On October 29, 2002, President Bush signed the "Help America Vote Act of 2002" (HAVA). This legislation 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. Although the Act was not signed by the President until October, 2002, SEC staff began working on the State Plan in August of 2002 in anticipation of this signing. 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. This group, divided into five teams, held seven planning meetings to develop this Plan. The final plan, delivered to the federal election commission outlines how SC will implement programs. The HAVA State Plan implementation project was developed to track programs needed to bring SC into HAVA compliance. The final plan was delivered to the Federal Election Commission in September of 2003.

Once the State Plan was finalized, an implementation plan was developed to monitor the status of all tasks required. This plan was updated and posted monthly on the agency website at <http://www.state.sc.us/scsec/hava.htm>. Full compliance with HAVA is required by January 2006.

Each year, the State is required to make revisions to the State Plan to reflect any completions or additions. A smaller State Plan Advisory Team was appointed to perform this task. The Committee met during the spring and the 2005 revision was delivered to the federal Election Assistance Commission in August 2005.

V. Agency Administration

Agency Information Technology Support

The Voter Services Division is responsible for the in-house, personal computer-based 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 Comptroller General's Office where the information is uploaded and forwarded to the Treasurer's Office. 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

Per Proviso 62.2, the SEC receives pass-through funds which are sent to each county registration board/election commission member on a quarterly basis. 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 can provide a critical role in helping to ensure elections are run fairly and efficiently and they should be compensated accordingly.

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 commission. 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 Senate, House of Representatives or the South Carolina Supreme Court.

Category 7 – Business Results

I. Statewide Voter Registration System

Voter Registration System Processes

- 203 voter registration lists were printed for elections held in South Carolina during this fiscal period
- All 203 voter registration lists were delivered in time for use in the election

Figures 7.1 and 7.2 reflect the number of voter registration lists printed by type and by month.

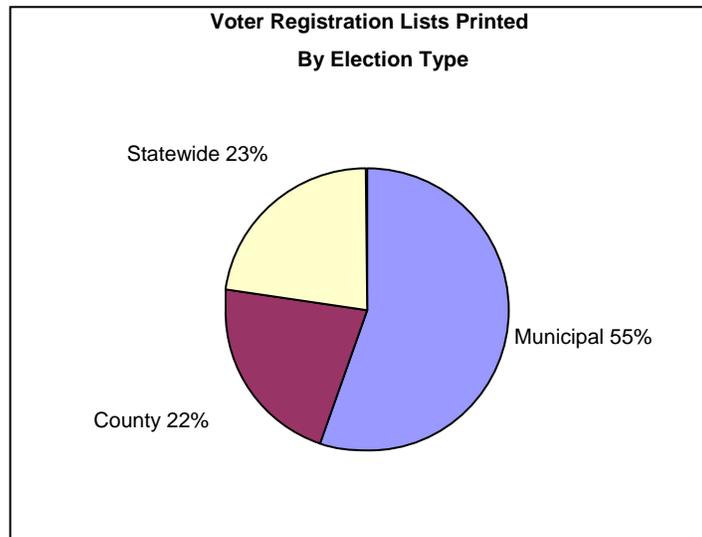


Figure 7.1

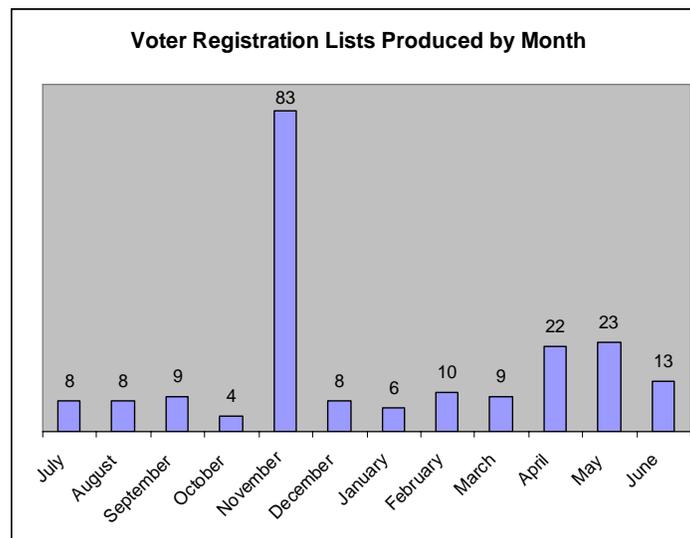


Figure 7.2

- Voter history was captured from 200 of the voter registration lists used. Three voter registration lists were not returned by county election commissions.

- In addition to maintaining the statewide voter registration system as outlined in Category 6, the SEC made programming changes to the system this year to meet HAVA requirements to allow voters participating in an election by using a provisional ballot to determine if their ballot was counted.
- SEC staff determined that 121,404 voters had become ineligible to vote due to conviction of a felony, death or moving to another state. Once reported, these voters are removed from the active database.
- The SEC responded to 503 customer requests for lists of registered voters in FY 04/05.
- The SEC produced approximately 90 jury lists for county magistrates and clerks of court.

New Statewide Voter Registration System

In January 2005, the State Chief Information Officer proposed using a more aggressive approach, Rapid Application Design (RAD), to complete development of the new system which was adopted and a new implementation goal set for December 2005. The CIO provided three developers for a period of six months at no cost to the SEC. After several unsuccessful months of using the RAD approach, development of the system was halted and it was determined that this approach would not work due to the lack of comprehensive system requirements and a viable functional design.

The SEC and CIO have determined a comprehensive requirements definition and functional design must be accomplished before development of the new voter registration system can be resumed. The Budget and Control Board is providing the funding for the requirements definition and functional design. Once the requirements definition and functional design are completed, additional funding will be required to finish development and implement the system.

II. Education and Public Information

Educational Services

Staff in the Public Information and Training division continually provides training to poll managers and election officials. Figure 7.3 shows a breakdown of those classes held during the FY 04/05 and the number of customers serviced.

Training Completed	Total Events	Total Participants
County Poll Manager Workshops	6	420
County Election Commission Workshops	2	168
Municipal Poll Manager Workshops	4	94
Municipal Election Commission Workshops	2	9

Figure 7.3

Training and Certification Program

The SEC conducts classes that are required by state law on a quarterly basis for county election commissioners, voter registration board members, and their staffs to gain certification. The classes in FY 04/05 were taught by SEC staff and guest instructors, including county election commission and voter registration office staff, other governmental agency staff and professional trainers. Figure 7.4 reflects the number of classes taught and the number of participants.

Training Completed	Total Events	Total Participated
County Election Commission Classes	10	516

Figure 7.4

Public Information

During FY 04/05, the SEC Public Information Office fielded approximately 2500 calls, e-mails and other correspondence from local and national media, candidates, political parties, county election commissions, county voter registration offices and the general public. This dissemination of accurate and reliable information contributed greatly to the success of the 2004 General Election. The November elections consisted of more than 600 individual offices on ballots across the State.

On the evening of the 2004 General Election, the SEC Web page, www.state.sc.us/scsec, was updated every three minutes with election results transmitted from the 46 counties in the State. 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 information posted on the site. Many of the Agency’s key customers, including private citizens interested in tracking elections and the news media, have expressed their appreciation for the information available on the Web. Figures 7.7 and 7.8 depict these increases in site visits.

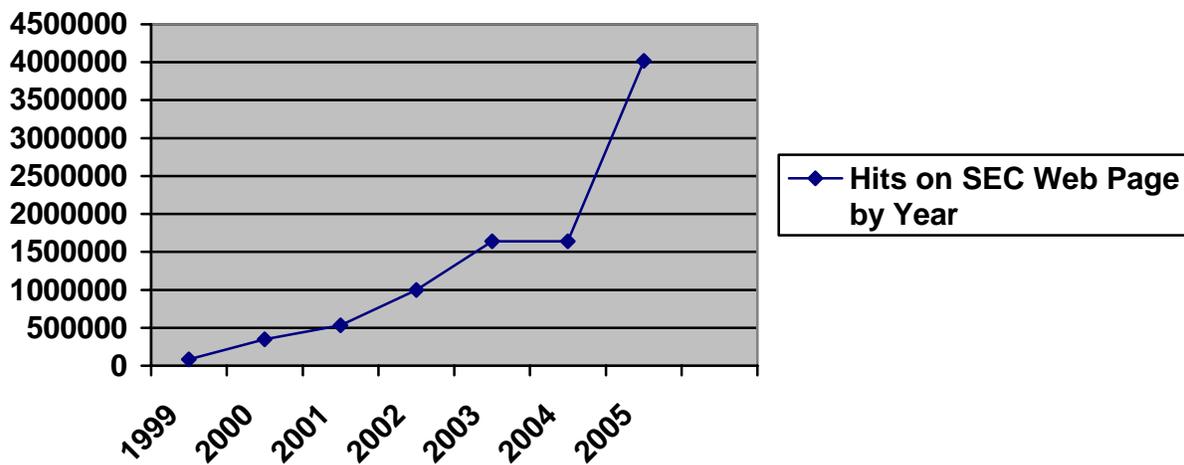


Figure 7.7

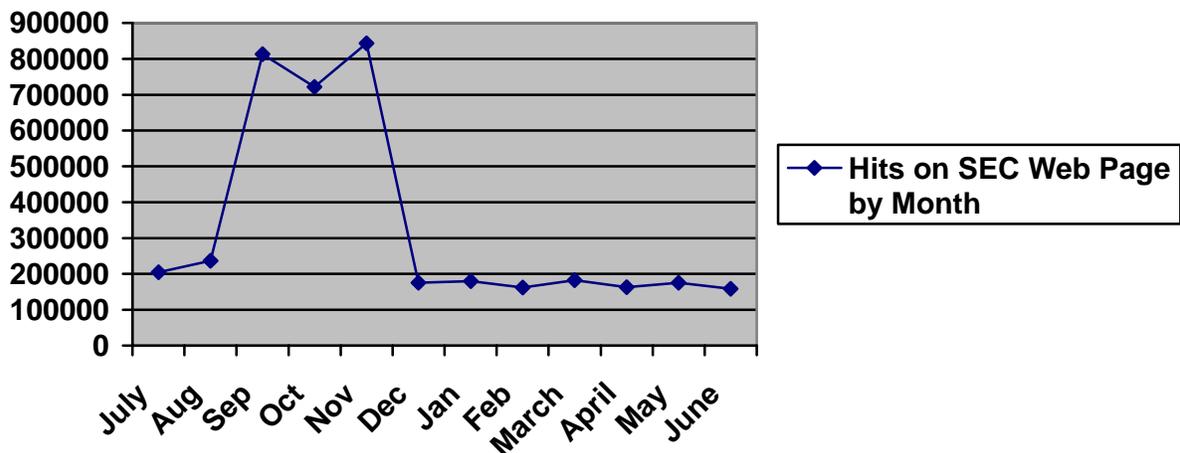


Figure 7.8

Voter Education and Outreach

The SEC worked during FY 04/05 to reach out and educate voters on all aspects of voter registration and elections in South Carolina. However, the Agency’s efforts this year paid particular attention to ensuring voters were informed on the use of the new electronic voting machines. In the summer of 2004, the SEC issued an RFP for a voter education effort to commence in conjunction with the implementation of the new voting system. The initial effort targeted the 15 Phase I counties and was financed entirely by HAVA funds.

The Agency’s voter education and outreach team developed a campaign, *SC Votes*, promoting the theme “Every Vote Matters, Every Vote Counts.” The education and outreach initiative included: educational brochures, a “How to Vote” video and literature, direct mail, an outreach program, a voter education website and a statewide mass media campaign. All daily newspapers in the 15 Phase I counties ran editorials in support of the new voting machines. Many papers printed instructions on how to vote using the new voting system in their Election Day papers. Opinions/Editorials were printed in both weekly and daily newspapers, and SEC staff appeared on more than 20 television and radio newscasts. Approximately 600,000 how to vote using the electronic voting machine brochures were mailed to voters using the new system for the first time. The *SC Votes* tour spent an average of 2.8 days in each county and reached over 10,000 voters in just over a month which was twice the established goal. After the November 2004 General Election, the campaign continued with the focus shifting to the remaining 31 Phase II counties.

The Agency’s voter education website, www.scvotes.org, experienced 1.6 million hits during the campaign. As a result, surveys showed 90% of voters thought South Carolina elections are honest, fair and accurate. SCVotes.org was promoted through print, radio and television ads; as well as the HAVA bus, direct mail, the agency website, posters and brochures. Figure 7.5 reflects the number of visits to the site since its inception.

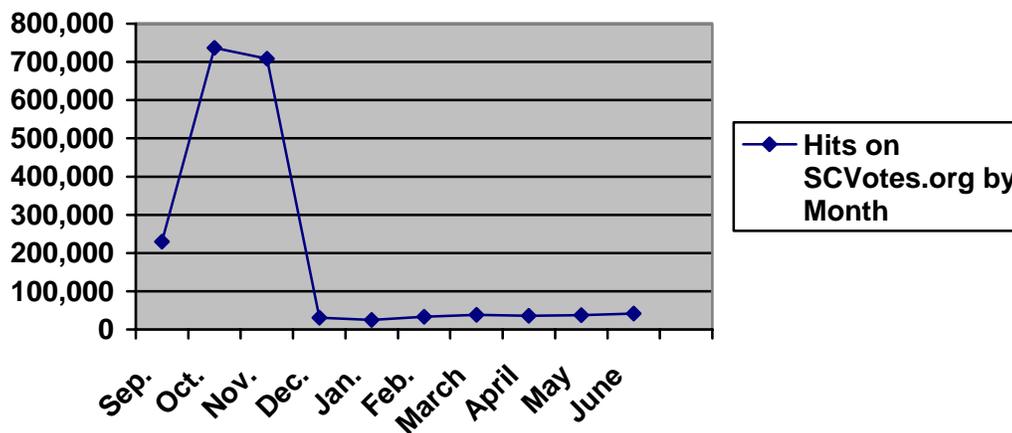


Figure 7.5

Total Hits Since Inception (9/1/04—6/30/05)	Nearly 2 Million
Voter Registration Form Downloads	9,000 (printing costs saved)
Instructional Video Views	13,300
English Instructions Views	15,073
Spanish Instructions Views	512
Voter Frequently Asked Questions Views	12,591
Absentee Voting Information Views	8,820
Cost of Ownership	\$137.40/year (.002 cents/visit)

Figure 7.6

The *SC Votes* initiative will continue through the November 2006 General Election.

Voters with Disabilities

With HAVA's particular attention to election education for the disabled community, the SEC made a direct effort to impact the State's disabled voters. The SEC worked closely with the organizations such as Protection and Advocacy for People with Disabilities and Disability Action Centers around the State. One goal of the "Every Vote Matter, Every Vote Counts" campaign was to have as many voters as possible touch the iVotronic voting machine. The effort included:

1. 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.
2. A brochure containing voter registration and voting information was produced in Braille in partnership with the SC Commission for the Blind.
3. A video explaining how to vote on the new electronic voting machine. This video is also available at www.scvotes.org.
4. Polling place material printed in larger type.

The SEC applied for and received a federal grant providing \$287,444 earmarked for making polling places throughout the State more accessible for elderly and disabled voters. Six counties have requested reimbursement for approximately \$26,000 to provide paved handicapped parking, parking signs, ramps, curb cuts, handrails and accessible entrances. Additional federal funding will be available for this ongoing project.

III. Statewide Voting System

Implementation

As directed under the HAVA State Plan, the SEC successfully completed the solicitation and procurement of a new statewide voting system. The new voting system includes the deployment of new election management systems and voting machines and training and implementation services to all 46 South Carolina counties. To insure counties had an ample supply of machines, the SEC procured approximately 11,500 machines—one for every 200 voters. The state law requirement is only one machine for every 250 voters. 15 of the counties successfully used the new voting system in the November General election. The new statewide voting system will be used by all 46 counties in the 2006 Primary election.

The SEC, utilizing state procurement processes, received and evaluated proposals for a uniform statewide voting system from voting system suppliers. Vendor proposals were evaluated by a team of four election officials from county offices and one state election official. The procurement process encountered several delays due to vendor protests and subsequent hearings and negotiations to resolve those protests which consumed valuable time and placed the planned November implementation in jeopardy. An Intent to Award was issued to Election Systems & Software (ES&S) on July 19, 2004; and on August 4, 2004, the SEC entered into a contract with ES&S for a uniform statewide voting system for South Carolina, only 89 days before the November General election.

Because of the procurement delays, it was decided to implement the statewide voting system in two phases. By September 15, 2004, voting system equipment was delivered to the 15 Phase I counties in the State. Implementation kick off meetings were held in each county and training was provided to

key staff. All Phase I counties successfully used the equipment in the November 4, 2004 General election. Delivery of equipment to the remaining 31 Phase II counties began immediately after the General Election. By April 10, 2005, all Phase II counties had received their voting system equipment completing deployment statewide of the ES&S iVotronic touch-screen voting system. The Agency is focused on training, education, and set-up of the equipment in preparation for statewide use of the new voting system for the 2006 Primary election.

Figure 7.9 shows the different types of voting systems in use and the number of counties in which they were used before and after conversion to the statewide voting system.

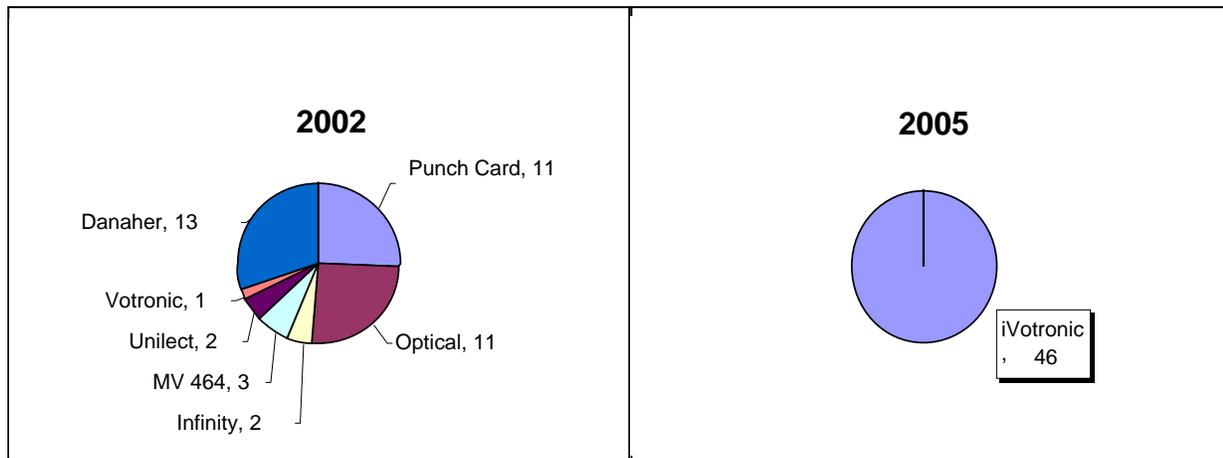


Figure 7.9

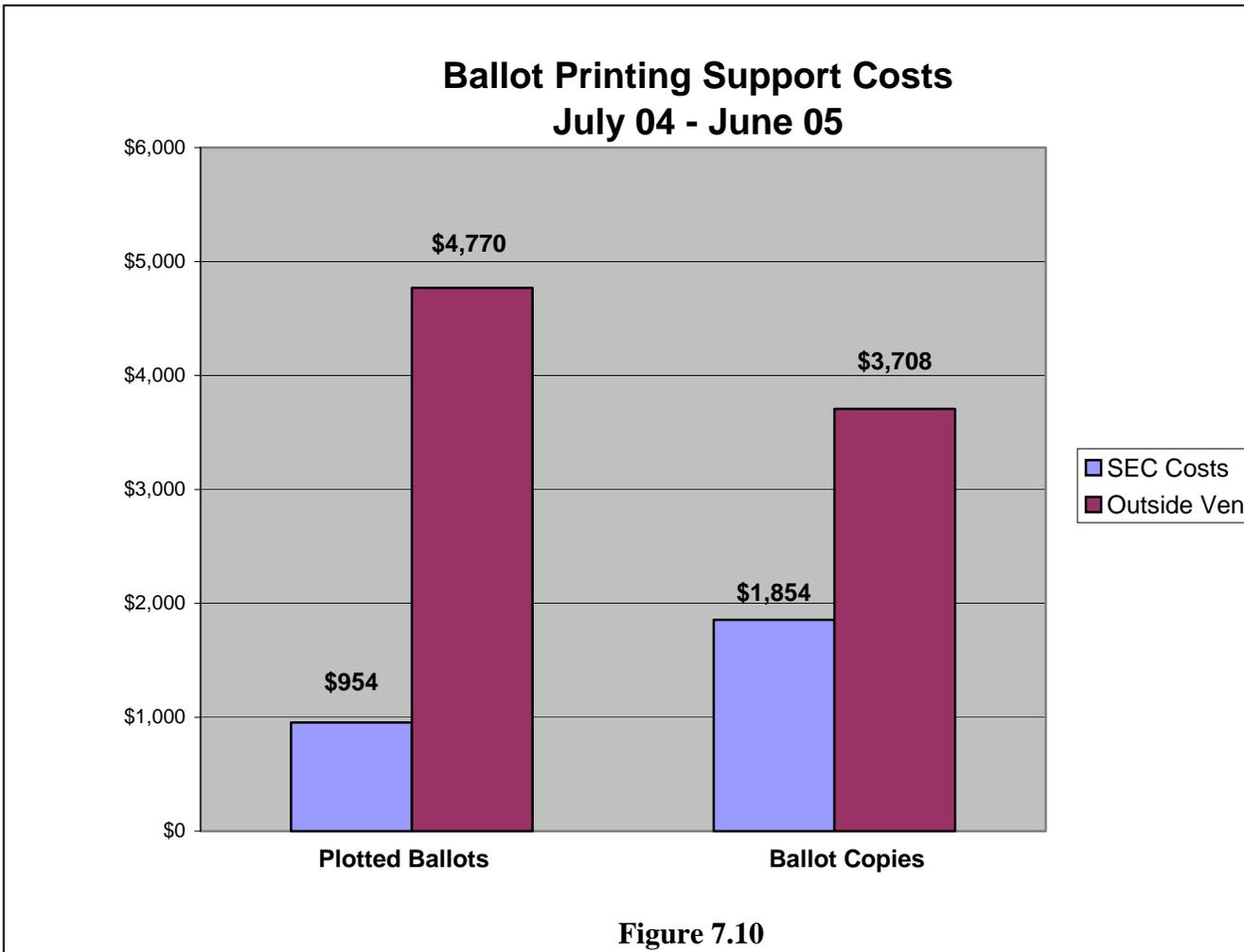
Database Definition and Ballot Layout

Databases and ballots were provided for all regularly scheduled and special elections. By providing this service to county election commissions at a minimal charge, they are able to reduce election costs and provide voter education opportunities that might not be feasible or possible if this service were provided by other sources. Organizational and school ballots are used as an educational tool for school age students by providing mock elections. This tool will have lasting results as these individuals grow into adults and become registered voters in the State.

All ballots and databases were mailed to the county offices within two weeks prior to the General Election. The following statistics are for services delivered by the Voter Services Division for this fiscal year:

- ❖ 13 counties supported in the State
- ❖ 64 election databases created
- ❖ 36 on-site training classes and users group meetings held
- ❖ 1590 ballots plotted @ \$.60 per ballot = \$954.00
- ❖ 1854 ballots copied @ \$.10 per ballot = \$1854.00

Figure 7.10 depicts actual costs of these services versus the costs incurred if a vendor or commercial firms had provided these services.



Ballot Review and Approval

The SEC assists county election commissions by serving as a final reviewer for ballots. This review includes making sure ballots have correct spelling, appropriate ballot headings, and the proper listing of candidates, offices, and questions. The SEC strives for no later than a 48 hour turn-around time for approval.

For the 2004 General Election, the SEC reviewed 165 ballot styles. Of the 165 ballots reviewed, 45 were approved without any errors while 120 ballot styles contained detectable errors. These errors were corrected, and the ballots approved.

Voting System Certification

Staff in the Voter Services Division continually examine and test voting equipment for certification in the State. Since the implementation of a statewide voting system, the number of voting systems seeking certification in the State has been reduced from six in FY 03/04 to one in FY 04/05.

Vendor Name	Certification Type	Date Tested	Date Certified
ES&S	Upgrade of iVotronic Machine	8/3/04	8/18/04
ES&S	Upgrade of Unity Software	8/3/04	8/18/04

Figure 7.11

IV. Administration of Help America Vote Act (HAVA)

The HAVA State Plan Task Force met during FY 04/05 to update the State Plan outlining how South Carolina will implement and maintain requirements of HAVA. The South Carolina State Plan provides a description of election procedures and outlines how South Carolina will meet the new requirements mandated by HAVA. The State Plan will be updated each year to reflect election law changes and future plans.

As required by the HAVA State Plan, the following items were completed during this fiscal period:

- A statewide uniform electronic voting system was installed
- A uniform definition of what constitutes a vote was written specifically for the DRE and optical scan methods of voting.
- A statewide election security training class was held in January.
- Regional voting system training sessions were held. 100 people representing 40 counties attended.
- A poll manager video on operation of the voting machine was produced
- A voter education and outreach initiative was implemented statewide. This initiative included brochures, including one in Braille, on various voter education subjects and instructions on use of the electronic voting machines
- Presentations, a video, commercials, and newspaper ads were developed to provide voter education
- A HAVA bus was purchased and outfitted with electronic voting machines, election information flyers, and an outside red, white, and blue design along with the www.scvotes.org website. This bus traveled to scheduled sites to provide instruction to voters on the voting process and use of the new machines
- An advisory team of 10 people was appointed to oversee changes to the State Plan. This team met in the spring to discuss revisions to the State Plan. The final 2005 version of the State Plan was delivered to the Election Assistance Commission in August 2005.

V. Agency Administration

Agency Information Technology Support

In August 2004, the Agency conducted a cost-benefit analysis of providing agency computer network support in house or outsourcing the support. It was decided to 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.

Accounts Payable

In FY 04/05, a total of 980 vouchers were processed. Of the vouchers processed, 205 were for the General Election, approximately 80 were HAVA transactions and the remainder was for expenses paid from general and other funds.

The SEC has experience a high number of voucher corrections in the past. In an effort to eliminate this problem, the Agency will begin tracking the number of corrections in FY 05/06 more closely.

South Carolina Enterprise Information System (SCEIS)

SCEIS is a new common accounting system being implemented for all South Carolina agencies. The SEC was advised by the Comptroller General's Office that the Agency's non-recurring cost for full implementation of the system is \$57,482. No recurring costs are anticipated. The projected implementation date for the Finance/Purchasing module for the Agency is December 1, 2006. We have put the CIO's office on notice that the scheduled implementation coincides with the reimbursement of election expenses following the 2006 General Election. This is an extremely busy time for the SEC.

Supplement to County Election Commissions and Registration Boards

Full funding for the approximately 400 voter registration and election commission board members was not appropriated in FY 04/05. Each board member should receive a \$1,500 annual supplement with a \$12,500 cap for each county. In counties with more than eight board members, the cap prevents the members from receiving the full \$1,500 supplement. The SEC has requested Proviso 62.2 be amended to remove the cap and full funding for this budget priority be provided.

Election Protest/Appeal Hearings

Following the 2004 General Election, the SEC convened in a quasi-judicial capacity to conduct hearings on nine protests/appeals. The commission is required by law to hear election appeals from the county level and any election protests for statewide, senate district and house district elections. The commission heard three protests filed directly with the SEC and six appeals of decisions made by county commissions. Figure 7.12 shows the specifics of the hearings and the decisions of the SEC.

Protest/Appeal	Decision
Appeal—Douan vs. Charleston (re: one-half percent local option sales tax referendum)	Upheld the decision of the Charleston County Election Commission sustaining the election
Appeal—Wertan vs. Charleston (re: public service dist. 1 election)	Upheld the decision of the Charleston County Election Commission sustaining the election
Appeal—Burroughs vs. Jasper (re: school board dist. 8 election)	Upheld the decision of the Jasper County Election Commission sustaining the election
Appeal—Defeo vs. Horry (re: county council dist. 3 election)	Upheld the decision of the Horry County Election Commission overturning the election
Appeal—Hubbard vs. Jasper (re: school board dist. 6 election)	Upheld the decision of the Jasper County Election Commission overturning the election
Appeal—Johnson vs. Georgetown (re: school board dist. 1 election)	Upheld the decision of the Georgetown County Election Commission sustaining the election
Protest—Withington vs. Hardwick (re: House dist. 106)	Dismissed for failure to prosecute
Protest—Jenrette vs. Elliott (re: Senate dist. 28)	Protest denied
Protest—Jones vs. Leventis (re: Senate dist. 35)	Protest denied

Figure 7.12