

ETV

2008 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 is ready for the digital television transition to occur in February 2009. ETV started years ago installing new transmitters and making technological changes that would place the agency ahead of the curve when the nationally mandated changeover occurs.
- ETV's Road Show continued to extend digital programming opportunities to K-12, higher education, business and government through live programming in the FY 2007-2008 period with shows in the central part of the state, including Sumter, Clarendon, Lee and Kershaw counties. 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 Tonight** which recaps legislative activity and airs statewide on ETV’s main channel.
- **Carolina Stories**, ETV’s documentary series for and about South Carolina, received an Emmy Award and four Telly Awards. The weekly news and public affairs television/radio program called **The Big Picture** produced over 45 new shows and specials which included extensive primary election coverage and topical issues of importance to South Carolinians. ETV’s weekly series **Connections** produced over 25 shows that focused on issues impacting minority citizens in South Carolina.
- Throughout the year ETV has researched and developed plans to convert ETV’s ITFS licenses according to FCC requirements and met with key policy leaders about the value of a statewide plan and the opportunity the service could provide for citizens throughout the state. ETV continues the design and implementation of the conversion of production facilities to digital formats. ETV has a satellite receiver in all 1100 K-12 schools; we renegotiated a two-year contract with Loral Communications to continue providing ten channels of satellite service. ETV was required to move from the outdated Digicipher satellite technology that has been used for the past 15 years to a new digital satellite technology. ETV assisted Clearwire in transitioning 35 school districts to DES (digital transmission systems).

- ETV continued to expand educational efforts at the K-12 level, through DES (Digital Education Services), **Knowitall.org**, and the implementation of highly effective grant-supported programs. **etvStreamlineSC** is used in all the districts and all the schools in the state. Over 40,000 teachers have accounts. **OnePlaceSC**, ETV's most recent online service, offers a "one stop instructional supermarket" to access programming online.

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 six 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 (K-12 and higher) program 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. We started a pilot program in one of our main mission areas that will develop potential leaders through formalized courses and leadership training. We initiated purchasing technological equipment which will allow us to develop our own online training at the highest level.
- **Customer Service** continues to improve its contact database which now includes input from Engineering, the ETV Endowment and ETV Radio. The monthly report generated and delivered to ETV Administration for evaluation now includes historical data which can be used to compare month to month and year to year data.
- **Long-term Financial Stability** - Funding from the state of South Carolina was increased 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. ETV and the ETV Endowment used new tools to assess and develop planned and major giving. 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 - Our Winthrop/ETV polls have proven successful and have garnered abundant publicity, both statewide and nationally. This new venture will ensure that our news and public affairs programming, particularly **The Big Picture**, will be positioned to provide viewers with indispensable information,

key to our mission of voter education, and the ongoing goal of establishing ETV as a leader in election issues. ETV's continuing partnership with *The State Newspaper/McClatchy Carolinas* for polls and political news ensures extensive coverage for ETV and frequent features in the newspapers and respective Web sites.

- **Innovation and Renewal - Knowitall.org, etvStreamlineSC, Carolina Stories, OnePlaceSC** portal and the development of social networking sites all portend a strong digital position for ETV in the marketplace of the future. Our work with Clearwire to transition a third of state school districts to digital delivery is an example of the innovation needed to bring South Carolina children to the future of learning.

4. *Key strategic challenges (mission, operational, human resources, financial, and community related)*

- Developing planned and major gift giving in the current environment is an obstacle which must be overcome to supplement state funding. Our new strategic planning approach with the Endowment, designed to develop such giving, is well underway.
- 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.
- ETV must continue to navigate the conversion of analog ITFS licenses to digital spectrum. ETV finds itself positioned to facilitate and assist the state in a good outcome for all beneficiaries of this newly redefined spectrum. That outcome could have considerable impact on the provision of ETV's educational mission.

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

It is a written record of what we do, who our customers are, and the way in which we measure our effectiveness and efficiency. It 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 groups 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, other than customers

State Department of Education, School Technology Committee, school districts, Distance Education Learning Centers (DELCS), 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), APS (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 signals.

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
- 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 225 classified employees as well as 40 additional temporary/part time employees.

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) *Performance Improvement System*

Performance: ETV assesses the measures identified in section seven to determine our success in many different processes and service provision. We review year to year measures based on the fiscal year, the unit of measure traditionally used in State government. Measures are often ongoing throughout the year, such as ratings, with almost real time assessment of how product is performing.

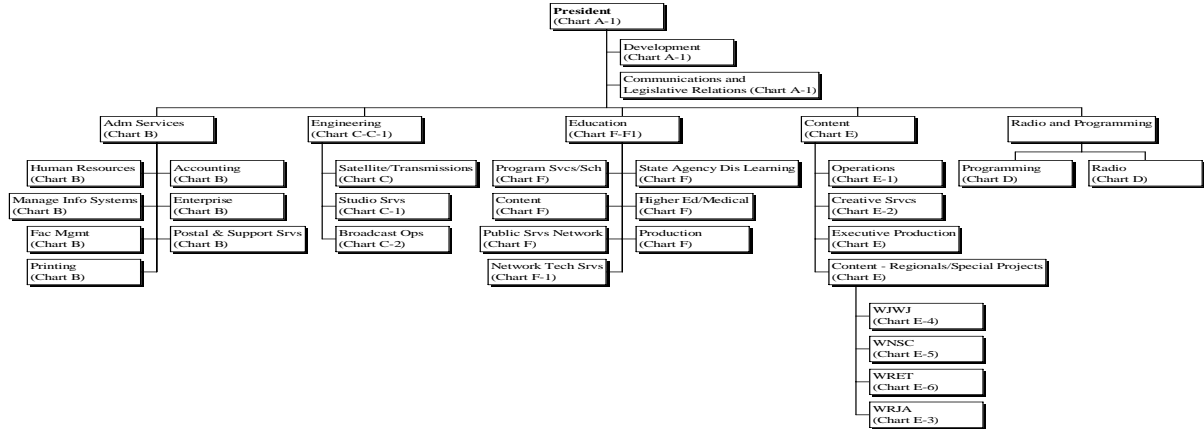
Learning: Organizational learning and knowledge acquisition comes from distinctive steps in our primary functions, delivery systems and production. Technological forces changing the broadcast spectrum constantly challenge us to revise equipment, work methods and work skills. The move to digital has gradually realigned the skill sets of our production and engineering personnel. Feedback from measures and customers provide the bottom line assessment of whether we are managing such change effectively.

Processes: Broadcasting, and the Internet to a lesser degree, are time driven. Schedules require product to arrive at specific times. The rush to remain vital and current in technology requires Internet production and delivery to be timely. Much of our technological assessment, too minute for this report, deals with the steps in these processes which bring ETV media to the consumer.

9) *Organization Structure*

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

**ETV
Overview (Chart A)**



01/23/07

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

10) *Expenditures and Appropriations Chart*

	06-07 Actual Expenditures		07-08 Actual Expenditures		08-09 Appropriations Act	
	Total	State	Total	State	Total	State
Personal Service	\$ 10,201,980	\$ 7,711,510	\$ 10,464,029	\$ 9,295,735	\$ 10,882,350	\$ 9,662,350
Other Operating Expense	\$ 9,875,604	\$ 3,078,335	\$ 11,428,668	\$ 4,919,745	\$ 9,210,387	\$ 3,210,387
Special Items	\$ 27,335	\$ 27,335	\$ 270,068	\$ 270,068		
Permanent Improvements	\$ 937,027		\$ 219,815			
Debt Service	\$ 784,789	\$ 784,789	\$ 784,789	\$ 784,789	\$ 784,789	\$ 784,789
Employee Deductions						
Fringe Benefits	\$ 2,822,570	\$ 2,147,006	\$ 3,158,069	\$ 2,832,984	\$ 3,130,000	\$ 2,775,000
Non-Recurring						
Total	\$ 24,649,305	\$ 13,748,975	\$ 26,325,438	\$18,103,321	\$ 24,007,526	\$ 16,432,526

Other Funds

Sources of Funds	FY 06-07 Actual Expenditures	FY 07-08 Actual Expenditures
Supplemental Bills		\$1,004,949
Capital Reserve Funds	\$1,400,000	\$150,000
Bonds	\$867,102	\$212,080
Lottery		
Federal	\$54	
Other	\$40,605	\$7,735

11) Major Program Areas Chart

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	Key Cross Reference for Financial Results
I. Internal Administration	Provide agency administrative functions	State:\$2,275,941 Federal: Other: \$730,728 Total: \$3,006,669 % of budget: 12%	State: \$2,359,106 Federal: Other: \$646,330 Total: \$3,005,436 % of budget: 11%	Fig. 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: \$3,482,282 Federal: \$54 Other: \$3,100,534 Total: \$6,582,870 % of budget: 27%	State: \$5,501,522 Federal: Other: \$2,795,442 Total: \$8,296,964 % of budget: 32%	Table 7.1.1, 7.1.2, 7.1.3, 7.1.4, 7.3.4 Fig. 7.3.9, 7.3.10
II.B. Higher Education	Produce and distribute educational programming for higher education	State: \$910,494 Federal: Other: \$19,963 Total: \$930,457 % of budget: 4%	State: \$1,027,040 Federal: Other: \$13,165 Total: \$1,040,655 % of budget: 4%	Table 7.3.1, 7.3.3 Fig. 7.3.8, 7.3.12
II.C. Agency Services	Produce and distribute educational programming for state/ local government and private sector	State: \$1,096,012 Federal: Other: \$342,129 Total: \$1,438,141 % of budget 6%	State: \$1,089,323 Federal: Other: \$343,848 Total: \$1,433,171 % of budget 5%	Fig. 7.3.7, 7.3.11 Table 7.3.2
II.D. Community Education	Produce, acquire and broadcast radio and television programming	State: \$1,979,470 Federal: Other: \$2,648,049 Total: \$4,627,519 % of budget: 19%	State: \$2,291,909 Federal: Other: \$2,629,079 Total: \$4,920,988 % of budget: 19%	Fig. 7.1.1, 7.1.2, 7.2.1, 7.2.2 7.2.3, 7.2.4 Table 7.2.1
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: \$4,004,776 Federal: Other: \$4,058,873 Total: \$8,063,649 % of budget: 33%	State: \$5,834,421 Federal: Other: \$1,793,803 Total: \$7,628,224 % of budget: 29%	
		06-07 Actual Expenditures	07-08 Actual Expenditures	

Section III – Elements of Malcolm Baldrige Award Criteria

Category 1 – Senior Leadership, Governance and Social Responsibility

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

a) *Short and long term direction and organizational priorities?* 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.

b) *Performance expectations?* Employee planning stages, outlining the expectations and requirements for performance, are agreed upon in the fall. Additionally, any personal goals, training requirements, or special objectives are outlined. The following July, evaluations are done.

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) *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 to learn about the citizens watching 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. TRAC Media provides ETV's Programming department data regarding viewers of ETV programs.

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. ETV is audited annually for financial and legal compliance with the Appropriations Act. ETV also undergoes a state procurement audit every three years.

1.5 What key organizational performance measures are regularly reviewed by your senior leaders to inform them on needed actions?

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.

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, including the head of the organization and the governance board/policy making body, and how do their personal actions reflect a commitment to organizational values?

Broadcasting is a market-driven entity. 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.

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. 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 do senior leaders create an environment for organizational and workforce learning?

Sharing knowledge from employee to employee is a very important training approach for our limited budget. In our Content/Production division, such training now constitutes a good portion of the way our Producer/Directors learn. Additionally, ETV has become a recognized center for professional organizations and the development they offer. We also create a learning organization by using data gathering techniques and process review.

1.10 How do senior leaders communicate with, engage, empower and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

By having final approval over all pay recognition other than general increases. The pay plan is reviewed and approved each August after reviews. Managers control recommendations for such pay actions. The agency gives five different monetary awards annually in a very public and motivational manner. As an example of using work to motivate, Producer/Directors may make recommendations for ETV documentaries, and if they are accepted, they may produce those programs. Finally, our culture is team oriented by the very nature of the production and engineering processes.

1.11 How does senior leadership actively support and strengthen the communities in which your organization operates? Include how senior leaders determine the areas of emphasis for organizational involvement and support? And, how do senior leaders, the workforce and the organization contribute to improving these communities?

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. Additionally, ETV broadcasts many outreach programs. Just in the last year, we broadcast programs and events on homelessness (**Give Me Shelter**), issues of aging (**So We're Getting Older**), and shows on health disparities.

Category 2 – Strategic Planning

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

In 2007/2008, ETV began a new strategic planning process built on the old **Promise**, but designed to focus on its shared destiny with the ETV Endowment, the primary fundraising and support organization of the Network other than the State of South Carolina. The Endowment provides funding for programming, and helps raise money for ETV Radio. In November, Lewis Kennedy Associates provided a 19 page report on ETV and the Endowment's fundraising efforts. From this discussion came a new Strategic Planning approach. The planning for this approach started in the reporting year, and has since taken off with the new fiscal year. The plan included a Joint Organizational Planning Meeting with participants from ETV, its Commission, the ETV Endowment Board, Endowment Staff and trustees. From there, more meetings to discuss the outcomes were planned, with many small group meetings with staff from both entities.

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

The process will revisit SWOTs for both ETV and the Endowment. Common areas of interest and opportunity to engage those items will be identified. (Subsequent discussion after the reportable year revealed roughly 30 identified strengths and weaknesses for ETV and the Endowment, 17 opportunities and 19 threats.) Each will be addressed throughout 2008/2009.

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

Financial risks are the primary threat to ETV's mission. Much of the plan focus is on revenue generation. Regulatory issues are generally constant and predictable. Societal concerns permeate everything from ETV's mission accomplishment for its constituents to the nature of programming.

c) *Shifts in technology or the regulatory environment and other potential risks and customer preferences:*

Legislative actions, both state and federal, must be considered in strategic plan development. Budget factors may influence changes in these arenas and must be considered in any plan. Customer desires now more often change with technological shifts. Both are an accepted reality, and the plan specifically addresses technology shift as a critical concern going forward.

d) *Workforce needs and capabilities:*

Competing for labor, training, developing the workforce and resource limitations are key mentions as concerns in the original reporting from discussions. These are areas ripe for consideration in small group meetings.

e) Organizational 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.

f) Your ability to execute the strategic plan:

With the ETV Endowment on Board and the stated goal of increasing and improving product to raise funding for its continued performance, we believe this strategic plan has the urgency and criticality needed to make the it a living and useful update our original **Promise** to the people of South Carolina.

2.2 How do your strategic objectives address the strategic challenges you identified in your executive summary?

Program Number and Title	Supported Agency Strategic Planning Goals/Objective	Related FY 07-08 Key Agency Action Plan/Initiative (s)	Key Cross References
I. Internal Administration	Long Term Financial Stability – revenue generation and state funding development employee development, customer service	New Endowment/ETV fundraising partnership; new training pilot projects	Fig. 7.3.1, 7.3.2, 7.3.3 7.3.4, 7.3.5, 7.3.6
II.A. Public Education	Innovation and renewal; extend programming to new digital education	OnePlaceSC portal development; develop digital delivery in schools	Table 7.1.1, 7.1.2, 7.1.3 7.1.4, 7.3.4 Fig. 7.3.9, 7.3.10
II.B. Higher Education	Product Focus –be a provider of choice and create effective content.	Use satellite and digital; to remain competitive, expand service	Table 7.3.1, 7.3.3 Fig. 7.3.8, 7.3.12
II.C. Agency Services	Reinvigorate agency and public services training	Build on agency contacts/public services contacts to grow business	Fig. 7.3.7, 7.3.11 Table 7.3.2
II.D. Community Education	Product Focus – create appealing public television about SC	The Big Picture, Carolina Stories, Southern Lens news/doc production	Fig. 7.1.1, 7.1.2, 7.2.1, 7.2.2 7.2.3, 7.2.4 Table 7.2.1

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?

Our new strategic planning process will have some impact on how we go forward, but as cited herein many of our constant performance measures are in place. Action plans are deployed through managerial communications which begin at the executive level of the organization and are implemented by Vice Presidents with middle management. No doubt, strategic objectives will be reviewed in the coming year and may impact existing plans and measures.

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. Weekly executive management meetings discuss weekly middle management results reported on the same schedule.

2.6 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. Currently, the entire planning process is ongoing and vibrant and adjusted as seen fit by consulting personnel working in concert with executive leadership of the Endowment and ETV.

2.7 What is the agency Strategic Plan Web Site?

It is currently being revised.

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 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.

3.3 What are your key customer's access mechanisms and how do these mechanisms enable customers to seek information, conduct business and make complaints?

Viewers and listeners may contact ETV's toll free and online customer service. We respond to their requests quickly. In certain areas, we assign account managers who provide full customer service to clients. This is the case in Education and Communications. In Content, the traditional Producer/Director role mandates direct customer service. Vice Presidents in those areas are accessible to key clients when necessary. In our Internet educational services area, three account reps meet with teachers and educators across the state to teach them how to access our systems and share that with students, one of our largest and most critical customer groups. In Network Technical Services, every school and school district has an assigned technical representative.

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.

3.5 How do you use information and feedback from customers and stakeholders to keep services and programs relevant and provide for continuous improvement?

We review the information from customers/stakeholders, gathered from data and through personal contacts, and incorporate it in our ongoing assessments of our production/engineering/administrative processes. We look for trends and unusual outlying circumstances to determine if our processes are truly being impacted. ETV has literally millions of potential customers, and close consideration of feedback is critical to not overreact or under react.

3.6 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 something 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.

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

Examples include assessing data in Engineering to find discrepancies in on-air programming; reviewing the technical data and readings gathered from every on-air

production to make sure the underlying processes used by producers to technically setup a program are correct. Process adjustment and needed training to address those issues would be the outcome. In the latter example, cross functional teams would be used to develop learning methodologies.

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 it to these entities, and plan with the knowledge of what is working in the arena.

4.5 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 spend 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.

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 achieve effective communication and knowledge/skill/best practice/sharing across departments/jobs and locations? (Give examples)

By integrating services, primarily. On Road Shows, the massive moving television production which visits South Carolina cities, 40 professionals from different divisions and geographical locations work alongside each other for up to two weeks, 16 hours a day. Mentor producers and less experienced Producer/Directors work together to learn about live television production. Technical training for Producer/Directors is provided by engineers, and special training sessions on producing skills are presented by experienced producer directors. Regional station personnel are integrated into central ETV program development on documentaries and other programs to grow in skills.

5.3 How does management recruit, hire, place and retain new employees? Describe any barriers that you may encounter.

ETV is mandated by the FCC to perform employment outreach. We attend job fairs, post our jobs on no less than 90 different Web sites and have a viable and active internship program which may bring in up to thirty interns annually. We also have our line managers develop relationships with schools to share information about broadcasting and make contacts. Our primary challenge is pay at middle and higher level positions. Our lack of funds makes us less competitive than our private sector counterparts.

5.4 How do you access your workforce capabilities and capacity needs including skills? Competencies and staffing levels?

We maintain an inventory of job descriptions on each position. We also maintain a training database on our employees to track their learning. We assess capacity needs by having senior leaders report to management where their staff or skills shortage exists. Any such requests are reviewed by executive management, and decisions are made as to how budget will allow for increased hiring and/or training. Assessment of competencies is less formalized, as we, like many organizations, review individuals against their skill and experience level to determine their correct job assignments.

5.5 How does your workforce performance management system, including feedback to individual members of the workforce, support high performance work 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.

5.6 How does your development and learning system for leaders address the following:

Development of personal leadership development attributes

Development of organizational knowledge

Ethical practices

Core competencies

Strategic challenges

Accomplishment of action plans

The ETV executive management team did not participate in any internal formal development training programs this year. In previous years, we had access to internal management training opportunities. All Vice Presidents are integral in the new strategic planning process. All participate in weekly executive meetings and in a participative fashion discuss agency wide plans/operations/goals. Each has a scheduled meeting on a recurring basis with the President. Among ETV’s Vice Presidents and fundraising leadership, there are eleven memberships of highly important broadcasting/education related organizations such as the National Educational Telecommunications Association (NETA) and American Public Television (APT), and this past year participation in 11 learning conferences/sessions.

5.7 How do you identify and address key developmental training needs for your workforce including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

We review training records to determine who needs new or updated training. Scans of our employee relations issues also provide guidance on whether we need to repeat diversity training; this upcoming year will see generational training. EEO training is a constant feature in our management training. Management and leadership development training, specifically leadership development training, has been lacking during difficult budget times, but we recently invested funds to improve those efforts in areas of our management corp. Each new employee receives a personal orientation into work, and broader group orientations may occur after a certain number of hires. Safety training is done by our safety department and includes mandated as well as refresher training in critical skill areas.

5.8 How do you encourage on the job use of new knowledge and skills?

By assigning employees projects and tasks which require the use of those new skills, and by establishing standards and requirements for the quality of productions. New skills and knowledge are covered in employee planning documents when appropriate.

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

One of the best examples of how training contributes is our Producer/Director basic engineering training. Production of broadcast programs is one of our main undertakings, and our Producer/Directors drive much of the product which ETV turns out. Two years ago, we dealt with difficulties in getting on-air approval for programs due to technical requirements which some of our programs did not meet. We discovered through a search of data that our Producer/Director's skills in technical program development for broadcast was lacking. We developed and held training sessions in proper application of engineering quality principles. We now no longer face the delays and cancelations of programs due to the need to fix them.

5.10 How do you evaluate the effectiveness of your workforce and leader training and development systems?

By assessing data, for example, on technical quality of produced programs; viewership of documentaries and awards to assess our effectiveness in developing storytellers; employee relations activities to assess managerial skill in handling workforce management.

5.11 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.

5.12 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. We have used internal customer service surveys in the past. We measure attrition on an ongoing basis and assess the reasons for it. ETV has always used a formalized exit interview system to gather information regarding the performance of departments/managers. The HR manager meets with the employee and goes over a questionnaire. The information is used in situations where it can provide managerial guidance and reduce turnover. We review the outcome of any grievances to determine how we handle disciplinary situations.

5.13 How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

Career progression in Engineering and Production, the vast majority of jobs in the agency, is built in on some levels by our career job series. Producers may advance through four different job levels. Engineering technicians may move between two specific job levels and then progress to higher-level positions including project manager positions. These opportunities have their limits however, and development may often depend on lateral or cross-divisional moves. Our succession planning has been built on developing direct reports and more recently, on pilot projects involving more formal training classes as an opportunity to grow competitive candidates for higher level positions.

5.14 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.

Category 6 – Process Management

6.1 How do you determine what are your organization's core competencies and how do they relate to the mission, competitive environment and action plans?

ETV's core competencies can best be described by reviewing our values; ***South Carolina's Uniqueness and Diversity, Educational Success, Public Service, A Great Place to Work, and Best Business Practices***. These were generated from our original strategic planning process and are part of the mission of ETV. Our unique "South Carolina" view positions us in a competitive advantage over others who might want to generate Palmetto state content. Our focus on developing our educational content in

concert with state education standards ensures viable, useful content for the citizens of South Carolina. We have geared up news and public affairs to appeal to the citizenry in this critical election year. And we measure ourselves against other public broadcasting entities.

6.2 How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you insure these processes are used?

ETV primarily produces and transmits broadcast content. Whether open air, closed-circuit or Web, or radio, ETV's main work processes center around the production of content and the transmission of it. Our public viewers/listeners receive entertainment and educational or training value from our products. The product is not available if either the production of it, or the transmission of it, does not succeed. As such, management in Engineering (transmission) and Content/Education/Radio (production) constantly assess the quality of the programs produced, and the receipt and quality of signal. Of course, of perhaps more importance from an improvement angle, management reviews each step in the process of production/transmission for improvements where data or the need or requirement for technological change mandates it.

6.3 How do you incorporate organization knowledge, new technology, cost controls, and other efficiency and effectiveness factors such as cycle time 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.

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

We understand the importance of checking the effectiveness of processes. Using 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.

6.5 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.

6.6 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.

6.7 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 mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?

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. At the end of the 2007/2008 school year the DELCs were upgraded to Digital Education Services (DES). During the transition to new digital

technologies phasing out our existing analog facilities, there will be two types of DES deliveries, one being the traditional analog broadcast and the other a new video streaming system that allows districts to stream live video originated by ETV, the State Department of Education and local districts. This live video streaming will allow districts to view and record the videos on-demand, and ETV will have the capabilities to monitor who and where the videos are actually utilized. Just as the DELC operated, qualified DES staff provided by each respective school district are designated to address local learning challenges. Please visit our DES Web site to learn more about these new Web-based services: <http://www.sctv.org/education/des/>

	Broadcast/Taped Hours	Schools Using Service
2004/2005	73,347	720
2005/2006	78,106	720
2006/2007	60,247	576
2007/2008	41,892	414

Table 7.1.1

In their final year, the DELC utilized 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.

The DELCs produced locally 25 programs and courses this year and across the state had 1,393 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. Again, the overall unitization is much lower this year in that the DELC broadcasts are being phased out for the new DES services. However, the DELCs broadcast and made duplications of programs equaling 41,892 hours to 414 schools and district offices. That included 20,935 requests for broadcasts and 14,362 requests for tape duplications. (*Table 7.1.1*)

School Services: The K-12 School Services group works directly with South Carolina’s public school districts to encourage the use of existing 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 when requested, assists local districts in the development, production, and delivery of programming specifically designed to meet their educational needs.

School Services last year participated in a number of educational events, including serving on the planning committee for the SC Ed Tech Conference and in cooperation with the SC Association of School Administrators (SCASA) videotaped and televised the 2008 Carolina First Palmetto’s Finest awards ceremony to recognize South Carolina’s

outstanding elementary, middle and high schools and the 2008 SCASA Summer Leadership Institute General Sessions. The department also conducted professional development teacher workshops throughout the year to provide instruction on new and existing resources designed to enhance the classroom experience both in instruction and technology and participated in Career Day events, upon request, throughout the state.

	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
<i>Events</i>	15,002	14,987	14,989	14,989	15,680
<i>Program Hours</i>	14,976	14,976	14,976	14,976	14,976
<i>Special Projects Revenue</i>	\$497,050	\$ 306,151	Forwarded from 04-05 multi-year grant	\$31,270	\$53,000**

Table 7.1.2

****Special Projects:**

\$10,000 grant from WETA/PBS to provide outreach for Ken Burns' 15 hour long series. **The War** series was a huge success for South Carolina ETV, but the greatest benefactors were the citizens of our state. Eight pre-screening events were held throughout the state with a total combined attendance of 1,105 individuals. **\$8,000** grant from the SC Council for the Humanities to provide an educational forum on **SC and The War** to highlight South Carolina's role in WWII. On January 29, 2008, ETV produced a special live studio forum to discuss South Carolina's impact on WWII and WWII's impact on South Carolina. **\$35,000** grant from CPB to provide public television professionals an opportunity to attend INPUT 2008 in Johannesburg, South Africa in May of 2008. ETV is the manager of the US INPUT secretariat and manages the administration of the US part of the international conference.

(Table 7.1.2)

Production Resource Usage: ETV has myriad production resources, including considerable studio room space. Resource usage (*Fig. 7.1.1*) of rooms remained steady this year, and 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. Field production billings were 5,032 hours.

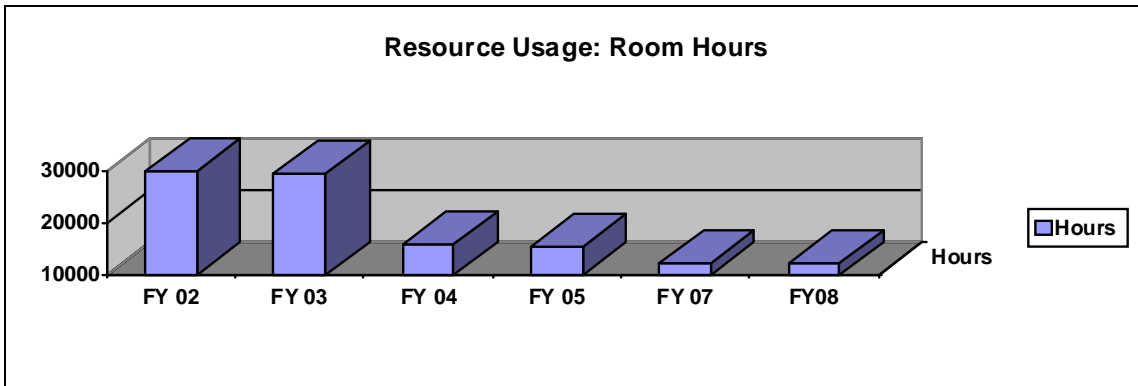


Fig. 7.1.1

Declines in studio and room usage were offset in terms of revenue by the increase in the use of field production assets. (*Fig. 7.1.2*) 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.

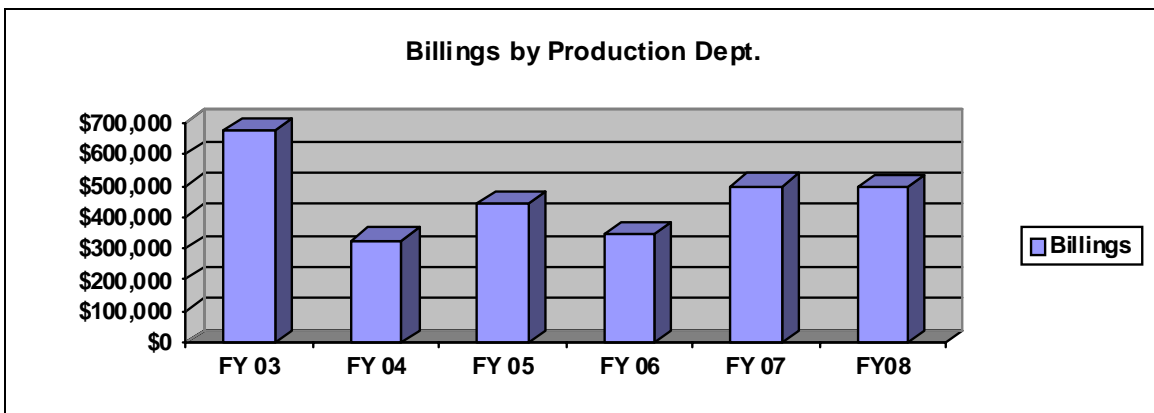


Fig. 7.1.2

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. Ten Road Shows have visited 39 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 than 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

people. Underwriters from large and small counties have come on board to support this programming.

ETV Knowitall.org: During the 2007-2008 www.knowitall.org provided a variety of resources which led to a considerable increase in page views of 27%. (Table 7.1.3)

Among the online offerings of special interest were **RiverVenture**, the story of South Carolina’s cultural and natural landscape as told by the Saluda, Congaree, Santee and Cooper rivers. **Road Trip Through South Carolina Civil Rights History** is an innovative and interactive site to connect students with SC’s role in the civil rights movement. **Knowitall Healthy** is a rich compilation of media resources to promote better health and fitness among K-12 students. The project is a partnership with The SC Department of Education and the Department of Health and Environmental Control. **TeacherDomain** – through a national grant, ETV’s **NatureScene** resources are being repurposed for a national project with WGBH/PBS. **Mosaic 2007** is an education outreach project with the Columbia Museum of Arts that features ETV’s **Artopia** and **A Natural State** Web site. **Ready To Vote** provides high school civics content that focuses on the electoral process with emphasis on voter registration of 18-year-old voters. **Career Aisle** is a career development Web site to support Personal Pathways to Success and EEDA, the Education and Economic Development Act. The site provides resources for guidance professionals, parents and students.

	2002	2003	2004	2005	2006	2007	2008
Page Views	489,955	1,232,660	1,700,762	2,137,316	6,943,764	9,950,000	13,655,357

Table 7.1.3

A key to marketing efforts was the development this year of **OnePlaceSC**, a single education portal that provides a TV guide for all the education and broadcast programs offered to schools. The portal also tracks when the site is searched and reports by district and school the volume of use. The site features ETV resources including **etvStreamlineSC** and www.knowitall.org as well as State Library resources available through DISCUS and PBS.

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 archive 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 *unitedstreaming™*. The service is made available free to all students in South Carolina. The content includes 1,293 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 5,767 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 2,535,471 views of streaming video and the service is being utilized in all 85 of the state’s school districts, 120 private schools and 368 home schools. (Table 7.1.4)

	Program Viewings	% School Districts Using Svc
2004/2005	470,000	95%
2005/2006	1,296,376	100%
2006/2007	2,058,151	100%
2007/2008	2,535,471	100%

Table 7.1.4

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.

Comparable Organizations: ETV participates in SABS, the Stations Activity Benchmarking Survey. The most recent SABS reporting shows ETV, in comparison with six other southern public broadcasting stations, is more active in presenting educational content and news and public affairs programming. ETV continues to be much more active than other public broadcasting stations because of its primary mission of K-12 education.

7.2 *What are your performance levels and trends for the key measures of customer satisfaction and dissatisfaction? (customer is defined as an actual potential user of your organization, products or services.) How do your results compare to the products of comparable organizations?*

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 7.2.1*) 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.

	1998	2000	2002	2004	2005	2006	2007	2008
Weekly Listeners	184,500	222,400	295,400	302,400	284,100	277,800	331,000	305,000

Table 7.2.1

National Public Radio (NPR) is ETV Radio’s primary program source. NPR programming is distributed via Content Depot to more than 860 NPR member public radio stations. Last year, ETV Radio provided programming of the highest quality to South Carolina listeners 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. Locally generated programming includes **Walter Edgar’s Journal**, **South Carolina Business Review and Your Day**, a daily co-production with Clemson University. **Spoletto Today**, a program featuring highlights from the Spoleto Arts Festival, is broadcast daily during the run of the festival. A recent addition to the schedule is the weekly public affairs program, **The Big Picture on the Radio**.

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. South Carolina has 1.7 million TV households, and ETV penetrates that market successfully as it draws almost 20% of those households. Considering there are 2.52 people in every household, ETV is viewed by a vast array of citizens. In 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 trended downward. The good news now is that this trend has leveled off in this very competitive era. (*Fig.7.2.1*)

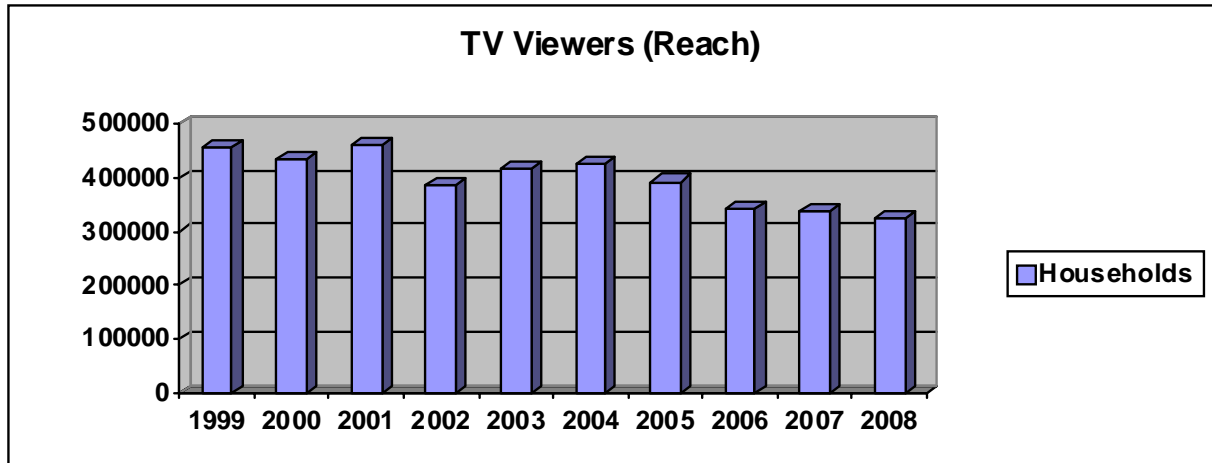


Fig.7.2.1

The ETV Endowment: The Endowment provides information on members (Fig. 7.2.2), which is a key measure in customer satisfaction. Last year's number was revised down after further review, reflecting that membership was essentially level. This year,

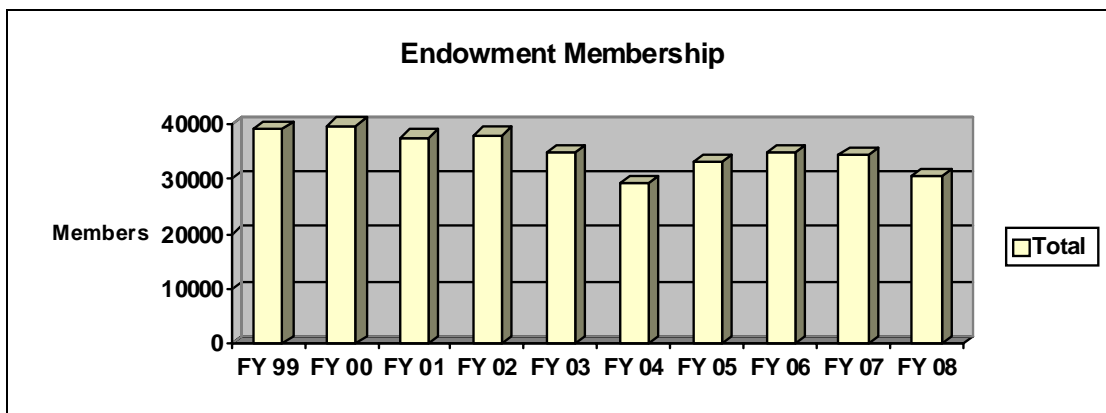


Fig.7.2.2

membership has declined to just above 30,000. Some of this membership includes new members, reflecting promise for coming years. One measure we do not normally report, total gifts, went from 41,693 to 40,916 this year. This reflects a leveling off.

National Programming: South Carolina ETV and Radio are proud to originate and produce *Marian McPartland's Piano Jazz*. Original musical performances intertwined with intimate interviews are the hallmark of National Public Radio's longest running and most-listened-to jazz program. The 2007 – 2008 season of *Piano Jazz* built on a near 30 year tradition of excellence in jazz radio programming with shows featuring talented musicians from all corners of the jazz world. This year, host McPartland celebrated her 90th birthday with a cadre of jazz guests to include Wynton Marsalis and Norah Jones.

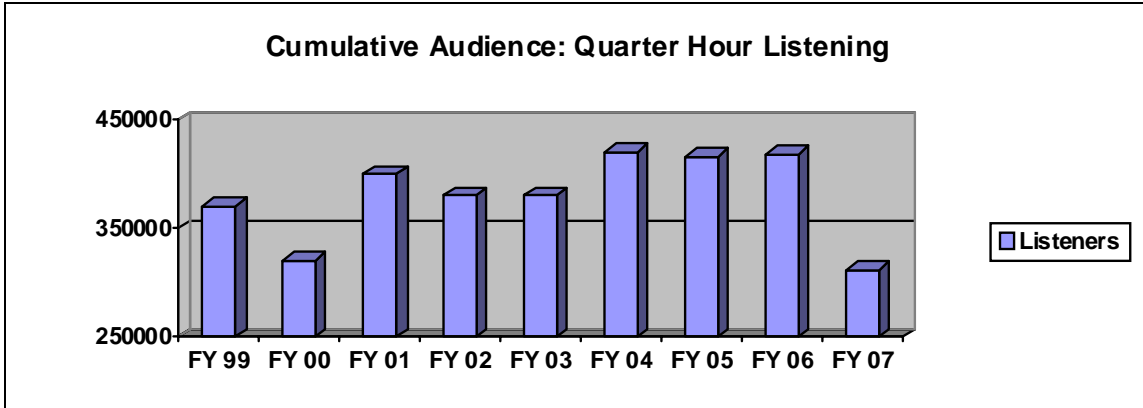


Fig. 7.2.3

Arbitron estimates suggest a weekly audience of 312,200 people (Fig. 7.2.3) tuning in to the traditional terrestrial broadcast over 246 stations (Fig. 7.2.4). The program can also be heard via on-demand streaming audio available online at the *Piano Jazz* Web site, <http://pianojazz.npr.org>. Additionally, *Piano Jazz* was heard on Sirius Satellite Radio as a part of the *NPR Talk* station and through *NPR Worldwide*, an international satellite service. In addition, a weekly podcast version of the show, *Piano Jazz Shorts*, gives listeners a preview of upcoming episodes.

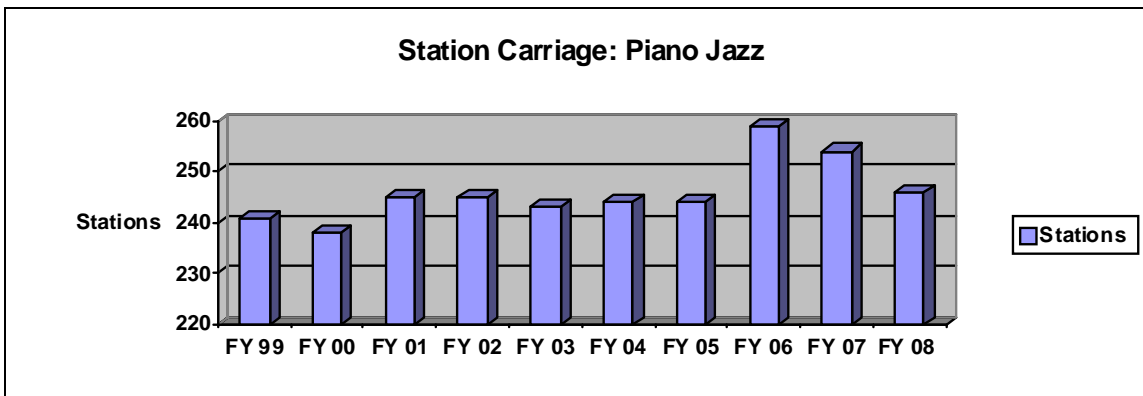


Fig. 7.2.4

National Radio also produced the *Chamber Music series from the Spoleto Festival USA*. The series airs statewide during the Festival and is also distributed nationally by Public Radio International. In 2007, public radio personality and chamber musician Miles Hoffman joined as on-air host of the national series. In addition, performances from the Chamber Music from Spoleto Festival USA are broadcast on American Public Media's *Performance Today*, heard by over 1.4 million listeners each week on 250 member radio stations around the country. (Fig. 7.2.4)

Comparable Organizations: ETV participates in SABS, the Stations Activity Benchmarking Survey. The most recent SABS reporting shows ETV, in comparison with

six other southern public broadcasting stations, reflects that ETV has increased its coverage of state and local government considerably, in line with the increases of other networks. Viewership across entities has been relatively flat with small increases or decreases as competition grows.

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 Education productions.

Marketing (Fig. 7.3.1): FY 2008 was another disappointing year within the marketing department. While we were able to increase our product offering we continue to battle with obtaining popular programs due to rights issues, mainly issues within the music selected for the various programs produced by ETV. One of the major obstacles within the marketing department is the lack of funds to properly promote our products. Essentially, we have no funding allotted for the professional marketing of product. We rely on our on-air offerings, the *Scene* magazine publication, along with our online storefront promotion efforts. Another issue considered in the decline of sales is our online store component. Due to the outdated system along with the vast number of programs that we offer, customers have a difficult time locating a specific product and the buying experience is difficult. ETV’s Creative Services is currently in the process of revising the agency’s overall Web site; this includes the ETVStore which is on the calendar for revision sometime in 2009. Hopefully, we will be able to incorporate newly developed

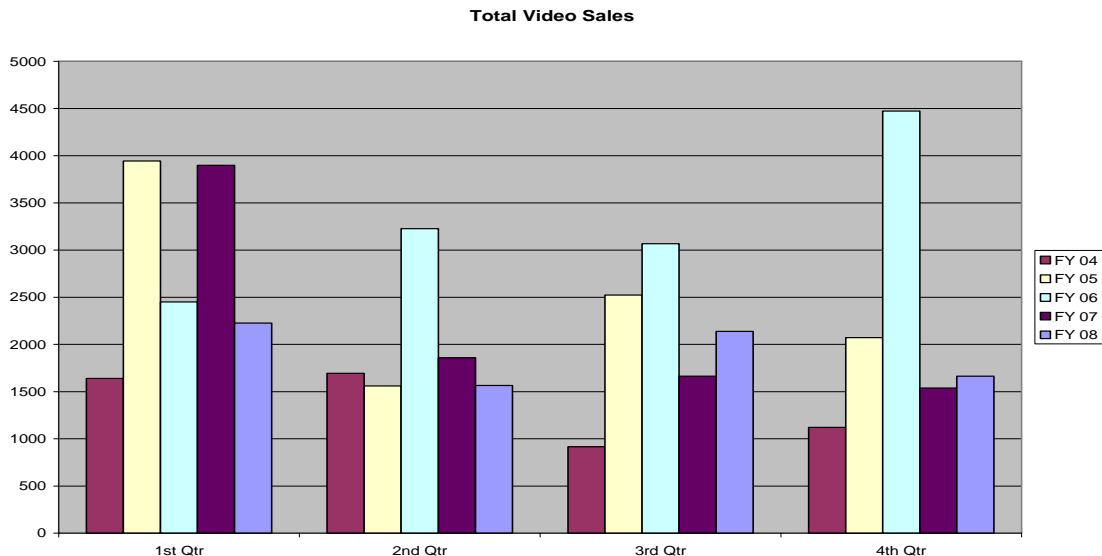


Fig. 7.3.1

marketing strategies and product offerings including the sales of downloadable video along with affiliate associations to bring in new revenue. 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)

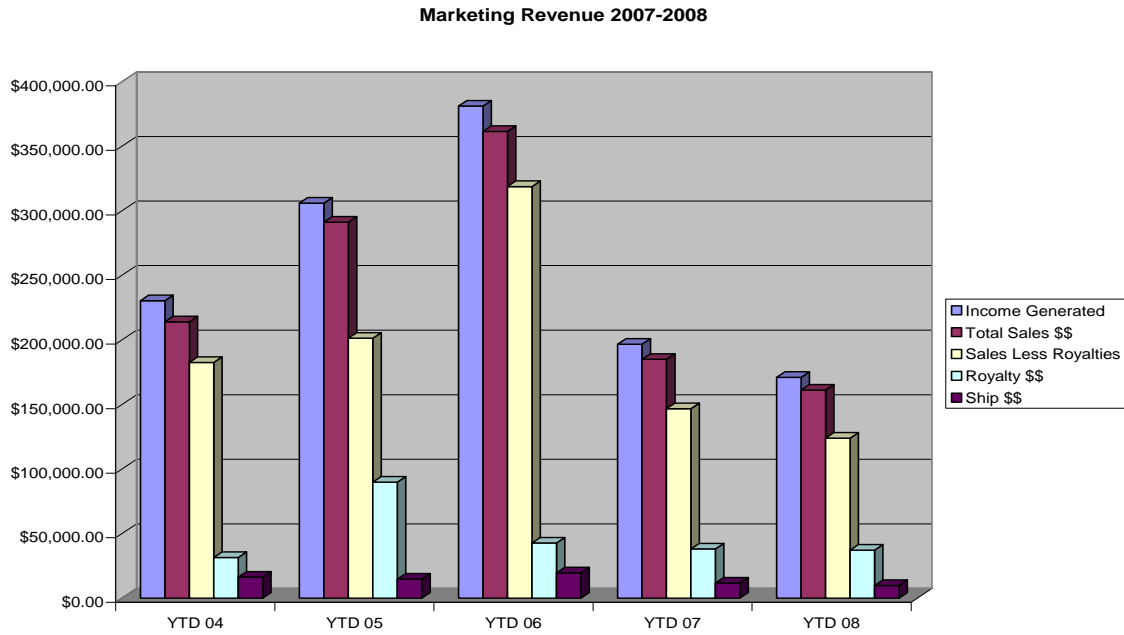


Fig. 7.3.2

ETV Endowment: The ETV Endowment raises funds through direct mail, renewals, voluntary gifts, memorials, etc. The fundraising structure at ETV was reorganized this year, and a new emphasis was placed on planned and major giving. There were also issues with premiums this year as there were fewer ticketed events. The combination of

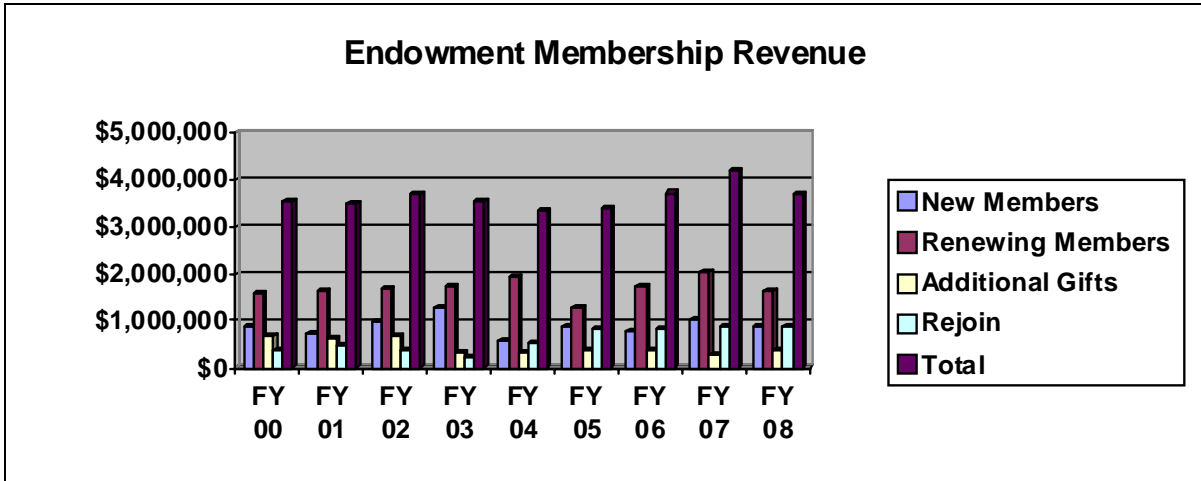


Fig. 7.3.3

factors probably played some part in lower numbers, but more data is needed to understand this drop. (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 down somewhat. (Fig. 7.3.4) The effectiveness of on-

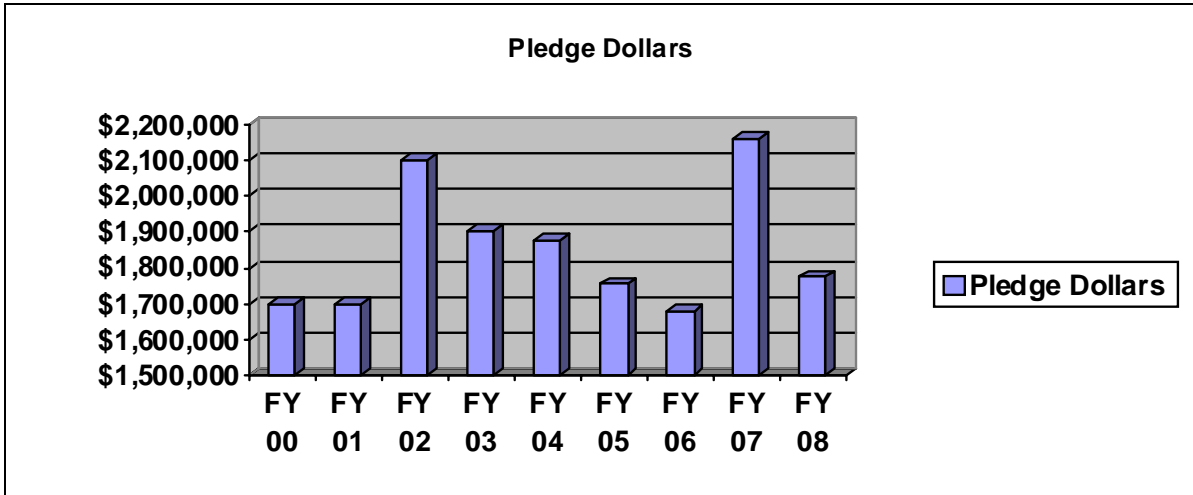


Fig. 7.3.4

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 down this year (Fig. 7.3.5) They are supplemented by the fundraising efforts on the Web, through the mail and at special events.

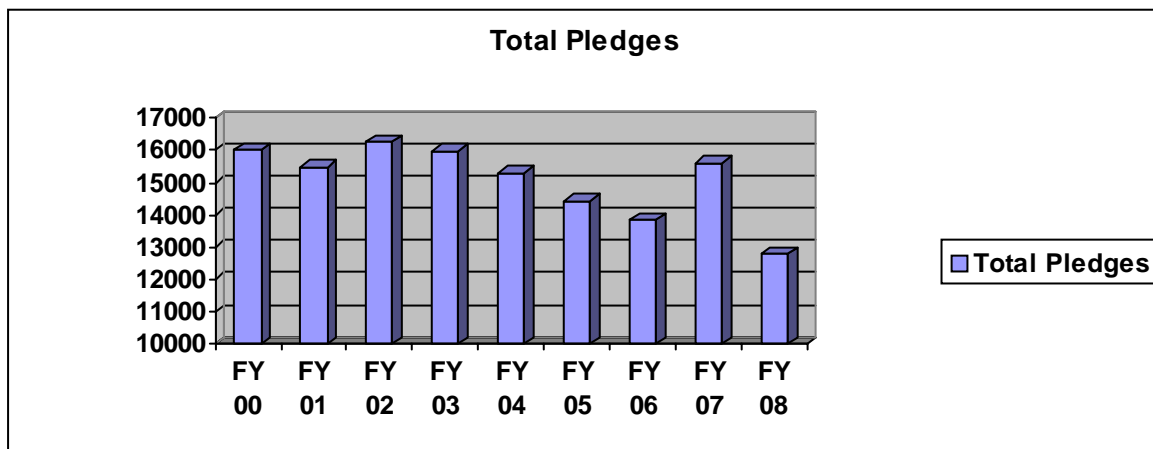


Fig. 7.3.5

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 \$145,379. Television trades, which include in-kind products and services, were valued at \$43,600. Radio underwriting experienced a significant increase with \$834,696 raised. Total underwriting revenue was \$1,023,675. (Fig. 7.3.6)

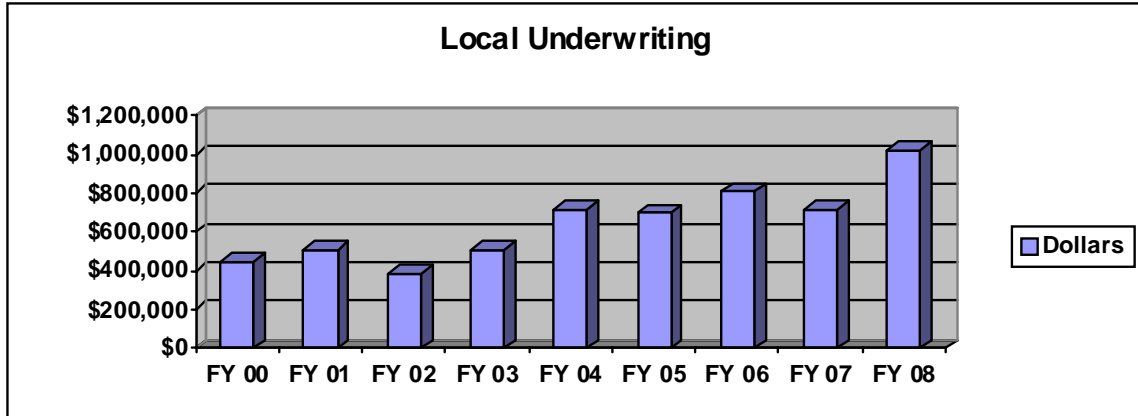


Fig. 7.3.6

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

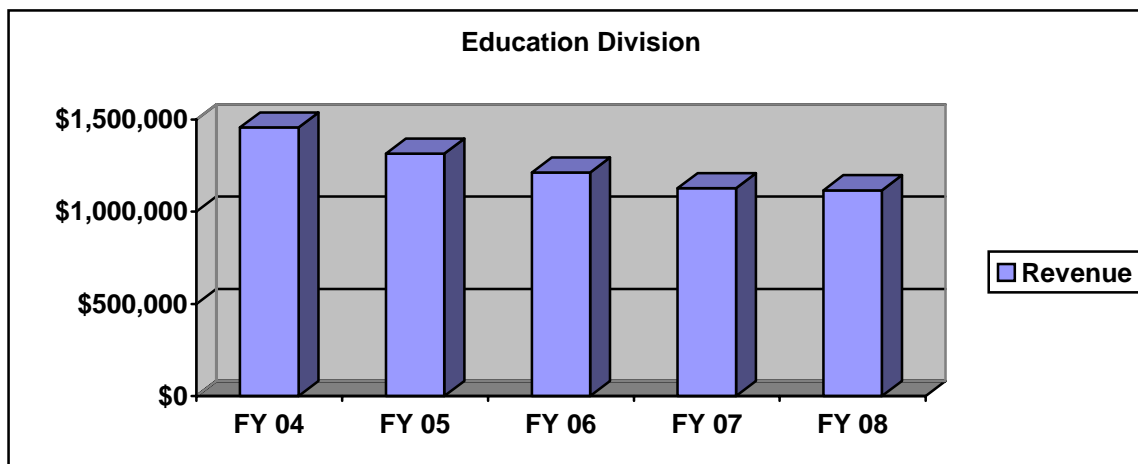


Fig. 7.3.7

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.

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 7.3.1)

	FY 04	FY 05	FY 06	FY 07	FY 08
Events	4,957	4,435	4,133	4,808	2,623
Productions	25	7	5	11	12
HE Courses	305	276	243	203	176
Hours	10,160	8,649	8,131	6,150	5,877
Revenue	\$188,181	\$185,935	\$155,494	\$522,233	\$465,169

Revenue	FY 06-07	FY 08
Teacherline	\$181,637	\$293,381

Table 7.3.1

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 07-08 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 2007-2008, ETV provided teachers 1,720 PBS Teacherline graduate course seats. ETV offered and managed 43 local courses with a total enrollment of 804. ETV placed teachers in 917 course seats in PBS Teacherline National Courses. (Fig.7.3.8)

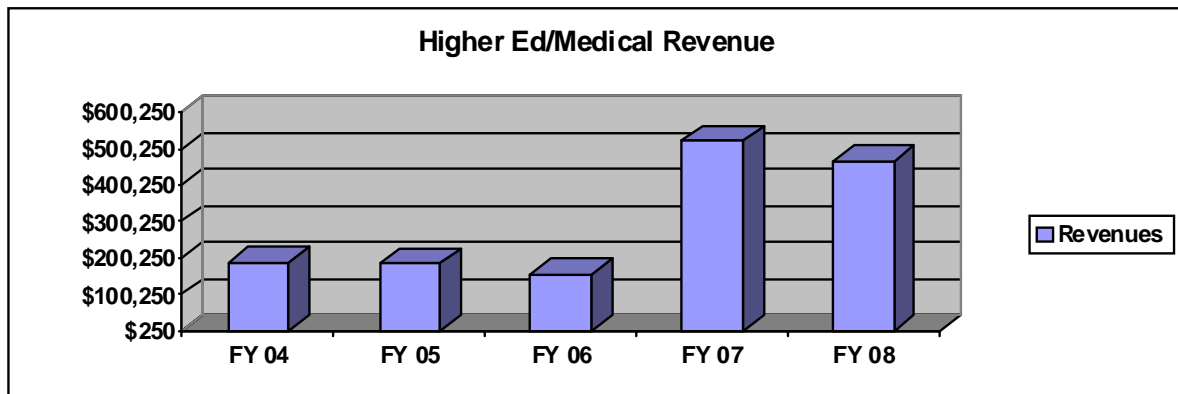


Fig. 7.3.8

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 South Carolina with bilingual and Spanish language workshops for parents and caregivers. (Fig. 7.3.9)

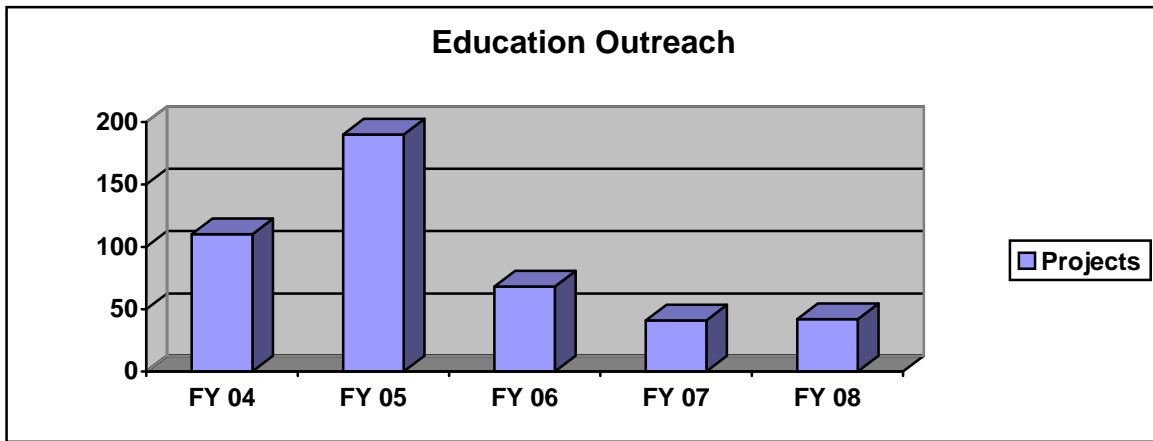


Fig. 7.3.9

In FY 07-08, Outreach provided 42 Ready to Learn ETV Kids events and training workshops for teachers, early childcare providers and community groups.

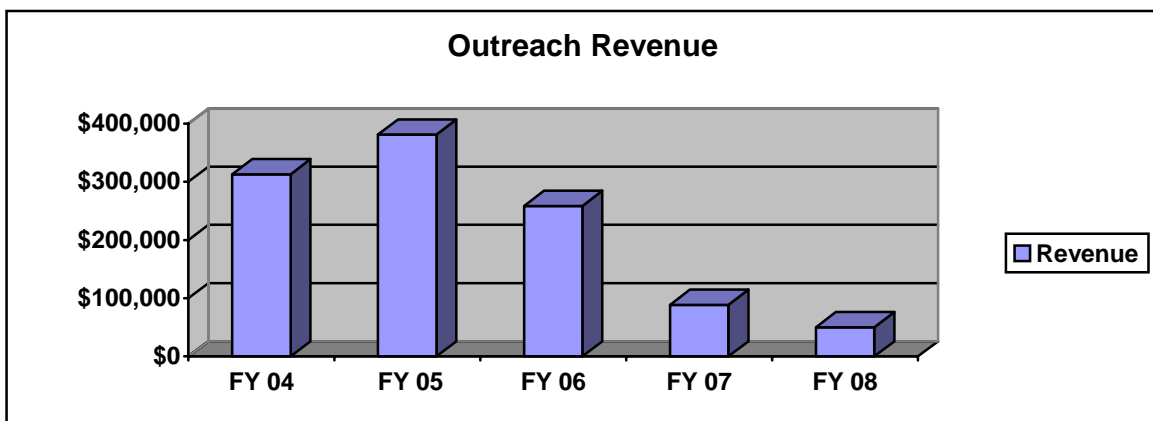


Fig. 7.3.10

NOTE: Outreach total project numbers and revenue are lower beginning in FY07 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)

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. In 2007, the Government Video Services department of ETV’s Education Division was transferred to the Public Services Network department. PSN assumed providing services to any state agency requiring ETV telecommunication technologies including live and interactive digital satellite and teleconferencing for state agencies. PSN continues to assist state agencies, as well as city, county and federal to “move ideas instead of people” by managing 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 promoting and managing the installation of ETV satellite training networks by state agencies. Reporting for government video services is now included in PSN fiscal year totals. (Table 7.3.2)

	FY 04	FY 05	FY 06	FY 07	FY08
Events	970	998	831	432	378
Productions	43	32	20	15	12
Contributed Hours	1,304	1,103	933	545	541
Revenue	\$54,612	\$21,000	\$40,000	\$40,000	\$18,000

Table 7.3.2

In FY 06-07 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.

In FY 07–08 PSN worked to transition its satellite receive sites to new receivers consistent with the new satellite system. Experimentation with use of Internet provided content also has begun.

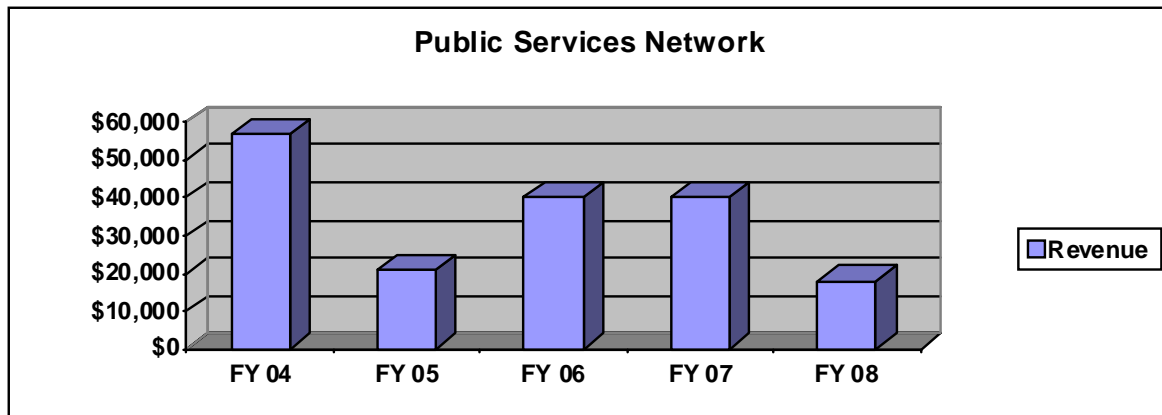


Fig. 7.3.11

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 7.3.3)

	FY 04	FY 05	FY 06	FY 07	FY 08
Business & Government Bridge	1,461	1,419	1,207	1,139	969
Higher Ed & Med Bridge	203	193	252	266	228
K-12 Bridge	438	616	590	511	523
Public Room Videoconferencing	31	80	56	71	41
Middle Level Math	317	368	430	447	600
Total Events	2,450	2,308	2,103	1,987	1,761
Revenue	\$238,605	\$247,173	\$255,669	\$279,882	\$264,410

Table 7.3.3

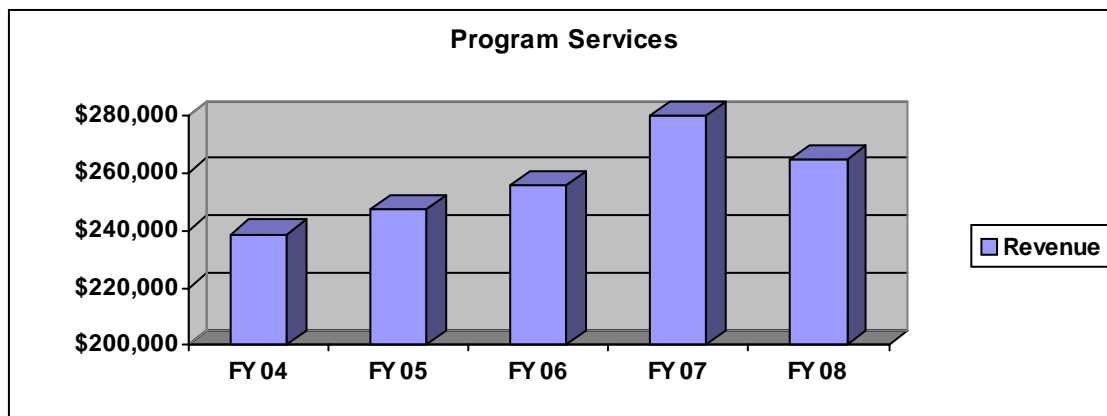


Fig. 7.3.12

(Note: During FY 07-08, the digital audio bridge experienced mechanical failure and was non-operational for several months while repairs were made. This outage resulted in loss of revenue

in that area and a reduction in our client base.) (Fig. 7.3.12)

Education Production Services: This area produces and directs programs designed by curriculum consultants at the State Department of Education and others at State higher education institutions. Production for a variety of programs is handled by this unit including: series for use in Pre-K-12 classrooms, staff and professional development courses, informational teleconferences, re-certification courses or continuing education courses for teachers and administrators, and course work for graduate and pre-service education degrees. 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 in both instruction and learners, educational production services is a full partner in providing state specific content aligned with both statewide and national curriculum standards.

Additionally, Educational Production Services works with all producers in the Education Division to facilitate productions that they bring in, including: teleconferences, state agency training and information dissemination, awareness programs, orientation videos, public service announcements and telecourses. Services might be as simple as meeting with a client to discuss the most effective method of getting the message across to the desired audience, or as sophisticated as a full production treatment from initial concept through scripting, pre-production design, field and studio production, post-production and through to the delivery of the final product. Producer/Directors in the Education division work closely with clients, many of whom are other state agencies, to maximize the production values while minimizing the cost to the client and the state. In this era of enhanced video and online streaming, ETV’s Educational Production Services works closely with Creative Services from the start of a project so the completed production can be used across many different media venues. Education Services staff also makes our products available online to teachers through ETV’s video-on-demand service to K-12, **etvStreamlineSC**.

While some of our clients can fully fund their production, many of the programs produced by the Education Division are produced as a value-added service rather than a for-profit production. Programs and series that fall in this category are programs for Pre-K-12 in-school use and teacher re-certification and staff development. Wherever possible we seek underwriting or grant funds to help defray the cost of these productions. (*Table 7.3.4*)

	FY 04	FY 05	FY 06	FY 07	FY 08
Productions	220	440	538	404	234
Revenue	\$103,689	\$130,995	\$481,728	\$157,006	\$226,848

Table 7.3.4

7.4 What are your performance levels and trends for the key measurements of workforce engagement, workforce satisfaction, the development of your workforce,

including leaders, workforce retention, workforce climate, including workplace health, safety and security?

(Fig. 7.4.1) This year, the agency size increased a little with a conversion of grant positions to FTEs. The agency continues to maximize production of the workforce by improving efficiencies, becoming more flexible and using technology. Additionally, the

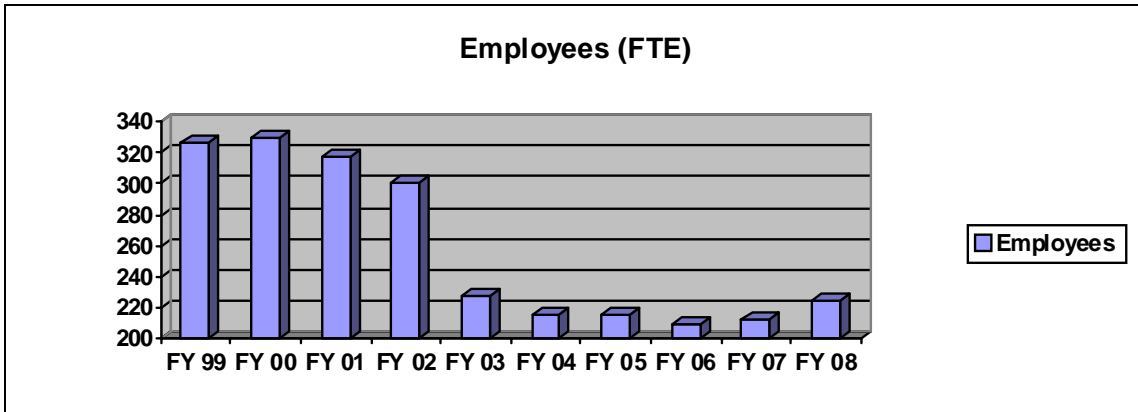


Fig. 7.4.1

agency is 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; a quarter of departures left to seek more money. Turnover was somewhat lower this year. Our employees may be motivated somewhat by the tough economy to stay put, but the quality work experience plays a part. 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.

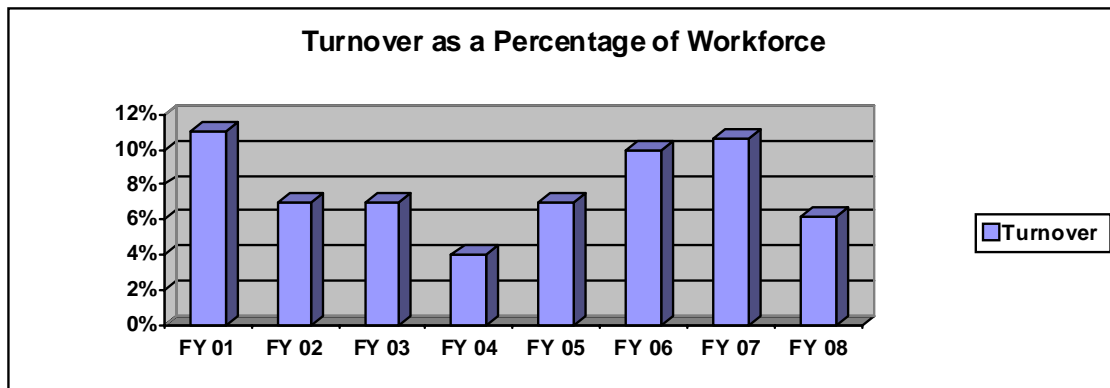


Fig. 7.4.2

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

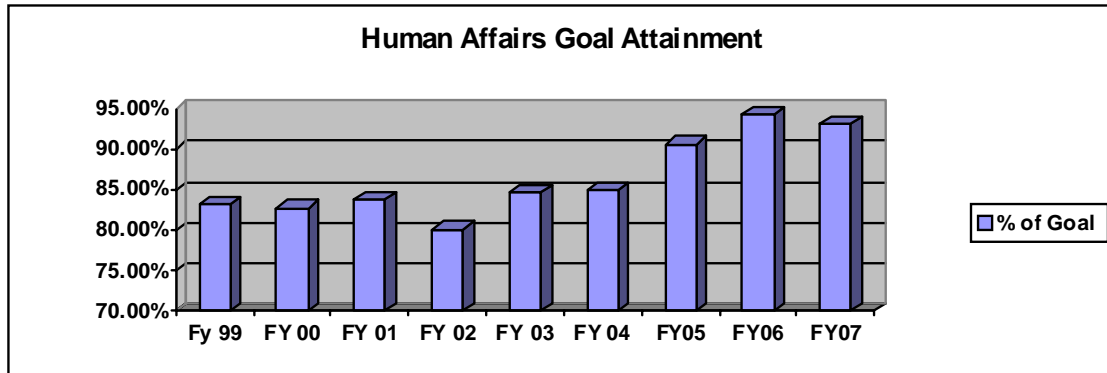


Fig. 7.4.3

reached 93% 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.

ETV's injury reporting to OSHA has been limited in terms of data which is meaningful in a comparative context. During Reductions in Force in the early part of the decade, we identified an increase in injuries, but recent past has reflected little growth or identified areas of concern.

7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency and workforce systems performance? (These can include measures related to the following product services: work system innovation rate, improvement results, improvement cycle time, supplier and partner performance and results related to emergency drills and exercises?)

While some of those measures may have been covered in mission areas, other than micro measures to review technical functioning in engineering and production, we have not institutionalized specific measures. Micro measures are probably beyond the scope of this report. Broader measures designed to assess our effectiveness and systems performance are under review. Examples of measures which we seek to establish may include the following: Program completion time/discrepancy tracking/digital versus analog content production/analog conversion rates/purchased content against created content.

7.6 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.