

RESTRUCTURING & SEVEN-YEAR PLAN

State Election Commission

Date of Submission: *March 31, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

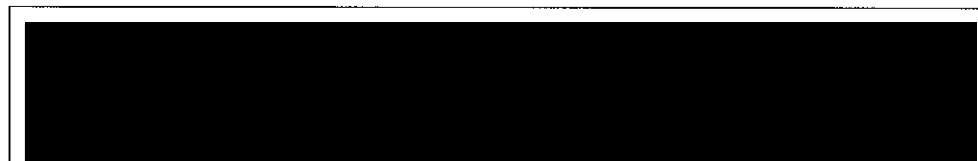
	Name	Date of Hire	Email
Agency Director	Marci Andino	01/2003	marci@elections.sc.gov
Previous Agency Director	James Hendrix	12/1993	n/a

	Name	Phone	Email
Primary Contact:	Janet Reynolds	803 734-9069	jreynolds@elections.sc.gov
Secondary Contact:	Howard Snider	803 734-9004	hsnider@elections.sc.gov

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

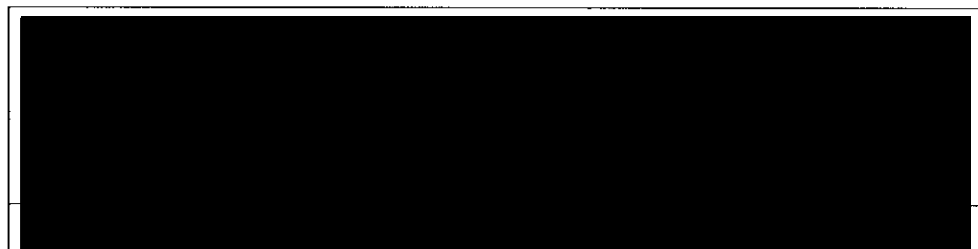
Current Agency Director
(Sign/Date):



(Type/Print Name):

Marci Andino

If applicable, Board/Commission Chair
(Sign/Date):



(Type/Print Name):

Billy Way, Jr.

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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. Please complete the Historical Perspective Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Historical Perspective." In this chart the Committee is asking the agency to provide a bullet style list of any major changes in the agency's purpose or mission and any restructuring that occurred (i.e., combining with or taking on other agency responsibilities, etc.) during the last ten years.

B. Purpose, Mission and Vision

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

C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).

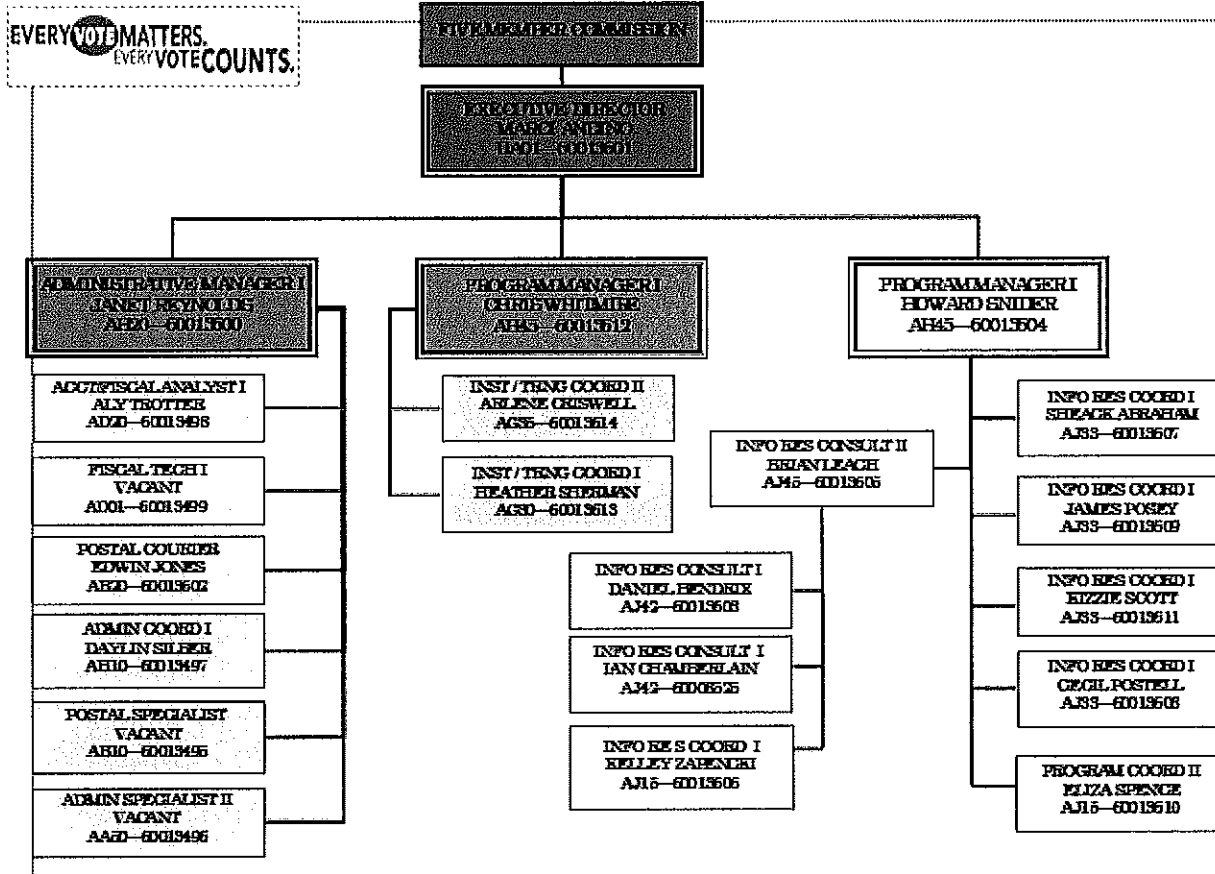
ORGANIZATIONAL PROFILE

II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
 - a. Complete the Key Deliverables Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."
2. The agency's key customers and their requirements and expectations;
 - a. Complete the Key Customers Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"
3. The agency's key stakeholders (other than customers);
 - a. Complete the Key Stakeholders Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"
4. Other state agencies which have the biggest impact on the agency's mission success;
 - a. Complete the Key Partner Agency Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."
5. The agency's performance improvement system(s);
Senior leaders regularly review the following performance measures and set policy or take steps to ensure improvement:
 - a. Voter registration system reports produced weekly, quarterly, and yearly
 - b. Error rate and efficiency of election databases and ballots
 - c. Election day issues and phone calls
 - d. Conduct voting system audits to verify accuracy of results and to identify trends and areas of improvement
 - e. Evaluations from training and certification program classes
 - f. Accurate tracking of election officials' progress in certification program
 - g. Conduct compliance field audits of county voter registration and elections offices
6. The agency's organizational structure in flow chart format;

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."



7. Details about the body to whom the Agency Head reports;
 - a. Complete the Overseeing Body Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."
8. Please complete the Major Program Areas Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

The State of South Carolina currently uses an electronic voting system in all counties. The system was initially implemented in 15 counties in November 2004. The remaining counties implemented in January 2005. The system includes more than 12,000 touch screen voting machines, more than 2,000 touch screen voting machines with audio ballot capabilities for the voters who are blind or visually impaired, optical ballot scanners for absentee by mail ballots and other peripheral equipment. The purchase price of the system was approximately \$34M. The voting system is nearing the end of its life expectancy of approximately 15 years. Following the 2014 General Election, counties and the vendor

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reported an increase in calls to resolve ballot coding and machine set-up issues as well as voting system performance issues. There are also signs in the marketplace that the availability of replacement parts is declining, further reducing the system's long-term viability. The State Election Commission envisions replacing the statewide voting system in early 2017.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

ORGANIZATIONAL PROFILE

III. Laws (Statutes, Regulations, Provisos)

This section asks for state and federal statutes, regulations and provisos ("Laws") which apply to the agency.

1. Please complete the Legal Standards Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Legal Standards." In this Chart, please list all state and federal statutes, regulations and provisos that apply to the agency ("Laws"). The other specifics are included in the template.

IV. Reports and Reviews

This section asks for information about reports the agency is required to submit to a legislative entity and the agency's internal review process.

1. Please complete the Agency Reporting Requirements Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Agency Reporting Requirements." In this Chart, please list all reports, if any, the agency is required to make to a legislative entity. The specifics as to each report are included in the template.
2. Please complete the Internal Audit Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Internal Audits."

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

This category examines the agency's performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

Address only top-level results showing aggregate measures of agency-wide performance that are reflective of the value added to customers. Please include comparative data as applicable. These results are typically captured in performance goals and planning documents. When determining which processes are "key processes" consider the business impacts, and select those processes that are most important to the customer (both internal and external) to satisfy their requirements and/or those processes with problem areas identified by management.

Note: Results information (i.e., each chart, graph, table) reported for this category should be referenced to the specific question number (Ex. Chart 5.1-1, Graph 5.1-2, Table 5.1-3). The third digit identifies the sequential position of the specific chart, graph or table included in the agency's responses to each questions.

For each performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
 - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
 - The mission to register voters and conduct elections is not a competitive process. Across the United States, the conduct of voter registration and elections is different as each state has laws that preclude exact comparisons as desired in the section. The SEC does; however, stay abreast of trends and new technologies through the US Election Assistance Commission and by attending conferences, participating in surveys, and conducting research.
 - ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
 - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
- c. Trends the agency has seen and the method by which it analyzes trends in these results.
- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
 - i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

A. Results of Agency's Key Performance Measurements

Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?
 - Number of active registered voters in SC
 - Number of elections held in SC
- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
 - (Response for both are as follows)
 - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
 - The mission to register voters and conduct elections is not a competitive process. Across the United States, the conduct of voter registration and elections is different as each state has laws that preclude exact comparisons as desired in the section. The SEC does; however, stay abreast of trends and new technologies through the US Election Assistance Commission and by attending conferences, participating in surveys, and conducting research.
 - ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
 - Totals used in this section are reported annually to the federal government and are also analyzed by other organizations like the Pew Charitable Trust and Brennan Institute.
 - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
 - Merle King, PhD
Kennesaw State University
1000 Chastain Road
Kennesaw, GA 30144

(470) 578-6000

- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.

Marci Andino, Agency Director – Monthly

Chris Whitmire, Director of Public Information and Training – Monthly

Howard Snider, Director of Voter Services - Monthly

- c. Trends the agency has seen and the method by which it analyzes trends in these results.

- Online voter registration is the most recent trend that the agency analyzes by generating reports that provide detailed registration information.

- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).

- The SEC does not have control over these results.

If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

- Voter registration and the participation in elections is voluntary; therefore, no additional information can be provided.

Mission Efficiency

2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?)) including measures of cost containment, as appropriate?

- In Fiscal Year 2013-2014 there were 2,911,101 active registered voters in SC
- In Fiscal Year 2013-2014 there were 185 elections held in SC
- The SEC completes its mission to ensure every eligible citizen in South Carolina has the opportunity to register to vote, participate in fair and impartial elections, and have the assurance that their vote will count by maintaining the statewide voter registration system and supporting the statewide voting system. This is accomplished annually with state appropriations and supported with minimal miscellaneous revenues. The agency as requested additional funding to meet these mandates.

Quality (Customer Satisfaction)

3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services)) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

- Voter Services and Public Information/Training
 - The SEC uses various tools to allow county voter registration and election offices to communicate their needs, request information, take training classes, and to provide valuable information. These tools have been enhanced in recent years to meet our customer demands and ensure that the SEC is proactive and determined to provide each county with the best voter registration system and the best voting system possible.

Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?
 - Administration, Voter Services, Public Information/Training
 - The SEC uses employee performance evaluations to engage staff annually
 - Staff are encouraged on an ongoing basis to seek professional development opportunities

Operational/Work System Performance

5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?
 - Administration, Voter Services
 - Information Security – The impact on voter registration system outages or downtime. The SEC did not experience any security breaches during this reporting period.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?
 - Active registered voters in SC
 - Elections held in SC

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.
 - Statewide Voter Registration and Elections Management System (VREMS)
 - Unity Voting System
 - SCEIS
 - ElectionNet

D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?
 - No. Based on Title 7 and the National Voter Registration Act (NVRA), the SEC does not recommend any restructuring.
 - a. If yes, please provide the agency's suggestions.

SEVEN-YEAR PLAN

VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens?

If yes, go to Current/Recommended Actions Section.

If no, skip Current/Recommended Actions Section and go to Additional Questions.

- o No. The SEC is currently requesting additional funds to meet its statutory requirements.

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.

- The purchase of a new statewide voting system is the single most critical initiative the SEC will be undertaking during this time period.

2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?

- Projected cost savings are currently being computed; however, several known categories where savings will be realized are: equipment maintenance, elimination of the replacement of worn out parts, upgraded software operating system, faster vote tabulation and election audits, time savings in the building of election definition databases by utilizing file imports from the voter registration system.

3. Is legislative action required to allow the department/agency to implement the current or recommended actions?

- Yes

4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.

- Appropriation of funds
5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
 - Upon the appropriation of funding, the SEC will follow all procurement guidelines in the Request for Proposal process in order to solicit bids.
 6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?
 - The SEC proposes have a new statewide voting system in place for first time use in November 2018.

Now go to Additional Questions.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

SEVEN-YEAR PLAN

VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?
 - a. Maintain and enhance a secure statewide voter registration and election management system
 - b. Purchase a new statewide voting system
 - c. Increase the proficiency of election officials in the conduct of elections
2. What are the fundamentals required to accomplish the objectives?
 - a. Securing additional staff and keeping current positions filled
 - b. Utilizing performance measures and business analytics
 - c. Realizing funding for the new voting system and information security measures
3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?
 - a. www.scvotes.org
4. Is there any additional information the agency would like to provide the Committee or public?
 - a. Everything we do as an agency – our programs and projects – emanates from our core mission. Our primary goal is to provide the highest level and quality of service possible within our mandates to maintain the statewide voter registration system, support the statewide voting system, conduct candidate filing, conduct audits, and finally provide training to each election official in SC.
5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
 - a. Complete the Process – 2 days
 - b. Complete this Report – 30 days @ 2hrs each
6. Please complete the Personnel Involved Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-

Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

CHARTS APPENDIX

VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

- Similar Information Requested Chart _____ *Insert Page Number 17*
- Historical Perspective Chart _____ *Insert Page Number 18*
- Purpose, Mission Chart _____ *Insert Page Number 19*
- Key Partner Agency Chart _____ *Insert Page Number 20*
- Key Deliverables Chart _____ *Insert Page Number 21*
- Key Customers Chart _____ *Insert Page Number 22*
- Key Stakeholders Chart _____ *Insert Page Number 23*
- Overseeing Body Chart (General and Individual Member) *Insert Page Number 24, 25*
- Major Program Areas Chart _____ *Insert Page Number 26*
- Legal Standards Chart _____ *Insert Page Number 27*
- Agency Reporting Requirements Chart _____ *Insert Page Number 28*
- Internal Audits Chart _____ *Insert Page Number 29*
- Personnel Involved Chart _____ *Insert Page Number 30*

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
State Election Commission	I.B.1.	2013-14 Accountability Report	Agency Discussion & Analysis	Executive Budget Office	Annually
State Election Commission	I.B.1.	Restructuring Plan	Brief Description of Current Program	Office of Senate Oversight	Submitted 1/15/15
State Election Commission	I.C.1.	2013-14 Accountability Report	Performance Measurement Template	Executive Budget Office	Annually
State Election Commission	II.1.	2013-14 Accountability Report	Agency Discussion & Analysis	Executive Budget Office	Annually
State Election Commission	II.8.	2013-14 Accountability Report	Program Template	Executive Budget Office	Annually
State Election Commission	II.9.	2013-14 Accountability Report	Agency Discussion & Analysis	Executive Budget Office	Annually

Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission during the last ten years.
NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
State Election Commission	2014	Supervisory Responsibility over County Boards of Voter Registration and Elections	In June 2014, the legislature passed a bill giving the SEC supervisory authority over all elections. Supervisory authority over all elections is a significant change for the SEC and county boards of registration and elections. If the county is found to be noncompliant or is unable to certify the results of an election, the SEC can step in and assist a county with certification or day-to-day operations if necessary.
State Election Commission	2014	County Compliance Audits	The SEC is required to perform audits and other post election analysis to determine if county boards are compliant with state and federal laws as well as SEC policies and procedures. The agency is also tasked with preparing audit reports, making recommendations for improvement and overseeing corrective actions.
State Election Commission	2013	Candidate Filing & Tracking	In 2013, the General Assembly passed legislation requiring the SEC and county boards of voter registration and elections to conduct partisan candidate filing. Previously, this filing was conducted by the political parties. The SEC developed procedures, forms, and a candidate tracking system to facilitate this process. The system was implemented in February 2014, and in March for the first time, more than 700 partisan candidates filed for the 2014 General Election with state and county election officials.

Historical Perspective Chart

State Election Commission	2012	Photo ID Requirements	On October 3, 2012, the U.S. District Court of the District of Columbia granted preclearance to the Photo ID law, ordering new requirements for showing Photo ID at the polls to take effect on January 1, 2013.
State Election Commission	2012	Online Voter Registration	OVR allows citizens who have a valid S.C. Driver's License or a S.C. Identification Card issued by the S.C. Department of Motor Vehicles (DMV) to register to vote or update their registration through the agency website. South Carolina is one of only 13 states to have online voter registration. Opportunities exist to promote use of OVR over other traditional voter registration applications further reducing processing time and increasing cost savings for counties.
State Election Commission	2005	Uniform Statewide Voting System	Implemented uniform statewide voting system replacing numerous punchcard, optical scan, and electronic systems used throughout the state.

Purpose/Mission/Vision Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parentheses. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
State Election Commission	1-Jul-68	To oversee voter registration and elections in South Carolina.	The mission of the State Election Commission (SEC) is to ensure every eligible citizen in South Carolina has the opportunity to register to vote, participate in fair and impartial elections, and have the assurance that their vote will count.	The SEC strives to provide for and improve on a voter registration and elections process that is accessible, fair and transparent.	Purpose: S.C. Code, Title 7 Mission: S.C. Code, Title 7 Vision:

Key Partner Agencies Chart

Agency Name: State Election Commission
 Agency Code: E28
 Agency Section: 100

INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
State Election Commission	Division of Technology Operations	Provides the enterprise infrastructure and desktop support for the statewide voter registration system.		1,3
State Election Commission	Division of Information Security	Provides enterprise-level information security for statewide voter registration system and agency network		1,3
State Election Commission	Department of Motor Vehicles	Provides voter registration services; provides driver data for jury rolls, online voter registration, and voter registration list maintenance.		1
State Election Commission	Department of Social Services, Department of Health & Human Services, Department of Mental Health, Department of Disabilities and Special Needs, Department of Health and Environmental Control (WIC Program), Commission for the Blind, Department of Alcohol and Other Drug Abuse Services, and Vocational Rehabilitation	Provides voter registration services		1
State Election Commission	Department of Health & Environmental Control (Bureau of Vital Statistics)	Provides monthly file of deceased citizens		1
State Election Commission	Court Administration	Provides monthly file of convicted felons		1
State Election Commission	Division of Revenue & Fiscal Affairs	Coordinates reapportionment efforts		1,3
State Election Commission	Governor's Office	Appoints members to State Election Commission and county boards of voter registration and elections		4

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should link the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
State Election Commission	1	Statewide Voter Registration System	#1	Online access, printed and electronic outputs	N/A	N/A	Legislative changes reducing other agency mandates.	I, II, III, V.
State Election Commission	2	Support of Statewide Voting System	#2	Election database building, telephone and site support, and training	N/A	N/A	Legislative changes reducing other agency mandates.	I, II, III, V.
State Election Commission	3	Candidate Filing and Tracking System	#3	Online	N/A	N/A	Legislative changes reducing other agency mandates.	I, II, III, V.
State Election Commission	4	Training and Certification Program		In-person and online training courses	N/A	N/A	N/A	I, II, III, V.
State Election Commission	5	Supervise County Boards of Registration and Elections and perform county compliance audits		Conduct field audits, oversee county election administration when necessary	N/A	N/A	N/A	I, II, III, V.

Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expecations	Deliverables Cross References
State Election Commission	1	Voters	To have the opportunity to register to vote, participate in fair and impartial elections, and have the assurance that their vote will count.	1, 2, 3
State Election Commission	2	County Boards of Voter Registration and Elections	To provide necessary training and support to carry out their missions.	1, 2, 3, 4, 5
State Election Commission	3	General Assembly	To follow state law regarding conduct of elections and provide input for recommended legislative changes.	1, 2, 3, 4, 5
State Election Commission	4	Municipal Election Commissions	To provide necessary training and support to carry out their missions.	1, 2, 3, 4
State Election Commission	5	Political Parties	To provide information and guidance regarding the election process, to hold fair and impartial elections, and to ensure everyone's votes are counted.	1, 2, 3
State Election Commission	6	Candidates/Elected Officials	To provide information and guidance regarding the election process, to hold fair and impartial elections, and to ensure everyone's votes are counted.	1, 2, 3

Key Stakeholder Chart

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
State Election Commission	1	Citizens of South Carolina	To have the opportunity to register to vote, participate in fair and impartial elections, and have the assurance that their vote will count.	1,2,3
State Election Commission	2	County boards of registration and elections	To provide necessary training and support to carry out their missions.	1,2,3,4,5
State Election Commission	3	Members of the General Assembly	To follow state law regarding conduct of elections and provide input for recommended legislative changes.	1,2,3,4,5
State Election Commission	4	Political Parties	To provide information and guidance regarding the election process, to hold fair and impartial elections, and to ensure everyone's votes are counted.	1,2,3
State Election Commission	5	Candidates/Elected Officials	To provide information and guidance regarding the election process, to hold fair and impartial elections, and to ensure everyone's votes are counted.	1,2,3
State Election Commission	6	Other State Agencies	To be provided with guidance and support in conducting voter registration activities.	1
State Election Commission	7	Federal Agencies	To ensure compliance with federal law	1
State Election Commission	8	Those who purchase lists of registered voters	To provide accurate and cost effective lists	1,2
State Election Commission	9	Special interest and advocacy groups	To work with the agency to improve voter services	1,2

Overseeing Body - General Chart

Agency Name: State Election Commission
 Agency Section: 100
 Agency Code: E28

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
State Election Commission	Commission	12+	5	Appointed	Governor	4	none	none	Educating non-election professionals on voter registration and election issues.	State law requires one member represent the largest political party and one member represent the largest minority political party as represented in the General Assembly.

Overseeing Body - Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
State Election Commission	Billy Way, Jr.	803-255-8610	Comm. Real Estate	Sep-12	Present	2	no	1,2,3,4,5
State Election Commission	Mark Benson	843-363-2234	Business	Jun-11	Present	3	no	1,2,3,4,5
State Election Commission	Marilyn Bowers	864-269-7888	Transportation	Aug-11	Present	3	no	1,2,3,4,5
State Election Commission	Allen Dawson	843-768-2112	Construction	Sep-12	Present	2	no	1,2,3,4,5
State Election Commission	Nicole Spain White	803-549-0571	Consulting	Nov-11	Present	3	no	1,2,3,4,5

INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B-K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:

- a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of the Agency's Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.
- b) The "Associated Objective(s)" column in the Program Template of the FY 2013-14 Accountability Report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and
- c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisions listed in the Laws Section of this report, which they satisfy. Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross reference, or expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Note: **Key Performance Measures Cross References** Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report. **Legal Standards Cross References** Column links major programs to the statutes, regulations and provisions they satisfy, which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures			FY 2013-14 Expenditures			TOTAL	Key Performance Measures Cross References	Legal Standards Cross References
			General	Other	Federal	General	Other	Federal			
State Election Commission	I. Administration	Oversees the Agency's policies and procedures, provides leadership, support, financial services, and other related administrative services.	3%	1%	0	4%	2%	0%	9%	1.6.4, 1.6.5, 1.6.6, 2.1.2, 2.2.1, 2.2.2, 3.1.1, 3.1.2, 3.2.1, 3.2.2, 3.3.3, 3.4.1, 3.4.2	Purpose: S.C. Code, Title 7 Mission: S.C. Code, Title 7
State Election Commission	II. Voter Services	Oversees the maintenance of the database (register) used in the polls, creates databases for all election and maintenance of agency computer network.	5%	0	0	5%	0	0	11%	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.8, 1.1.9, 1.1.10, 1.2.1, 1.2.2, 1.2.3, 1.2.4, 1.2.5, 1.5.6, 1.5.7, 1.5.8, 1.5.9, 2.1.1, 2.1.5, 2.1.6, 2.2.1, 2.2.2, 3.1.1, 3.1.2, 3.2.1, 3.2.2, 3.3.1, 3.3.2, 3.3.3, 3.4.1, 3.4.2	Purpose: S.C. Code, Title 7 Mission: S.C. Code, Title 7
State Election Commission	III. Public Information/Training	Oversees the voting and certification program to include a common curriculum to include core courses on the duties of county board members and electives to promote quality service and professional development.	1%	0	0	1%	0	0	1%	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6, 1.4.1, 1.4.2, 1.4.3, 1.4.4, 1.4.5, 1.4.6, 1.5.1, 1.5.2, 1.5.4, 1.5.5, 2.1.1, 2.1.3, 2.1.5, 2.2.2, 2.2.3, 2.3.4, 2.3.5, 3.1.2, 3.2.1, 3.2.2, 3.4.1, 3.4.2	Purpose: S.C. Code, Title 7 Mission: S.C. Code, Title 7
State Election Commission	IV. Aid to Subdivisions	Provides a stipend to county board members.	4%	0	0	4%	0	0	10%	1.3.7, 1.6.3	Purpose: S.C. Code, Title 7 Mission: S.C. Code, Title 7
State Election Commission	V. Statewide/Special Primaries	Conduct of statewide and special primaries/elections.	30%	0	0	30%	0	0	11%	All	Purpose: S.C. Code, Title 7 Mission: S.C. Code, Title 7
State Election Commission	VII. Benefits	Employee Benefits	3%	1%	0	3%	1%	0%	6%	1.6.1, 1.6.2, 1.6.3, 1.6.4, 1.6.5	Purpose: S.C. Code, Title 7 Mission: S.C. Code, Title 7

FY 2013-14 Expenditures

Remainder of Programs: List any programs not included above and show the remainder of expenditures by source of funds.		FY 2013-14 Expenditures			
30350000	Statewide/Spec Prim (Filing Fees)	11%	30350000	Statewide/Spec Prim (Filing Fees)	14%
36340000	Capital Reserve/Election Funds	17%	36340000	Capital Reserve/Election Funds	20%
39120000	Inc Enf Coll/Election Funds	6%	10010000	Photo ID	0%
10010000	Photo ID	4%	47450000	Restricted/Federal	17%
47450000	Restricted/Federal	21%			

Remainder of Expenditures:		FY 2013-14 Expenditures			
		4%	0	34%	52%

Please note in reference to the 2012-13 expenditures: Figures provided in the 2012-13 Accountability Report only included those items that were listed in the App. Act and did not include special item expenditures. This chart includes the total expenditures of the Agency.

Section V, Statewide/Special Primaries was added to the App. Act in FY 2012-13, following the submission of the 2012-13 Accountability Report.

Under "Remainder of Programs":

36340000 expenditures were from funds provided through the capital reserve fund for the 2012 statewide primaries. The funds were carried forward per Proviso # 79.6.

39120000 expenditures were \$33,573. These expenditures were from funds for the 2010 statewide general election which were carried forward per Proviso # 79.6.

While these expenditures do not represent at least 1% of the total expenditures, we are listing them for transparency purposes.

Please note in reference to the 2013-14 expenditures:

10010000 expenditures were \$19,598. These expenditures were appropriated for the implementation of Photo ID.

While these expenditures do not represent at least 1% of the total expenditures, we are listing them for transparency purposes.

Legal Standards Chart

INSTRUCTIONS: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/ Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
State Election Commission	1	§7-3-10	State	Creates the State Election Commission; appointment; term; composition; vacancies; chairman; meetings; powers and duties.
State Election Commission	2	§7-3-20	State	Establishes duties of the executive director.
State Election Commission	3	SC Code of Laws Titles 4,5 and 7	State	Municipal, county and state election laws
State Election Commission	4	South Carolina Constitution	State	Disqualification of voters, registration of voters, and conduct of elections
State Election Commission	5	US Civil Rights Act	State	Same voter registration standards or procedures for all individuals. No literacy tests as a qualification for voting.
State Election Commission	6	US Voting Rights Act	State	No voting qualification or prerequisite to voting or standard, practice or procedure shall be imposed which results in denial of right to vote based on race or color.
State Election Commission	7	US Voting Accessibility for the Elderly and Handicapped Act	State	Registration offices and polling places must be accessible to voters with disabilities and voters 65+ years old.
State Election Commission	8	US Americans with Disabilities Act	Federal	Definition of disability and requirement for reasonable modifications to public buildings to eliminate physical barriers.
State Election Commission	9	US National Voter Registration Act	Federal	Establishes procedures to increase the number of eligible citizens who register to vote, protects the electoral process, provides for registration by mail, and ensures accurate and current voter registration lists are maintained.
State Election Commission	10	US Help America Vote Act	Federal	Establishes a federal presence in elections; provides every citizen with the opportunity to register to vote and have their vote counted; provides for voter, poll manager, and election official education; and improves election administration and technology.
State Election Commission	11	US Uniformed and Overseas Citizens Absentee Voting Act	Federal	Establishes rules for absentee voting for military and overseas citizens.

Legal Standards Chart

Agency Name: State Election Commission
Agency Code: E28
Agency Section: 100

State Election Commission	12	US Military and Overseas Voter Empowerment Act	Federal	Requires states to provide electronic communications for sending election materials to military and overseas citizens.
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Agency Reporting Requirements Chart

Agency Name: State Election Commission
 Agency Code: E28
 Agency Section: 100

INSTRUCTIONS: Let all reports. If any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entity, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. email, via emailed word document, log into an open program, enter data and click submit, etc.). Include below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report; approx. total amount of time to complete the report; and approx. total cost to complete the report, however the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form. Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit the Report	# of Staff Members Needed to Complete Report	Costs to Complete Report Approx. Total Amount of Time to Complete Report Approx. Total Cost to Agency to Complete Report (considering staff time, etc.)	Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email, etc.)	Format in which Report Template is Sent to Agency	Method in which Agency Submits Report (i.e. email; mail; click submit on web based form, etc.)	Format in which Agency Submits Report (i.e. Word and Excel)
State Election Commission	1	Restructuring Report	House Legislative Oversight Committee	1-30-19(G)(1)	Increased Efficiency	2015	Annually	30	February	March	5	\$ 1,889.00	TBD	Email	Word and Excel	Email and Mail	Word and Excel
State Election Commission	2	Accountability Report	Executive Budget Office	\$1-1-320	To provide the Governor and General Assembly with information that supports their analysis of the budget and also ensure that the Agency / Head Salary Commission has a basis for its decisions.	2003	Annually	120	May	September	10	\$ 2,642.00	To improve organizational performance transparency and accountability	Email	Word and Excel	Email and Mail	Word and Excel
State Election Commission	3	Election Date Standardization Plan	General Assembly	FY2015 Appropriations Act	To develop a plan to standardize election dates and increase efficiency	2015	One time	180	No template provided	Jan-15	4	\$ 1,692.00	TBD	N/A	Word	Email and Mail	Word

INSTRUCTIONS: Identify the agency's internal audit system and policies during the past two fiscal years including the date the agency first started performing audits; individuals responsible for hiring the internal auditors; individuals to whom internal auditors report; the head internal auditor; general subject matters audited; the individual or body that makes decision of when internal audits are completed; information considered when determining whether to conduct an internal audit; total number of audits performed in the last five fiscal years; # of months it took for shortest audit; # of months for longest audit; average number of months to complete an internal audit; and date of the most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).

NOTE: All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute/regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

Agency Submitting Report	Does agency have internal auditors? Y/N	Date Internal Audits Began	Individuals responsible for hiring internal auditors	Individuals to whom internal auditors report	Name and contact information for head internal auditor	General subject matters audited	Who makes decision of when an internal audit is conducted	Information considered when determining whether to conduct an internal audit	Do internal auditors conduct an agency wide risk assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's performance measurement and improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SCSIAA or other entity (if other entity, name of that entity)
State Election Commission	No														

Personnel Involved Chart

Agency Name: State Election Commission
 Agency Code: E28
 Agency Section: 100

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
State Election Commission	Marci Andino	803-734-9001	marci@elections.sc.gov		Executive Director	All	Report was compiled by committee.
State Election Commission	Janet Reynolds	803-734-9069	jreynolds@elections.sc.gov	Administration	Director	All	Report was compiled by committee.
State Election Commission	Howard Snider	803-734-9005	hsnider@elections.sc.gov	Voter Services	Director	All	Report was compiled by committee.
State Election Commission	Chris Whitmire	803-734-9070	cwhitmire@elections.sc.gov	Public Information and Training	Director	All	Report was compiled by committee.
State Election Commission	Aly Trotter	803-734-9061	atrotter@elections.sc.gov	Administration	Accountant/Fiscal Analyst II	All	Report was compiled by committee.
State Election Commission	Brian Leach	803-734-9059	bleach@elections.sc.gov	Voter Services	Information Technology Manager	All	Report was compiled by committee.
State Election Commission							