ETV

2007 Accountability Report

Section I -- Executive Summary

1.   Mission and Values

"ETV enriches people's lives through programs and services that educate our children, engage our citizens, celebrate our culture, and share the thrill of discovery and the joy of learning. Our values are ***South Carolina's Uniqueness and Diversity, Educational Success, Public Service, A Great Place to Work, and Best Business Practices."***

2.   Major achievements from the past year:

- ETV's Road Show continued to extend digital programming opportunities to K-12, higher education, business and government through live programming in the FY 2006-2007 period with shows in the western part of the state, including Aiken and Spartanburg. Local corporate sponsors have primarily funded the cash costs of these programming initiatives.

- ETV's digital SCChannel provides a 24/7 vehicle for a wide variety of quality local programming. Programs include the expanded **State House Today**, with **This Week in the House**, **This Week in the Senate**, and **State House Tonigh**t which recaps legislative activity and airs statewide on ETV's main channel.

- **Carolina Stories**, ETV's documentary series for and about South Carolina, included the following individual programs: **Battle of Camden**, **In This Sacred Place**, **Gaillard's Charleston**, and **Bluegrass Express**. ETV received Emmy Award nominations for several prior **Carolina Stories**, including **Pee Wee**, a documentary about mass murderer Donald Gaskins. ETV also produced a new weekly news and public affairs television/radio program called **The Big Picture**.

- The construction of ETV's 11 new digital television transmitters is now complete with all stations operating at full licensed power. Other aspects of the digital conversion, such as Digital Asset Management, are well underway.

- ETV requested $485,000 for Radio and Television Transmission repairs and spare parts. Funding for this request was approved by the General Assembly for FY 07-08. Despite losing the budget provision allowing ETV to keep the revenue from the sale of surplus real property, ETV took significant steps to prepare for long-term facility needs. An appraisal of the ETV Administration Building property was updated during the year and proceeds from the sale would likely be sufficient to renovate the Telecommunications Center (TCC).

- ETV's educational efforts at the K-12 level, through the DELCs, Knowitall.org, and the implementation of highly effective grant-supported programs such as Teacherline, Ready to Vote and Ready to Learn, reflect the use of complementary technologies to meet the individual learning needs of the state's students and

teachers. etvStreamlineSC is bringing video on demand to the computer screens of students all over the state.

3. *Key strategic goals for present and future years:*

These results are broken down by the major goals outlined in the "ETV Promise."

- **Product Focus** - **Carolina Stories**, **The Big Picture**, Road Shows, and the SC Channel reflect our focus on the South Carolina viewer. ETV introduced nine national productions. Radio continued its unique formats of NPR news, classical music, jazz and unique independently produced programming. The PBS schedule provides outstanding educational children's programming. Our ITV and educational programming offerings are migrating to the Web in classrooms all over the state.

- **Employee Development** – Each employee had a goal of receiving at least ten hours of formal training. Managers at ETV this year received multiple courses in performance management, communications and other leadership skills. In addition, hard-skills training and cross training were an integral part of production and engineering workloads.

- **Customer Service** – Customer Service continues to improve its contact database to include email contacts as well as additional information pertaining to ETV viewers and listeners. A monthly report is generated and delivered to ETV Administration for evaluation.

- **Long-term Financial Stability** - Funding from the state of South Carolina was maintained in the Legislature this year. The Road Shows brought to communities live ETV programming about their homes, creating opportunities for direct solicitation of support, and cultivation of planned giving and major gift possibilities. Festival diversified programming, using more national pledge events. ETV and the ETV Endowment used new tools and campaigns for membership. ETV successfully renegotiated the contract with Loral to reduce monthly payments for the satellite from $125,000 in 2006 to $45,000 in 2008 by reducing channels. ETV procured legislative funding to maintain the services provided by its Creative Services Division.

- **Communications** - From the launch of a whole new type of initiative for ETV, the Winthrop/ETV poll, which attained tens of thousands of dollars in free publicity, and cemented important media partnerships, to our presenting programming on **The Big Picture** and **The Big Picture on the Radio**, which consistently make news for their content and impressive guests, ETV continues to position itself in the media's and public's mind, as a vital SC outlet to explore issues of utmost importance to the state. ETV also seized upon every opportunity to cement its reputation as an educational icon from sponsoring teacher-instruction workshops to making character appearances, particularly by ETV's

new, streamlined "Smart Cat," who brought the message of fitness and healthful eating to youngsters and parents alike.

- **Innovation and Renewal** - Knowitall.org, etvStreamlineSC, **Carolina Stories**, with its companion Websites and coverage of the election primaries and debates, reflect just a few of the cutting edge programming efforts of the network. Podcasting is a staple of our online program support. Our ITFS licenses are transitioning to digital to provide broadband services all across the state of South Carolina.

4. Opportunities and barriers that may affect the agency's success in fulfilling its mission and achieving its strategic goals:

- Developing planned and major gift giving in the current environment is an obstacle which must be overcome to supplement state funding. The Road Shows and the SCChannel are designed to provide South Carolina content which reaches citizens in their home communities, hopefully increasing giving of this type.

- The explosion in the number of cable offerings has impacted available audiences for many major over-the-air broadcasters. On the radio side, the introduction of satellite radio increases competition for the automobile listener. The Internet also increasingly limits leisure time at home for those who would have turned to television or radio. Additionally, online educational content providers are growing.

- Content creation and acquisition. With digital channels joining analog channels, the SCChannel, the Internet and other technological vehicles, quality content is difficult and often costly to create or find. ETV's human resources, unique partnerships and ingenuity will be called upon to deliver the content to fill the hours of programming which are expanding across all spectrums.

- ETV communicated with state leaders concerning the digital conversion of ETV's ITFS licenses and the potential value of a seamless statewide wireless broadband network for economic development of the state's rural areas. The result of this effort was the passage of a broadband communications study committee. ETV has a seat on that committee.

5. How will the accountability report be used to improve organizational performance?

ETV uses the accountability report as a written record of what we do, who our customers are, and the way in which we measure our effectiveness and efficiency. ETV is a complex technological organization with many customers and stakeholders. The accountability report provides a source of empirical information we can turn to from year to year to review, track and reassess how we are using technological and human resources while allowing us to compare the outcomes generated from each use.

Section II – Organizational Profile

1.   Your organization's main products and services and the primary method by which these are delivered

ETV's main products and services are video, audio and digital transmissions, with content reflecting educational and learning-based programming from kindergarten through adulthood. We transmit through analog and digital vehicles, including a diversity of technologies involving satellite, microwave, wireless cable, digital television, radio and the Internet throughout South Carolina. Examples of products include educational/outreach programs, (TV/multimedia) broadcast educational programs and multimedia products, and distance learning services.

2.   Your key customer segments and their key requirements/expectations

ETV's key customer segments include the citizens of South Carolina, who turn to ETV for educational media (TV, Radio and Web) at home and in the schools; television and radio listeners and viewers who tune in ETV for entertainment and learning; members of ETV's Endowment; and businesses and business organizations or agencies which use ETV's distance learning capabilities for training.

3.   Your key stakeholders

State Department of Education, School Technology Committee, school districts, Distance Education Learning Centers, higher education – public and independent colleges, South Carolina state government, the Legislature of South Carolina, and the employees of ETV and its Endowment.

4.   Your key suppliers and partners

DELCs, ITV, Department of Education, Discovery Education, higher educational institutions, Budget and Control Board and other state agencies, educational content producers, PBS (Public Broadcasting Service), American Program Services, NPR (National Public Radio), PRI (Public Radio International), independent producers.

5.   Your operation's locations

Our headquarters are located in two buildings in Columbia on George Rogers Boulevard adjacent to Williams Brice Stadium. ETV Radio is located in the Administrative Building and the production/teleconferencing studios are in the Telecommunications Building. From Network Headquarters in Columbia, ETV Radio provides 24-hour service to the state. All communities in our state receive one or more of our television stations. ETV operates four regional television stations and six other transmitter sites to cover the state. The regional stations are:

- WRJA-TV in Sumter serves Sumter, Lee, Clarendon, and Kershaw counties and is home to the SCChannel.
- WJWJ-TV in Beaufort serves Beaufort, Jasper, Hampton and Colleton counties.
- Serving Spartanburg, Greenville, and the surrounding communities since 1985, WRET-TV is located on the campus of USC Upstate.
- WNSC-TV in Rock Hill on the York Technical College campus serves York, Chester, and Lancaster counties.

6)   The number of employees you have, segmented by employee category (classified, unclassified, contract, etc.)

ETV employs 210 classified employees as well as 40 additional temporary/part time employees. Fourteen other full-time employees are funded through grants and other means.

7)   The regulatory environment under which your organization operates

ETV is a state agency of the state of South Carolina. As such, ETV is audited annually for financial reporting by the State. Additionally, as a broadcaster, ETV must provide special reporting to the Federal Communications Commission (FCC), the Corporation for Public Broadcasting (CPB) and the EEOC (Equal Employment Opportunity Commission) through the State Human Affairs Commission.

8)   Key strategic challenges (could include operational, human resource, financial and community related strategic challenges)

ETV's main strategic challenges are captured in the need to convert our signals from analog to digital signals. As the agency has moved its broadcasting transmitters to digital signals, it starts a new initiative to convert ITFS licenses from analog to digital. Within the context of more digital programming via television, Internet or wireless, ETV must find and/or develop educational and learning content of value to South Carolinians. All of this must be accomplished within a funding model which includes statewide allocations for educational efforts, fundraising initiatives to support public broadcasting, and underwriting efforts which must be supported by marketable product. We are the primary source of educational and learning programming in the state without a profit motive, and as such must represent all the citizens of South Carolina. We must reflect diversity and technological know-how in our programming and our people.
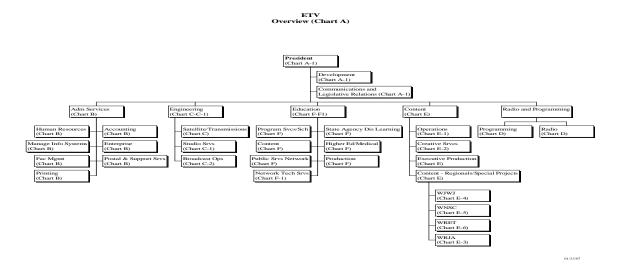
9)   Your performance improvement systems

We are redesigning our performance improvement systems amid refining our strategic planning approach. This year, ETV continued to revisit its "Promise," the 2003 agency strategic initiative, with an eye toward reemphasizing accountability and outcomes in its planning.   President Bresnahan is focusing on developing a strategy-focused organization. Implementing change in ETV during the early part of his tenure required a tactical approach employed in development of such initiatives as the Road Show and the

South Carolina Channel. The next logical step in maximizing the use of this new culture of energy and urgency is to refine the ability to execute strategy. At the end of FY 2007, Mr. Bresnahan met with Vice Presidents and outlined a timeline for involving staff in developing a performance-based organization.

10)   Organization Structure

ETV is guided by the ETV Commission, which consists of a chairman at large, the State

ETV
Overview (Chart A)

Superintendent of Education and six representatives appointed by Congressional districts. The Commission is appointed by the governor and sets policy for the network.

11)   Expenditures and Appropriations Chart

	05-06 Actual Expenditures		06-07 Actual Expenditures		07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$ 9,821,123	$ 7,549,241	$10,201,980	$7,711,510	$ 10,833,794	$ 9,258,794
Other Operating	$ 10,092,086	$ 2,936,608	$9,875,604	$3,078,335	$ 9,761,283	$ 3,626,283
Special Items	$ 1,498,172	$ 1,373,172	$27,335	$27,335		
Permanent Improvements	$ 3,014,957		$937,027			
Debt Services	$ 784,789	$ 784,789	784,789	$784,789	$ 784,789	$ 784,789
Employee Deductions						
Fringe Benefits	$ 2,805,909	$ 2,208,506	$2,822,570	$2,147,006	$ 3,256,240	$ 2,791,240
Non-Recurring						
Total	$ 24,649,305	$ 14,852,316	$ 24,649,305	$ 13,748,975	$ 24,636,106	$ 16,461,106

Other Expenditures		
Sources of Funds	**05-06 Actual Expenditures**	**06-07 Actual Expenditures**
Supplemental Bills		
Capital Reserve Funds	$ 1,250,000	$ 1,400,000
Bonds	$ 1,906,535	$ 867,102
Lottery Funds	$ 125,000	$
Federal Funds	$ 1,164,319	$ 54
Other Funds	$ 44,572	$ 40,605

12)   Major Program Areas Chart

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures	FY 06-07 Budget Expenditures	Key Cross Reference for Financial Results
I. Internal Administration	Provide agency administrative functions	State: $2,371,179 Federal: Other: $847,791 Total: $3,218,970 % of budget: 11%	State:$2,275,941 Federal: Other: $730,728 Total: $3006,669 % of budget: 12%	Figures 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.3.5, 7.3.6
II.A. Public Education	Produce and distribute educational programming for K-12 schools	State: $3,323,379 Federal: Other: $2,662,268 Total: $5,985,647 % of budget: 21%	State: $3,482,282 Federal: $54 Other: $3,100,534 Total: $6,582,870 % of budget: 27%	Figures 7.3.10, 7.3.11 Tables 7.2.1, 7.2.2,7.2.3, 7.2.4
II.B. Higher Education	Produce and distribute educational programming for higher education	State: $988,481 Federal: Other: $39,000 Total: $1,027,481 % of budget: 4%	State: $910,494 Federal: Other: $19,963 Total: $930,457 % of budget: 4%	Figures 7.3.9, 7.3.13 Tables 7.3.2, 7.3.4
II.C. Agency Services	Produce and distribute educational programming for state/ local government and private sector	State: $1,033,695 Federal: Other: $446,503 Total: $1,480,198 % of budget: 5%	State: $1,096,012 Federal: Other: $342,129 Total: $1,438,141 % of budget 6%	Figures 7.3.7, 7.3.8, 7.3.12, 7.3.13 Tables 7.3.1, 7.3.2, 7.3.4, 7.3.5
II.D. Community Education	Produce, acquire and broadcast radio and television programming	State: $1,874,455 Federal: $100,467 Other: $2,759,008 Total: $4,733,930 % of budget :17%	State: $1,979,470 Federal: Other: $2,648,049 Total: $4,627,519 % of budget: 19%	Figures 7.1.1, 7.1.3, 7.1.4, 7.2.1, 7.2.2, 7.3.1, 7.3.4 Tables 7.1.1
Below: List any programs not included above and show the remainder of expenditures by source of funds: Public Affairs; Cultural and Performing Arts; Employer Contributions; K-12 Technology Initiative; Capital Projects				

Remainder of Expenditures	State: $5,261,128 Federal: $1,063,852 Other: $5,245,831 Total: $11,570,811 % of budget: 41%	State: $4,004,776 Federal: Other: $4,058,873 Total: $8,063,649 % of budget: 33%	

Section III – Elements of Malcolm Baldridge Award Criteria

Category 1 – Leadership

1.1   How do senior leaders set, deploy and ensure two-way communications for:

a)   Short and long term direction and organizational priorities?

Senior leaders utilize both formal and informal forms of communication when providing direction to staff. A weekly vice presidents' meeting addresses short-term goals, current projects' status, and any developing items of concern.   The minutes of the meeting are shared with the staff. The agency also uses an active Intranet to communicate daily with employees. Vice presidents use periodic staff meetings with their individual departments to communicate agency direction and goals

b)   Performance expectations?

Employee planning stages, outlining the expectations and minimum requirements for performance, are agreed upon in the fall. Additionally, any personal goals, training requirements, or special objectives are outlined. The following July, an assessment of the past year's performance is conducted on employees.

c)   Organizational values?

- **Educational success** is predicated upon our ability to break down barriers to achievement through technology, creating a safe haven for children and contributing cost-efficient training solutions to state government.
- We celebrate **South Carolina's uniqueness and diversity** through programming geared toward local communities.
- We use our communications technologies to deliver **public service** programming which is trusted, credible and ethical.
- We strive to make this **a great place to work** by creating a culture where staff can grow and be creative.

- We use **best business practices** to develop programs and services that make business sense while responding to customers' needs with promptness, enthusiasm and accuracy.

d)   Empowerment and innovation?

ETV has an employee base with an average longevity of 17 years. Naturally, these seasoned employees are empowered to complete their work within broad parameters set by managers. The nature of ETV's far-reaching coverage results in the need for many employees to work independently and at times creatively. Expanding technologies, including multimedia and digital television, offer us new and different approaches to education.

e)   Organizational and employee learning?

The agency requires each employee to have at least 10 hours of training each year.   This is incorporated in the employee's planning stage. Managers have been briefed on this requirement. The agency has a very limited training budget per employee each year, so the definition and application of training is broader than in previous times. It is also more focused on hard skills with less involvement in "soft" skills training. Online training was added as a tool to develop managers this year.

f)   Ethical behavior?

ETV abides by the State Ethics Act and the Principles of Editorial Integrity in Public Broadcasting, both in the employee policy manual and on the ETV Intranet.

1.2   How do senior leaders establish and promote a focus on customers and other stakeholders?

ETV works with the State Department of Education's ITV, Library Media Services, and Regional Technology Coordinators to provide more innovative resources for K-12 schools. These meetings provide feedback and suggestions for ways to improve ETV's services to schools. The ETV Endowment monitors customer satisfaction and assists in determining customer interests. They provide feedback on program appeal. Ratings services are used where appropriate to measure if the state populace is using ETV.

1.3   How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

ETV addresses impact through feedback provided via customers, the response by the press, community support of programs and services, and by feedback provided throughout the state via 10 Community Advisory Boards. We meet monthly with the Education Department and ITV. Our Communications department keeps abreast of any

potential risk to ETV's image and addresses public issues as they occur. The department also identifies possible trouble areas to preclude these situations from becoming a reality. TRAC Media provides ETV's Programming department data regarding viewers of ETV programs. TRAC Media filters data from other measurement services to apply it to South Carolina. They also consult with ETV on programming approaches.

1.4   How do senior leaders maintain fiscal, legal and regulatory accountability?

Fiscal accountability is maintained by ongoing monitoring by ETV fiscal management of all aspects of the agency operational budget. Monitoring includes periodic comparisons of operating revenue collections, personnel costs and utility costs with amounts budgeted for these items. Adjustments are promptly made as necessary. Legal and regulatory accountability is maintained in a variety of ways. ETV is audited annually for financial and legal compliance with the Appropriations Act. The findings of the audit are thoroughly reviewed by management and reported to the ETV Commission. Problems identified in the audit are addressed promptly. ETV also undergoes a state procurement audit every three years to ensure that all procurements are in compliance with regulatory and legal requirements.

1.5   What key organizational performance measures are regularly reviewed by your senior leaders?

Effectiveness may be measured by the number of individuals watching or listening to a program or the awards it garners from industry groups; by efficiency in terms of program product produced with a much smaller workforce; by the growth or loss of customers in the higher education or medical/business arenas; or by browsers hitting Internet sites. Sales of videotapes or DVDs may reveal trends in programming which our viewers deem desirable enough to purchase. The President and executive management meet with legislators and other policy makers on a regular basis to assure their goals and expectations for the organization are being met.

1.6   How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization? How do their personal actions reflect a commitment to the organizational values?

Broadcasting is a market-driven entity. Leadership is only as effective as the product, and the measurement of that effectiveness must come through ratings, contributions or public support. Leadership must constantly balance these measures, negotiate with all managers of different initiatives in the agency, and develop consensus. Employee input into product is often very vocal among creative professionals. By combining creative energy from employees, astute managerial decisions regarding program development and placement, and recognition of the complexities of the market, senior leaders develop a synergy that results in quality programming, satisfied customers and revenue generation. By personally emphasizing employee input they acknowledge the importance of agency values.

1.7   How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

Through meetings with Human Resources representatives, management discusses current capacity and developmental needs of the employee base to provide for internal growth. This is an ongoing discussion. The HR Director is on the State Workforce Planning Group.

1.8   How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives and innovation?

Management meets weekly to discuss agency operations. In these discussions, VP's report on successes and failures and areas that need improvement. Decisions are made about training or changes in the way the functions of the agency operate, and often committees of employees are charged with developing the approach. Employees get input, share learning and implement change. Strategic initiatives are now (2007-2008) being discussed in special meetings throughout the agency.

1.9   How does senior leadership actively support and strengthen the communities in which your organization operates? Include how senior leaders and employees contribute to improving these communities.

ETV strengthens the community by offering educational opportunities to the people of South Carolina. We cover emergency weather notification on a statewide level, and assist local communities by keeping residents informed of news in their area. Our agency also supports specific charities, such as the Harvest Hope Food Bank, Community Health Charities and the United Way. These charities have been designated as ETV's primary outreach efforts by a group of employees who serve as the agency volunteer committee.

Category 2 – Strategic Planning

2.1   What is your Strategic Planning process, including key participants, and how does it address:

As mentioned, ETV revisited its "Promise," the 2003 agency strategic initiative, with an eye toward reemphasizing accountability and outcome in its planning. Mr. Bresnahan has focused executive management on the important performance measures that drive success. This new approach seeks to balance a financial perspective with customer, internal process, learning and growth perspectives. He has initiated the first step in becoming strategy based. As we move forward, subsequent steps which involve management and employees will assign accountability through establishing targets and goals aligned with the agency's strategy. This is a natural evolution from determining goals on employee planning stages in the traditional arena of annual operations and budget planning. Departmental and individual strategies will be linked and integrated.

Action plans will evolve from this process. This is in its first stage as a component of our overall strategic planning, and is internally focused in these initial stages.

a)   *Your organization's strengths, weaknesses, opportunities, and threats*:

Our new process will focus on capacity and value. We identified SWOTS in our initial "Promise" planning, and we continue to identify those as we pursue a balanced scorecard approach.

b)   *Financial, regulatory, societal and other potential risks:*

Capacity and value are determined not only by our capability, but by our realistic limitations imposed by changing legal and regulatory factors, which we monitor constantly, and by evolving technology, for which we constantly assess the opportunities and challenges it reflects.

c)   *Shifts in technology or the regulatory environment:*

This refinement of our strategic planning process, use of the value-capacity proposition and scorecard, is a result of a number of difficult technological considerations we face. The primary one is the transition of the ITFS analog licenses to digital.

d)   *Human Resources needs and capabilities:*

Our initial meetings in developing our assessment of capacity, value and goals are heavily based on departments determining key activities down to the department and employee level. This mandates assessments of human resources capabilities.

e)   *The opportunities and barriers you described in the Executive Summary*:

Our strategic planning efforts are developed to specifically address technological changes and threats, as noted in (c) above.

f.   *Business continuity in emergencies:*

We serve as the state emergency preparedness broadcaster by order of the governor. We specifically have a responsibility to the Emergency Management Division. We provide a broad function of support by linking EMD to ETV through microwave and fiber to broadcast important information live from the EMD. ETV manages and supports a phone bank (Public Information Phone System) where people can call in and talk to volunteers who provide information, advice, and assistance. We also assist Emergency Traffic Management by providing broadcast of coordinated plans, policies and actions to facilitate evacuation through the use of TV, radio and a full-time digicypher channel available to other broadcasters. We have also embarked on an internal Crisis Management Planning Process.

g)   Your ability to execute the strategic plan:

It is our view that assessing capabilities, determining value and support and applying a scorecard approach will enable us to realize the goals of the "Promise," and further develop success in our stated objectives.

2.2   What are agency key action plans/initiatives? (Address in Strategic Planning Chart)

Program Number and Title	Supported Agency Strategic Planning Goals/Objective	Related FY 06-07 Key Agency Action Plan/Initiative (s)	Key Cross References
II. D Community Ed. II. A. Pub. Ed.	**Product Focus – Local Programming/ Local Production Education Production**	**SCChannel Road Shows Documentary Production Satellite/Distance Learning**	**Figures 7.1.1, 7.1.3, 7.1.4, 7.2.1, 7.2.2, 7.3.8, 7.3.9, 7.3.13 Tables 7.1.1, 7.3.1, 7.3.2**
II. D. Community Ed.	**Customer Service**	**Customer Service unit.**	**Sections 3.4, 3.5**
I. Internal Administration	**Long Term Financial Stability – Revenue Generation and State Funding Development**	**Road Show grassroots funding development Grassroots support for state funding Underwriting Growth**	**Figures 7.1.2, 7.2.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.3.5, 7.3.6, 7.3.7, 7.3.8, 7.3.9, 7.3.10, 7.3.11, 7.3.12,7.3.13**
I. Internal Administration II. D. Community Ed.	**Communications – Getting out the new ETV brand**	**Road Shows Production All Communications reflect the brand State Fair presence**	**Section 7.2/Road Show/SCChannel Data**

2.3   How do you develop and track action plans that address your key strategic objectives and how do you allocate resources to ensure the accomplishment of these plans?

The development of action plans are a natural occurrence after each division and all departments determine goals and measurements to assess progress. We do use many of our key processes to define our needs and develop responses.   Technology deadlines and shifts often drive monetary priorities.

2.4   How do you communicate and deploy your strategic objectives, action plans and related performance measures?

At the end of FY 2006 going into 2007, Mr. Bresnahan met with Vice Presidents and outlined a timeline for involving staff in developing a performance-based organization. He also held subsequent meetings with managers to understand the new culture of measurement ETV is moving toward in the future. Now, managers are meeting with

employees to develop activities assessment and apply the value-support-capacity proposition to the initiatives of the departments through the annual planning stage process. Then, when goals are derived from this assessment, action plans and measures will be incorporated into employee planning stages.

2.5   How do you measure progress on your action plans?

Data collection and fact based assessments. Weekly and critical incident reporting. Managerial accountability for projects. Without fail, weekly executive management meetings discuss weekly middle management results reported on the same schedule.

2.6   How do your strategic objectives address the strategic challenges you identified in your organizational profile?

- Financial Stability
- Employee Development
- Product Focus
- Communications
- Customer Service
- Innovation and Renewal

They encompass keeping technology current, which requires refining our employees' skills, determining innovative approaches to incorporating that technological change into providing cutting edge content to educate and inspire, and leveraging those capabilities to improve and encourage funding.

2.7   How do you evaluate and improve your strategic planning process?

Vice Presidents and the President review the process in annual reviews and subsequent planning meetings.

2.8   What is the agency Strategic Plan Web Site?

http://www.myetv.org/about_etv/mission.cfm

Category 3 – Customer Focus and Marketing

3.1   How do you determine who your customers are and what are their key requirements?

ETV determines key customers from our legislative directives, partnerships, ratings assessments and customer inquiries/purchases.   Our primary funding support from the state is for K-12. This involves a large portion of the state's parents, teachers and children, who use services through school-based technology provided by ETV, and through open-circuit provision of education and informative television from morning to night. The Department of Education provides guidance on educational programming.

3.2-3.3 How do you keep your listening and learning methods current with changing customer/business needs and expectations? How do you use information from customers/stakeholders to keep programs relevant and provide for continuous improvement?

Seeking information about programs is a constant request from our customers. Phone calls, letters and e-mail provide this information. ETV maintains active communication with many leaders and organizations that serve the community. Where possible, ETV works with outside organizations and individuals to provide broadcast access in order to get their concerns out. Significant media attention, press conferences and direct requests from concerned individuals all serve as identification markers for community concern. Customer information can be used as the basis for renewing or dropping a program. It can also serve as a call to add new programs to the schedule. For example, if we examine our viewer demographics and find a particular age group is viewing certain programs, we may adjust our schedule with programs more suited to that viewer in an attempt to expand their viewing time span. Our customer service department receives input from ETV viewers and listeners.

3.4   How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?

We measure customer/stakeholder satisfaction by ratings, reviews, continued support from viewers and listeners, letters, and the number of stations that carry ETV programs. Closed-circuit instructional programming use-data is measured through the utilization surveys conducted by the State Department of Education. We track Internet usage of Knowitall.org and etvStreamlineSC.   ETV also conducts periodic conferences with school district media coordinators to receive feedback about instructional services needed by school districts. ETV Radio listeners blanket the majority of the state. The local radio stations provide an informal tool to gather information concerning customer satisfaction. By keeping track of listener phone calls and inquiries within local radio station listening ranges, we are better able to determine our successes. This year, we initiated internal customer service surveying, and discussed surveying of external customers.

3.5   How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.

 ETV builds positive relationships with customers and stakeholders by giving the customer what they expect and want. Establishing a rapport with customers is vital for customer satisfaction. Our Customer Service department provides a toll-free number for customer inquires. Beyond the public that includes viewers and listeners, we develop positive relationships with stakeholders and customers by partnering with them on a consistent basis. The nature of government is that it is collaborative, and many of the organizations we work with share similar missions and goals. We understand the needs of publicly funded entities, their budgetary challenges and their mode of operation. As a public agency in a primarily commercial business, broadcasting, we relate well to that

customer group because we understand the nuances and attributes of broadcasting and media.

Category 4 – Measurement, Analysis and Knowledge Management

4.1 How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

The agency uses a variety of ways to determine which operations, processes and systems will be measured. We ask five questions when determining whether it should be measured. "Is it vital to our mission? Can goals be set based on the data? Is it controllable? Can we learn from comparing these measures? Do these measures mean anything?" We continue to improve our measures in an effort to make them objective, timely, easy to calculate and easy to understand. As we have divisions and departments define activities reports, measurable goals, and our capacity, we will be better able to assess our movement toward strategic initiatives.

4.2 How do you use data/information analysis to provide effective support for decision-making throughout your organization?

For instance, in the last two years, we have used data collection to assess the functioning of our Record Room process and technical accuracy of our on-air production standards. In both cases, middle level managers were charged with developing a data collection process and assuring its accuracy and presentation. That data is then presented to executive management to factor in efficiencies and capabilities to technical, systems and human resources functioning.

4.3 What are your key measures, how do you review them, and how do you keep them current with business needs and directions?

- Arbitron and Nielsen Ratings (Programming)
- Cable households (Programming)
- Revenue products performance (training, satellite)
- Customers from the K-12 community (Education)
- Membership (Festival)
- Programs completed (Broadcasting)
- Web page hits (Creative Services)
- All levels of gift giving (Planned Giving--Future development as a measure) (Festival)
- Resource usage (Broadcasting)

Each department listed maintains the use of these measures, and it is understood by all levels of management that improving these measures is a shared goal.

4.4   How do you select and use key comparative data and information to support operational and strategic decision-making and innovation?

SABS is the Station Activities Benchmarking Study.   All public television stations participate in this data gathering study which the CPB oversees. They annually report on all of their revenues by sources, and all of their expenditures in functional areas. Output data reflects activities undertaken by stations such as local programming, donors, etc. This data helps ETV understand the state of the art in Public Broadcasting, compare itself to these entities, and plan with the knowledge of what is working in the arena.

4.4   *How do you ensure data integrity, timeliness, accuracy, security, and availability for decision-making?*

ETV draws on many different sources when gathering data and determining its reliability and completeness. Many areas have software with built-in checks and balances. We receive program ratings and utilize carriage software to ensure data is accurate and properly documented.

With our ever tightening budget, we monitor product in terms of quality, cost, need and mission significance, as well as short and long-term job implications. We use a process called Program Information Exchange Group to track and document projects, which gives an accurate picture of how our time, space and money are utilized. The accounting department provides monthly reports to ensure managers keep track of available funds. Our production resource management software, ScheduAll, helps us know how much we are spending on production resources.

4.6   How do you translate organizational performance review findings into priorities for continuous improvement?

Ratings data provides guidance on what our users will listen to or watch. This dictates keeping specific programs on our schedule, removing some, and perhaps adjusting schedules for maximum audience. A measurement of "TV households" reveals our actual and potential viewership, and signals to cable providers our value as a desired channel on their system. Revenue generation signals the services we can provide which develop increased revenue for us, and what services we perhaps need to drop. Membership and gift giving identifies programs which pledge well, initiatives donors are likely to support, and perception of ETV's on-air broadcasting. Listeners/viewers vote with their dollars. Web page hits provide the same data as broadcast ratings for the Internet. Resource usage measures volume of work, type of work (in-house or field production) and tells us whether our resource use matches production and agency goals. Legislative allocations signal the state's interest and support for agency initiatives.

4.7   How do you collect, transfer, maintain organizational and employee knowledge (your knowledge assets)? How do you identify and share best practices?

We have focused on having employees who receive training provide such training to other employees. Producer/directors are expanding skills to learn editing, in-studio direction and other duties and functions of the production process. Engineering employees often work across departments to provide backup where shortages exist. The Road Show process involves more than 40 ETV employees, sometimes shifting, who operate as a unit to complete all tasks in the massive field production effort. The agency has identified attrition charts for managers to understand who will be leaving soon, and what skills are necessary to be replaced. We have retained retiring employees in temporary jobs to train remaining employees where we need to build up resources. SABS is a best practices survey.

Category 5 – Work Force Focus

5.1   How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired organizational culture?

Work is managed within functional areas with a heavy emphasis on mixing skills. Producer/directors received training this year from engineers on basics of engineering measurement for video production. That is an example of how technicians from each area understand how the components of their product are brought together. The net effect is that producers, who are learning new editing and production skills, will know how to operate more independently when necessary and produce product which meets engineering standards without direct engineering guidance up front. Such independent work is the future of broadcasting as technology increases and workforces decrease in size. Individuals grow more knowledgeable, products can be brought in faster and within legal considerations with fewer resources. Learning is clustered around employee-provided training. Such training is encouraged more and more where it can revitalize skills.

5.2   How do you evaluate and improve your organization's human resources-related processes?

Last year, ETV set in place a customer service survey of all its departments, including Human Resources. We also collect exit interview data specifically about our department. We currently have two learning management systems in place to track training. We monitor participation in performance evaluation systems, workplace related injuries and turnover data.

5.3   How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new-employee orientation and safety training? How do you evaluate the effectiveness of this education and training? How do you encourage on-the-job use of the new knowledge and skills?

We identify and address key developmental needs through a variety of avenues. Training is discussed at departmental budget meetings. The senior leaders provide input on what training is needed for their divisions and the budget reflects training needs as appropriate. The face-to-face performance evaluation (PERFORMS) offers identification of training needs, with the employees providing input on what they feel they need to maintain skills for optimum job performance. All employees are required to attend 10 hours of training annually. Managers, in concert with employees, decide the training courses appropriate for the employee's development.

Training is tracked in Human Resources, and set up to fill developmental gaps identified by occurrences in the workplace, proactive training approaches for new supervisors and indicators of need based on changing work requirements and technology.

5.4   How does your employee training contribute to the achievement of your action plans?

On two levels. Focus on managerial training the past two years emphasizes the leadership necessary to focus employees and guide them in using skills. Additionally, new technological skills training prepares employees to implement systems change.

5.5   How does your performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans?

A common performance review date triggers anticipation among the employees, which influences managers to dedicate time to take care of this administrative managerial tool. The face-to-face review of the planning stage encourages employees to provide input on how their job is changing and what they would like to see as part of their duties. Supervisors make revisions based on work needs and input. The performance management document, which is created from the same template as the position description document, saves managerial administrative time and the template assures linkage in the two documents. We revised the rating system to include performance levels of "needs improvement" and another higher level that will motivate employees to accomplish more. With a new focus on agency wide goals broken down to individual levels, aligning such performance with our actions plans will be easier.

5.6   How do you motivate your employees to develop and utilize their full potential?

By providing interesting and challenging work. Surveys show employees are motivated by interesting work, and in a government arena with limited monetary inducements, work and mission are important. We emphasize the public service mission also in motivating employees. Employees are eligible to win the Spirit of Excellence Award and participate in the agency's annual service recognition ceremonies and Employee Recognition Month in May. The President's Award is given quarterly to an employee who embodies the work ethic and values desired in employees.

Employees are often entered in award competitions where they may win recognition for their creative abilities.

5.7   What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction and motivation? How do you use other measures such as employee retention and grievances? How do you determine priorities for improvement?

We assess accident data, disciplinary action trends, attendance data, performance scores and turnover. Managers meet with employees in planning sessions and review sessions to discuss work and other issues as appropriate.

ETV has always used a formalized exit interview system to gather information regarding the performance of departments/managers. The HR manager meets with each employee and goes over a questionnaire. The information is used in situations where it can provide managerial guidance and reduce turnover. ETV has few grievances, and we review the outcome of those to determine how we handle disciplinary situations. Last year, we implemented an internal customer service survey to assess our performance.

5.8   How do you maintain a safe, secure and healthy work environment? (Include workplace preparedness for emergencies and disasters.)

We monitor accident and worker's compensation statistics. We look for trends in causation of accidents, and then seek to impact those causes through increasing awareness. The agency encourages participation in the State Wellness Program, employee awareness workshops, Driver Improvement Program, and various other health information workshops. The health-screening program available for *State Health Plan* participants is advertised and stress management assistance is encouraged as needed. We hold blood drives. We implemented defibrillator training at our Columbia site and installed a defibrillator on site. We are involved in developing an agency-wide crisis management plan, led by HR.

Category 6 – Process Management

6.1   How do you determine, and what are, your key processes that produce, create or add value for your customers and your organization? How do you ensure that these processes are used?

Much of ETV's process is production oriented, whether radio, satellite, television or Web. Organizational structure in the Broadcasting and Engineering divisions is set up to support project development. Process is highly dependent on the initial introduction of projects, and continuing assessment of those projects through the following methods:

- Much of ETV's product begins in the Program Information Exchange Group (PIEG), where managers from all departments meet to determine and plan agency productions. This weekly meeting, whose results are shared across the agency,

begins the process for many audio, video and Internet productions. During this process, managers from different departments can bring to bear technologies that might be used in these productions, whether broadcast or digital. Executive managerial input occurs before and during the process, ensuring these products are customer and mission driven. A Production Managers' weekly meeting discusses agency production priorities.

- The production resource tracking process, ScheduAll, continues to improve data collection and also continues to gain acceptance and use by the agency for scheduling and tracking. The PIEG group approves projects and room/resource reservations based on scheduling information collected by ScheduAll and budgetary allowances. The money is set aside at that time, and a control number is issued, which ensures accountability for projects and keeps accurate records for future data collection. ScheduAll continues to increase efficiency and reduce lost time in production rooms/resources and agency meeting facilities.

- Meetings with the State Department of Education and ITV assure their input in creation of K-12 product. It is unique that ITV is located in ETV facilities, creating immediate synergy between content producers and the production assets.

- A Pipeline meeting is held weekly which reviews all projects being developed, and allows principals to assess status and progression of projects.

- Regular debriefings with staff occur after each ETV Road Show to assess what worked, what did not work, and what needs changing.

- Ratings reviews are held to determine effectiveness of programs.

- Review of budgets for projects by the administrative division assures projects stay on track.

- In Engineering, Studio Operations has implemented an Equipment Trouble Reporting program on the computer network. This allows Studio Operations to track the time and money invested in the maintenance of each piece of equipment. The unit has also implemented a Discrepancy Reporting System that compliments the one used by Master Control. The system is designed to inform individuals of problems or errors via e-mail. Studio Ops can generate reports to categorize discrepancies, which help identify problem areas that need to be addressed.

- In Continuing Education, the Network Technical Services Department reviews all field technicians' daily call reporting to identify work efficiencies and appropriate use of resources.

- The Engineering Department has developed a remote system to monitor and control the state transmissions systems from the Columbia headquarters.

- Last year, we implemented a customer service survey of our internal departments.

Management at the Senior Middle Management level is responsible for reporting on use of these systems.

6.2 How do you incorporate organization knowledge, new technology, changing customer and mission related requirements, cost controls, and other efficiency and effectiveness factors into the process design and delivery?

Incorporation of these elements occurs in the early stages of product development. Customer requirements determine the project design. Managers may pull from new technologies in Creative Services and existing broadcast technologies to infuse products with innovation. The PIEG and Pipeline processes assure a firm starting point, coupled with a tracking mechanism. All departments attend these meetings so everyone is on the same page. The other measures cited in 6.1 are used to measure effectiveness of the project from a production or engineering standpoint.

6.3 How does your day-to-day operation of these processes ensure meeting key performance requirements?

The continuous improvement loop demands checking the effectiveness of processes. Using these reporting and tracking mechanisms provides a real time assessment of the success of production efforts measured quantitatively and qualitatively. If cost overruns are obvious, projects may be reviewed immediately. If engineering limitations impact a project's completion, that can be determined quickly and measures applied to correct the problem.

6.4 How do you systematically evaluate and improve your key product and service related processes?

When our processes or systems do not provide positive outcomes, we review their functioning through data collection. Such data collection may be as simple as group meetings with managers involved in a process to collections of data across time to make sure we understand what is going on with a process. We do not make assumptions.

6.5 What are your key support processes, and how do you improve and update these processes to achieve better performance?

Our key support processes - Legislative and Public Affairs, Festival, Marketing, Underwriting, and Administration - span the agency and make a smooth, timely completion of goals and objectives possible. Administration works closely with state central government to benchmark with other agencies and make use of statewide systems. Measuring success of fundraising events, pledges and membership in the ETV Endowment provides an accurate assessment of our Festival department. We use national benchmarking with other stations and consultant input to formulate our pledge approach. Marketing success may be measured based on sales of videotapes. Underwriting revenues

are captured annually to assess the appropriateness of our sales effort. Communications and Legislative Relations were successful last year in getting out the message of the importance of our services to the media, state political and opinion leaders, and the public.

ETV relies on suppliers to assist in fundraising. The Festival department works closely with the ETV Endowment for financial support and encourages customer loyalty by scheduling cameo appearances of talent from the entertainment community. The monies received from fundraising supplement appropriated and generated funds.

6.6   How does your organization determine the resources needed to meet projected budget and financial obligations?

Like most state agencies, personnel cost is a large portion of our budget. We monitor that pay period to pay period. Operational costs are determined by assessing technological demands versus budget state funds, fundraising and underwriting capability and forthcoming grants.

Category 7: Business Results

7.1   What are your performance levels and trends for the key measures of customer satisfaction? (customer is defined as an actual potential user of your organization, products or services.)

Customer satisfaction is measured through the use of ratings services for television and radio. Endowment membership is also used as an assessment of customer satisfaction since it reflects whether continuing or new members are motivated enough by products to sign up for ETV memberships.

Radio Programming: The effectiveness of Radio programming is measured by the Arbitron service. This table *(Table 7.1.1)* reflects the number of listeners each week of ETV Radio. These are unduplicated listeners using all ETV Radio stations serving the geographical areas of the state. National Public Radio (NPR) is ETV Radio's primary

	1998	2000	2002	2004	2005	2006	2007
Weekly Listeners	184,500	222,400	295,400	302,400	284,100	277,800	331,000

Table 7.1.1

program source. NPR programming is distributed via satellite to more than 750 stations nationwide -- in all 50 states, the District of Columbia, Puerto Rico and Guam. Each station designs its own format by combining local programming with offerings from NPR and other sources to best serve its particular audience. NPR produces and distributes more than 100 hours of original programming each week, including the award-winning newsmagazines **Morning Edition** and **All Things Considered**; entertainment programs

such as **Car Talk**; music programming such as **The Thistle & Shamrock**, the classical **Performance Today** and **Marian McPartland's Piano Jazz**; and a variety of talk and information programs.

Television Programming: Television rating data distribution has grown more complicated due to the conversion to digital. ETV contracts with TRAC Media, a national public broadcasting service much like private sector counterparts Arbitron and Nielsen. This data is mostly fragmented, reflecting nightly and program ratings and shares, much of which is only meaningful in the "micro" context. The data does tell us that South Carolina provides ETV with access to 3,357,000 households. This data does not include the SCChannel, with its reach of more than 180,000 households, so it is not a complete view of how many South Carolinians are watching ETV on-air product. However, it provides a look at the general reach of ETV broadcasts in terms of total viewers in the state. The cume trend has been around 400,000 for weekly cumes in

TV Viewers (Reach)

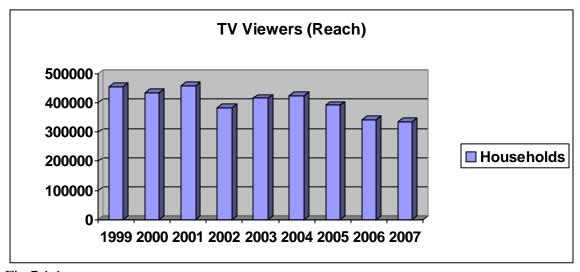Households

1999 2000 2001 2002 2003 2004 2005 2006 2007

Fig.7.1.1

past reports, and just as all television entities have seen with increased competition from more cable channels and digital programming services, total viewership over the recent past trends downward. The good news now is that this trend has leveled off in this very competitive era. *(Fig.7.1.1)*

The ETV Endowment: The Endowment provides information on members *(Fig. 7.1.2),* which is a key measure in customer satisfaction. The continued increase in total members over last year reflects that the strategy of bringing ETV to the communities is

Endowment Membership

Members

| | FY 99 | FY 00 | FY 01 | FY 02 | FY 03 | FY 04 | FY 05 | FY 06 | FY 07 |

Total

Fig.7.1.2

working. Some of this growth is in new members, reflecting promise for coming years.
One measure we do not normally report, total gifts, increased from 39,702 to 41,693 this
year. This reflects a healthy contribution environment and vibrant member base.

National Programming – South Carolina ETV and Radio are proud to originate and
produce **Marian McPartland's Piano Jazz**. Now entering the 28th year of production,
Piano Jazz continues to be the most popular and longest-running jazz program in public
radio. The program is heard by 418,000 listeners (*7.1.3*) and is regularly scheduled

Cumulative Audience: Quarter Hour Listening

| | FY 99 | FY 00 | FY 01 | FY 02 | FY 03 | FY 04 | FY 05 | FY 06 |

Listeners

Fig. 7.1.3

by 259 stations (*7.1.4*) each week. The series is simulcast by stations via Internet
webstreams, and is broadcast weekly to an international audience via the satellite service,
NPR Worldwide. (Internet and international audiences are not reflected in the cume or
carriage, or in the graphs.) Additionally, this was one of the largest seasons in the history
of the National Programming and Development Department. For the national broadcast
of our productions and presentations to the PBS and NPR audiences, we secured common
carriage in primetime slots for many of our TV titles. All achieved a high percentage of
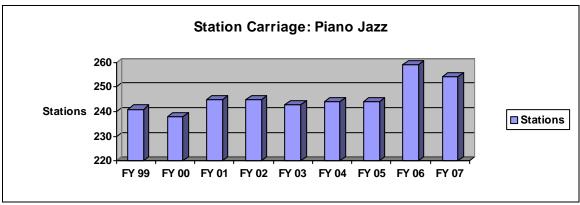reach of TV households.

Fig. 7.1.4

7.2   What are your performance levels and trends for the key measures of mission accomplishment and organizational effectiveness?

K-12: The primary mission of ETV remains educating the children of South Carolina. There are 35 Distance Education Learning Centers working together through a cooperative mission that includes ETV, the State Department of Education, and local school districts across the state. Each DELC is equipped to broadcast a minimum of four TV channels simultaneously with educational resources that support schools' instructional needs. The DELCs are stocked with an inventory of quality educational programs provided by the State Department of Education's Instructional TV Department and the South Carolina ETV Network**.** Qualified staff provided by the respective school districts are on duty to address local learning challenges.

Each DELC utilizes an online database that accounts for all the broadcast and tape duplications to the schools. This database offers instantaneous reporting of the utilization of State Department of Education, ETV, and local programs incorporated in the districts and their respective communities. This has helped us manage the sheer volume of information the State Department of Education mandates and communicates to teachers, students and staff, as well as the vast amounts of ETV programs available.

	Broadcast/Taped Hours	**Schools Using Service**
2004/2005	73,347	720
2005/2006	78,106	720
2006/2007	60,247	576

 Table 7.2.1

The DELCs produced locally 51 programs and courses this year and across the state had 5,133 requests for these programs to be aired or duplications made. Plus, they made incredible strides in putting essential video in the hands of teachers and staff. We spent hundreds of hours marketing ITV, PBS, ETV, Annenberg, and other programs directly to those who need them, and the efforts have paid off. The DELCs broadcast and made duplications of programs equaling 60,247 hours to 576 schools and district offices. That included 40,903 requests for broadcasts and 14,741 requests for tape duplications. *(Table 7.2.1)*

School Services: The K-12 School Services group works directly with South Carolina's public school districts to encourage the use of existing television technologies and to assist in the integration of new technologies as they emerge. School Services also promotes the use of existing educational resources, seeks new resources and assists in the development, production, and delivery of short distance learning (SDL) programming specifically designed to meet a district's local educational needs. School Services provides a direct link between ETV and the educational community throughout the state by working closely with a number of state educational organizations.

School Services last year participated in many educational events, including EdTech 2006, 2007 Carolina First Palmetto awards, second annual Girls in Science Day, the 2007 Summer Leadership Institute and other educational initiatives.

	FY 03-04	FY 04-05	FY 05-06	FY 06-07
Events	15,002	14,987	14,989	14,989
Program Hours	14,976	14,976	14,976	14,976
Special Projects Revenue	$497,050	$ 306,151	*See Note	$31,270**

Table 7.2.2

***Note:** The special projects grant revenue for the JASON was expended in FY 04-05 from a multi-year grant. (Table 7.2.2)*

****Note*: A **CPB INPUT '07 Producer Fellowship Grant** from the Corporation for Public Broadcasting provided travel funds to 14 U.S. public television producers to attend Input in Lugano, Switzerland on May 6 - 13, 2007. The U.S. Input Secretariat, located at ETV, managed the grant and also created a DVD library for Best of Input 2007 programs for extended training purposes to public stations around the country. Input (International Public Television Conference) is a weeklong event held annually and brings together more than 14,000 public television professionals worldwide to screen and discuss programs. (Table 7.2.2)*

Production Resource Usage: ETV has myriad production resources, including considerable studio room space. Resource usage *(Fig. 7.2.1)* of rooms declined again this year, and though we lack the data from the previous year, this continues a trend which is now firmly established due to increased documentary and field production at ETV.   As noted before, the attention placed on mobile editing systems is also reducing editing suite hours. The agency's focus on local programming, with its potential for membership growth and planned giving increases, has supplanted some of the previous focus on producing programs which are paid for by outside customers. While we estimate room billings were down, field production billings were 5424 hours
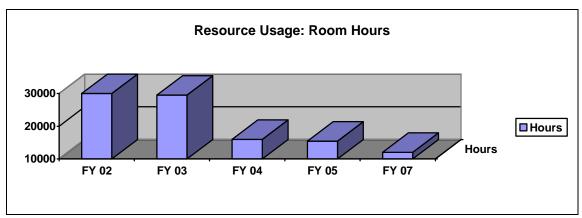
Resource Usage: Room Hours

	FY 02	FY 03	FY 04	FY 05	FY 07

Fig. 7.2.1

Declines in studio and room usage were offset in terms of revenue by the increase in the use of field production assets. *(Fig. 7.2.2)* Edit room usage was also down as we continue the move toward more mobile laptop solutions. The net effect is that ETV is becoming an agency which is more mobile as a whole, as reflected in increased field production flexibility and the mobile editing systems taking the place of traditional fixed editing systems.

Billings by Production Dept.

Fig. 7.2.2

Road Show: The Road Shows were originally designed to introduce the SCChannel, celebrate the installation of new digital transmitters, and build grassroots community support. Since its inception, the SCChannel has successfully launched, and each digital transmitter has been fully activated. Nine Road Shows have visited 36 of the 46 South Carolina counties and originated many hours of local programming since November 2003. The effort has evolved into a significant community and local programming outreach initiative. Each Road Show averages more then 26 hours of original programming that focus solely on the target region. Viewer data demonstrates that our signature programs are some of the most watched programming on ETV. The content is being repurposed to take further advantage of its documented popularity and impact.

The goal of taking the Road Shows to communities and creating the SCChannel was to increase community support and underwriting by being about South Carolina and its

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people. Underwriters from large and small counties have come on board to support this programming. Into our fourth year of these initiatives, the key markers, Endowment membership and pledges and Underwriting revenue, reflect that the strategy is working. As noted in other areas of this report, Endowment revenue is up. Legislative support through the budget allocation was solid. Underwriting is still very much a work in progress, but gains on the television side reflect that ETV is on the right track.

ETV Multimedia Development: Knowitall.org had 13,687,203 total page views as of May 2007. Knowitall.org is expected to receive nearly 10,000,000 page views in calendar year 2007 alone. Staff spent 496 hours in training and promotion. There were 17,111 recipients of training. It received 24 major awards and recognitions. *(Table 7.2.3)*

Products include: Pirates, Plankton and Pelicans Web site (Ocean Sciences education with SC Maritime Foundation), Artopia Web Site, RiverVenture Web site, RiverVenture Journal daily blog site, Online Hobby Shop Web site, Natural State Web site, African American History Roadtrip Web site, Ready to Vote 2008 Web site, Tech Teams GEMS Grant Project, Down the Ballot Documentary, Brookgreen Gardens Documentary, e-Learning for Educators Grant Project, Educator+ PD Archive Web Site, Instant Replay-NASA Web site, Backyard Jungle (nature for grades 3-7) Web Site, Video, Timekeepers Math Game (online math learning) Web site, Nutrition/Health Web site (SDE mandated), SC Avian Flu project, HIV video documentary/Web site, Virtual Literary Festival (similar to Artopia), Virtual School Learning Objects Library.

Marketing efforts included KIA Presentation Modules, KIA/Streamline Spots Marketing, KIA "Epcot Ride" Video Marketing and KIA/Streamline Co-promotion.

	2001	2002	2003	2004	2005	2006	2007
Page Views	111,502	489,955	1,232,660	1,700,762	2,137,316	6,943,764	9,950,000 Projected

Table 7.2.3

The potential of marrying traditional technologies with digital platforms is seen by reviewing the continuing growth of ETV digitized video content being placed online. Currently, ITV programs are streaming on the site, with everything from French, German and Spanish courses to career development programs.

etvStreamlineSC: This is our video-on-demand service offered to all K-12 public, private and home-school students. etvStreamlineSC is a standards-based video-on-demand service utilizing Discovery Education's *unitedstreamingTM*. The service is made available free to all students in South Carolina. The content includes 1,185 educational productions created by the State Department of Education and ETV specifically for South Carolina students, teachers and staff. The digital library content includes Discovery Education's more than 54,000 video clips, and when applicable are correlated to South Carolina's state K-12 curriculum standards. In addition to video, schools have access to a high-resolution image library, which has more than 16,000

pictures, an interactive quiz center, pre-produced classroom activities, tests, and teachers' guides.

ETV is also training to integrate this new service. This year ETV taught hands-on classes to more than 4,447 participants, where teachers and media specialists incorporated new interactive lesson plans and modules covering topics such as: Getting Started, Searching the Video Library, Creating Play Lists, Using the Learning Resources, Extending Your Use, and more.

ETV, in partnership with the State Department of Education and the K-12 Technology Initiative, created etvStreamlineSC to improve and manage learning resources in South Carolina schools.   Community leaders and school officials can track and evaluate etvStreamlineSC utilization in the classroom.   There has been an overwhelmingly positive response to etvStreamlineSC.   There were 2,058,151 views of streaming video and the service is being utilized in all 85 of the state's school districts. *(Table 7.2.4)*

	Program Viewings	% School Districts Using Svc
2004/2005	470,000	95%
2005/2006	1,296,376	100%
2006/2007	2,058,151	100%

Table 7.2.4

Teachers now have resources that are easy to use and address specific school standards. Students are empowered and engaged through the interactivity of the Internet. South Carolina is leading the nation as one of the first to provide free statewide access to every K-12 public, private, and home school. In several studies, video-on-demand is a proven factor in increasing students' overall academic achievement.

7.3   What are your performance levels for the key measures of financial performance, including measures of cost containment, as appropriate?

The primary financial and market results which ETV focuses on are marketing sales, underwriting sales, Endowment fundraising and Continuing Education productions.

Marketing *(Fig. 7.3.1):* Marketing sales and revenues decreased in FY 2007 because of the program mix.   Our customers did not find the titles we were able to make available as appealing as other years. Often, we cannot get popular titles because of rights issues. This year was one of those years.   Local productions, which receive good over-the-air ratings, are not available for us to sell because of those kinds of clearance issues. The key to video sales and marketing revenue is popular product, specifically national products with a broader marketing base.
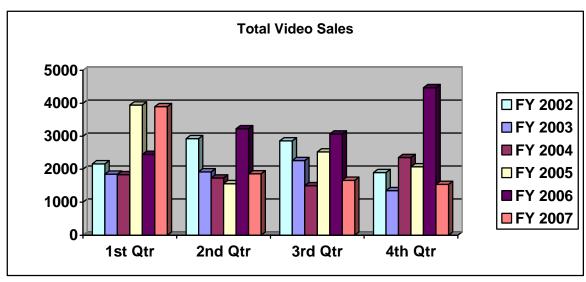
Total Video Sales

Fig. 7.3.1

All of the ETV local programs which we have marketing rights for have the ETV store Web link on the program credits. *(Fig. 7.3.2)*
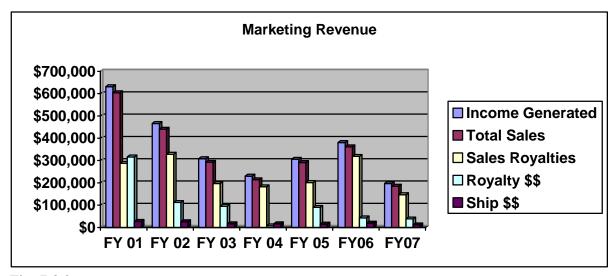
Marketing Revenue

Fig. 7.3.2

ETV Endowment: The ETV Endowment raises funds through direct mail, renewals, voluntary gifts, memorials, etc. Increases in renewing member revenue, additional gift revenue and rejoining members' revenue reflect the impact of ETV's approach. It also reflects a change in membership demographics, as long-time members age and leave membership, and new members find programming which is to their liking. Fiscal year 07 shows a gain in new members. *(Fig 7.3.3)*
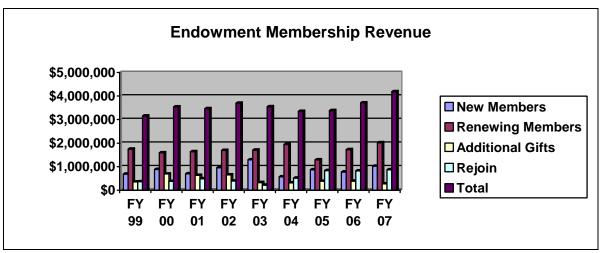
Endowment Membership Revenue

Fig. 7.3.3

Festival (Radio and Television Pledges/Revenue): A large portion of the funds raised by the ETV Endowment comes from on-air fundraising. It is the single most effective tool. This year, pledge dollars are up a great deal. *(Fig. 7.3.4)* The effectiveness of on-
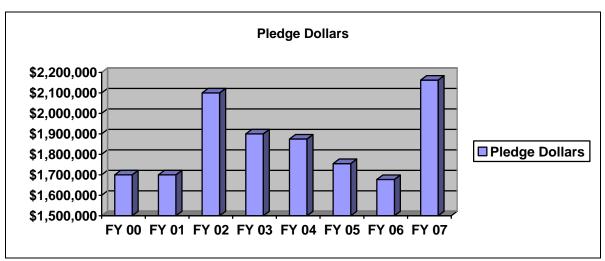
Pledge Dollars

Fig. 7.3.4

air fundraising is based on a number of factors, and is contingent on everything from economic conditions to national focus on competing fundraising causes. Depending on what the citizenry deems to be worthwhile charitable requests, Public Broadcasting may change from year to year in its level of priority for the charitable dollar. Despite these challenges, on-air fundraising has been and will continue to be a solid, consistent revenue source. Pledges were up considerably this year *(Fig. 7.3.5)* and they are supplemented by the fundraising efforts on the Web, through the mail and at special events.
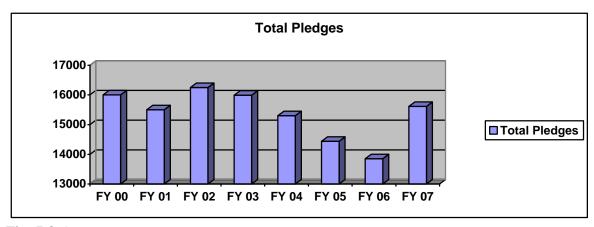
Total Pledges

Fig. 7.3.5

Underwriting: Radio underwriting is currently under Radio management. Television underwriting remains under the Enterprise Services department. Television has faced stiff competition with the expansion of many cable and satellite stations bringing similar products to market. Television underwriting revenue was $128,553. The goal for the past year was $200,000. Television revenue reflects a deficit of $71,447. Television trades, which include in-kind products and services, were valued at $26,300. Radio underwriting was almost identical to last year with $586,003 raised. Total underwriting revenue was $714,553. (*Fig 7.3.6)*
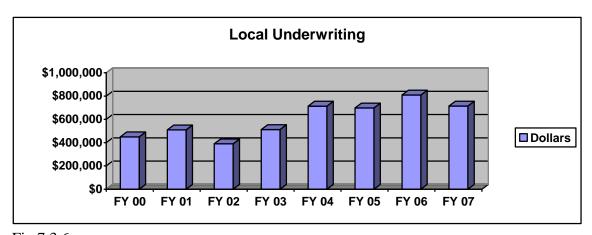
Local Underwriting

Fig 7.3.6

The Education Division: Working with other ETV divisions, the Education Division provides programs and services to our audiences, using appropriate technology and cost-effective services to meet their needs. Objectives are to increase and diversify the funding and production of Education Division programs and services; increase the distribution and marketing of program services by funding the production of local, state and national projects; expand video, audio and Web-based resources; increase the distribution of services via satellite receive sites, to local, state and national partnerships for customers; and provide customer service and trouble shooting support and outreach
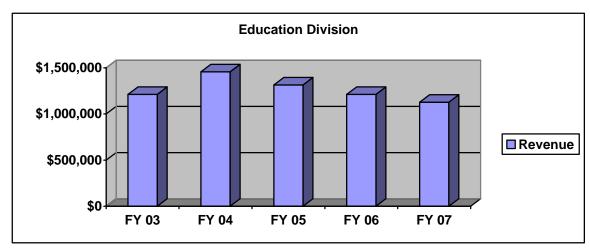
34

Education Division

Fig. 7.3.7

for state and national programs and services. Events (Fig. 7.3.7) reflect the total productivity of the Education Division. This includes room rentals, uplinks, satellite conferences, phone bridges, productions, outreach sessions and other projects. Despite losing a considerable portion of staff since 2003, revenues remain fairly constant with a slight revenue drop.

Government Video Services: The Government Video Services department helps state agencies, as well as city, county and federal governments "move ideas instead of people" using ETV telecommunication technologies including live and interactive digital satellite and teleconferencing for state and national distribution. *(Table 7.3.1)*

	FY 03	**FY 04**	**FY 05**	**FY 06**	**FY 07**
Total Projects	320	309	184	107	66
Productions	6	11	14	11	8
Revenue	$31,632	$61,243	$40,867	$20,518	$7,593

Table 7.3.1

Teleconferences are designed and produced from ETV's studios. This department manages the use of ETV's satellite uplink and downlink resources; satellite viewing rooms by state and community clients; scheduling for teleconference productions done in other state agency studios; and promotion and managing the installation of ETV satellite training networks by state agencies. More than 170 state agency locations have installed ETV digital satellite systems to benefit from distance learning. FY 07 revenue is down this year as this unit continues to struggle under price increases for services enacted in recent years. Additionally, the director of Government Video Services retired in 2005 and the responsibilities of this department now fall under the director of ETV's Public Services Network. *(Fig. 7.3.8)*
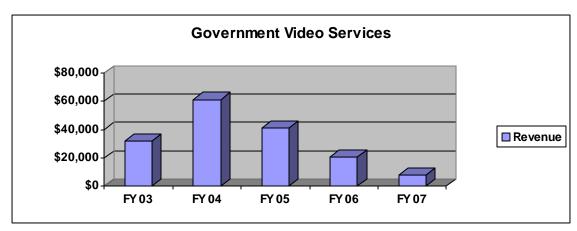
Fig. 7.3.8

Higher and Medical Education: All of South Carolina's 33 public and 18 independent colleges are equipped with satellite dishes to receive the ETV digital satellite schedule. College credit courses for associate, four-year and graduate level courses are offered. ETV delivers healthcare programming to digital satellite partners with more than 120 sites.   Sites are located in hospitals, medical universities, state health institutions, and area health education centers. Health care programming is provided from five primary healthcare institutions. The major users of healthcare education are students in undergraduate and graduate nursing programs, mental health providers, physicians/residents and allied health professionals. *(Table 7.3.2)*

	FY 03	FY 04	FY 05	FY 06	FY 07
Events	6,054	4,957	4,435	4,133	4,808
Productions	29	25	7	5	11
HE Courses	344	305	276	243	203
Hours	11,571	10,160	8,649	8,131	6,150
Revenue	$163,613	$188,181	$185,935	$155,494	$522,233

Revenue	FY 06-07
Teacherline	$181,637

Table 7.3.2

Teacherline course and revenue information, formerly reported under Outreach for the Education Division, is now reported under the category of Higher/Medical Education. Teacherline revenue for 06-07 is included in the total revenue for HE/Med. ETV is a course provider of PBS Teacherline online graduate level professional development courses for teachers in South Carolina, Georgia, and North Carolina. During 2006-2007, ETV provided teachers 1,144 PBS Teacherline graduate course seats. ETV offered and managed 25 local courses with a total enrollment of 485. ETV placed teachers in 659 course seats in PBS Teacherline National Courses. *(Fig.7.3.9)*
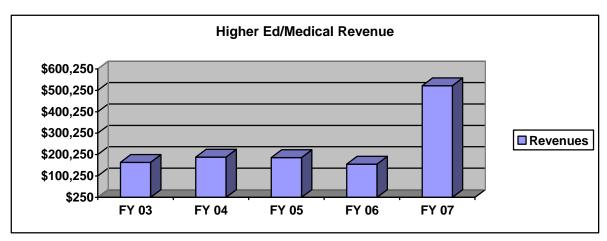
Higher Ed/Medical Revenue

	FY 03	FY 04	FY 05	FY 06	FY 07

Revenues

(y-axis: $250, $100,250, $200,250, $300,250, $400,250, $500,250, $600,250)

Fig. 7.3.9

Education Outreach: The Education Early Childhood Outreach Department creates materials to extend the value of programs being presented on PBS by ETV for use by national partners and other PBS stations. A major outreach effort is our early childhood/ETV Kids initiative. This provides workshops to childcare providers, teachers and parents in the effective use of PBSKids programs in combination with hands-on activities and books to teach children. Each week, ETV broadcasts statewide 59 hours of programming for young learners. Award winning programs include **Arthur, Between the Lions, Clifford, Sesame Street, and Cyberchase.** ETV Kids also reaches out to the growing Hispanic community here in SC with bilingual and Spanish language workshops for parents and caregivers. (*Fig. 7.3.10*)

Education Outreach

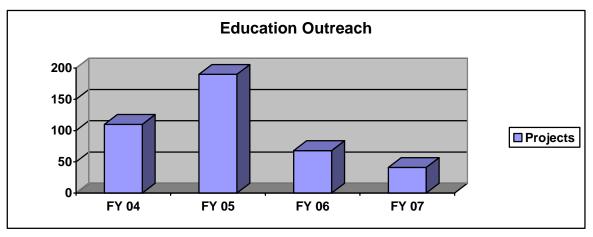|	FY 04	FY 05	FY 06	FY 07

Projects

(y-axis: 0, 50, 100, 150, 200)

Fig. 7.3.10

In FY 06-07, Outreach provided training events for teachers, early childhood providers and community groups including 41 Ready to Learn ETV Kids events.
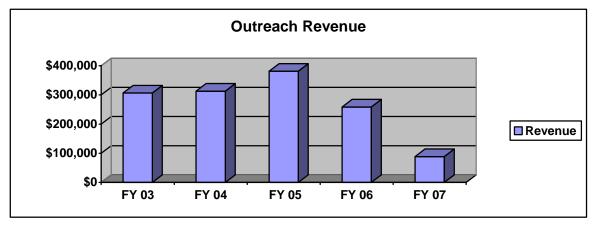
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Outreach Revenue

Fig. 7.3.11

NOTE: Outreach total project numbers and revenue are lower as the Teacherline course and revenue information, formerly reported under Outreach for the Education Division, is now reported under the category of Higher/Medical Education. (Fig. 7.3.10, 7.3.11)

Public Services Network: The PSN department provides services to local municipal and county governments with a special emphasis on law enforcement, fire service, emergency medical service and other public safety functions along with state level public safety entities. Projects are developed for state, regional and national distribution. *(Table 7.3.3)*

	FY 03	**FY 04**	**FY 05**	**FY 06**	**FY 07**
Events	$18,066	970	998	831	432
Productions	37	43	32	20	15
Contributed Hours	549	1,304	1,103	933	545
Revenue	$693,000	$54,612	$21,000	$40,000	$40,000

Table 7.3.3

The Public Services Network has ended production of the **Deputy Billy Show** as of FY 03 (a children's program related to law enforcement and safety). This fiscal year PSN produced the final 15 **Deputy Billy** episodes. (*Fig. 7.3.12*)

In FY0 6-07 PSN did not re-air non-credit programming. This allowed us to maximize the utilization of channel space to bring specific programming to law enforcement, fire service and emergency medical service providers. This reduced the number of events for the fiscal year but allowed us to target user needs more efficiently. *(Table 7.3.3)*
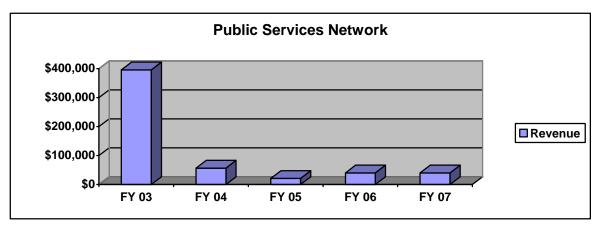
Public Services Network

Fig. 7.3.12

Program Services: The Program Services department provides the "last mile" in customer service for ETV's Education division staff and clients. Services include scheduling, quality control and customer support services for all client video and audio programming needs. A toll-free customer service line enables clients to contact ETV if there are technical problems, schedule inquiries or if they need information about programs and services. Program Services schedules and operates ETV's 144-line digital audio bridge conferencing system and public videoconferencing services. Program Services also books public meeting and training rooms at ETV and supports the division with basic computer software support, Web page design and development services.

Program Services continues to fulfill the duties of course fulfillment and student services for our Middle Level Math Refresher course. Middle Level Math is a distance-learning course for teacher professional development. This course is designed for middle grade teachers and is a refresher and overview of the mathematics content and pedagogy recommended by the National Council of Teachers of Mathematics. Teachers receive three graduate credit hours at successful completion of the course to be used toward career advancement needs. *(Table 7.3.4)*

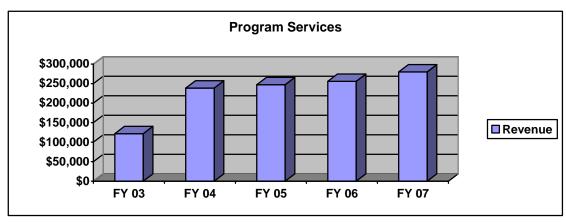|	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**FY 07**
Business & Government Bridge	1,399	1,461	1,419	1,207	1,139
Higher Ed & Medical Bridge	235	203	193	252	266
K-12 Bridge	2,306	438	616	590	511
Public Room Videoconferencing	38	31	80	56	71
Middle Level Math		317	368	430	447
Total Events	3,978	2,450	2,308	2,103	1,987
Revenue	$121,790	$238,605	$247,173	$255,669	$279,882

Table 7.3.4

Program Services

Fig. 7.3.13

Education Production Services: This area works closely with producers in the Education Division and with outside clients including other state agencies (including the State Department of Education and others at state higher education institutions) to produce and direct programs designed to meet a variety of educational needs. Educational Production Services provides a wide range of services from scripting to field taping to studio productions designed by curriculum consultants or other content experts. The type of productions include series for use in early childhood and K-12 classrooms, staff and professional development courses, informational teleconferences, recertification courses or Education Division courses for teachers and administrators, as well as course work for graduate and pre-service education degrees, as well as programs for continuing education credit units. Production Services supplies the technical knowledge, expertise, and creativity to present and enhance curriculum objectives as designed by content experts. In this era of increasing accountability, for instructors and learners, Education Production Services is a full partner in providing state specific content aligned with both statewide and national curriculum standards. *(Table 7.3.5)*

	FY 04	FY 05	FY 06	FY 07
Productions	220	440	538	404
Revenue	$103,689	$130,995	$481,728	$157,006

Table 7.3.5

During FY 06-07, the 404 productions this year provided 245 hours of programming for in-school, staff development and general audiences.

7.4   What are your performance levels and trends for the key measures of Human Resources results?

(Fig. 7.4.1) ETV continues to operate with a smaller workforce. This year, the agency size remained consistent. The agency is adjusting to the smaller workforce by improving efficiencies, becoming more flexible and using technology. Additionally, the agency is

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Employees (FTE)

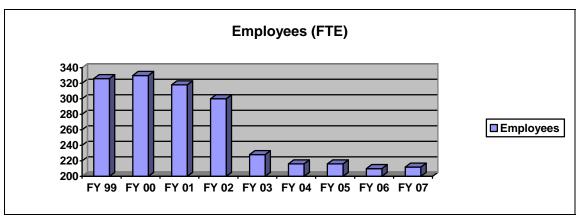|	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
Employees									

Fig. 7.4.1

using more temporary workers.   The adjustment to all of these considerable changes is being noticed in the myriad projects covering a wide spectrum of technologies and program initiatives.   The workforce is "stretched," not only in the challenge of completing its tasks, but stretched in terms of challenges that result in new skill development.

Turnover is generally a good measure of employee morale. One third of our departures this year were retirements; another quarter was because employees left to seek more money. Turnover was relatively constant from last year, and it is not surprising that it is again around ten percent as we have moved away from the lean financial years across state government and employees are enticed by positions outside ETV in agencies with more robust funding. *Fig. 7.4.2* shows turnover trends since FY 01 for all non-layoff related turnover. Overall, despite limited funds, ETV's worthwhile mission and engaging culture still help us retain our dedicated employees.
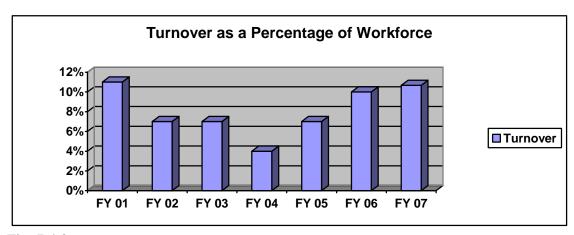
Turnover as a Percentage of Workforce

	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
Turnover							

Fig. 7.4.2

One measure of diversity in the workforce is the percentage of goal attainment against the State Human Affairs Commission's goals. *(Fig. 7.4.3)* The goal is 90 %, and ETV

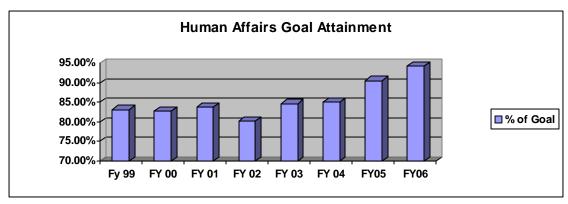**Human Affairs Goal Attainment**

Fig. 7.4.3

reached 94.2% this year. Through recruitment at job fairs, broad posting and use of technological tools, ETV can now reach out to a much broader audience of candidates. This will increase diversity and grow and develop depth in our skills base among these employees, creating internal growth opportunities.

Future goals will include updated census data reflecting the growing minority percentage of total population. Though goal attainment numbers may initially decrease with this new census data, increasing numbers of talented minority candidates will grow in our talent pool, helping us to improve diversity efforts.

7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

Key performance levels for community support would be reflected in ratings for television and radio, as well as Endowment membership figures. It is very difficult to separate the measures of community support from market and customer satisfaction measures for a public broadcasting entity like ETV. The current business model is predicated upon building community support, and the natural offshoot of such support is captured within market and customer satisfaction measures.

ETV undergoes the following audits and reporting processes:

- State Government Financial and Compliance Audit. There have been no exceptions on that report.
- State Procurement Audit every three years. There have been no major exceptions on that report.
- State Human Affairs Commission employment statistics by law annually. Results can be found in section 7.4 of this report.
- FCC (Federal Communications Commission) and CPB (Corporation for Public Broadcasting) for employment data. No exceptions have been found.
- OSHA injury statistics annually.
- Closing packages for the State Comptroller General to help prepare the statewide financial statements.

- Financial provisions as determined in the state appropriations act, an example of which is the travel regulations.

The key measure of success is the lack of major exceptions in these reports and audits. The agency has operated within that parameter.