Accountability Report Transmittal Form

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ETV

2011-2012 Accountability Report

Section I -- Executive Summary

1.   Mission and Values

"ETV enriches people's lives through programs and services that educate our children, engage and connect our citizens, celebrate our culture, help to ensure the security of our state, foster economic development and instill the joy of learning. Our values are ***South Carolina's Uniqueness and Diversity, Integrity, Public-Private Collaboration, Educational Success, Innovative and Engaging Work, and Accountability.***"

2.   Major achievements from the past year:

- ETV developed a strategic plan to clearly define its business units and place more emphasis on customers. ETV has focused its state services on the areas of education, emergency service communications, transparency and law enforcement training. ETV's strategic plan continues a move toward a "market driven" approach to ETV's funding.

- ETV Radio is now celebrating 40 years in South Carolina. ETV Radio increased its audience by 6.5% to 378,000 weekly listeners statewide. Last fall ETV Radio moved to a brand-new production facility and studios, with private funds raised by the ETV Endowment. Two new national public radio series produced by ETV, **Piano Jazz: Rising Stars** and **Song Travels with Michael Feinstein**, launched in 2012. Local programs like **Walter Edgar's Journal, Your Day** and three different programs from Spoleto USA in Charleston are among those productions bringing South Carolina alive to our citizens and across the United States.

- ETV produced 19 new programs of **The Big Picture** on topical issues of importance; 380 hours of Legislative and state media coverage; and 23 episodes of **Connections**, focusing on diversity in SC. ETV is streaming key meetings for the Budget and Control Board and important legislative hearings. **Carolina Stories**, ETV's television series for and about South Carolina, featured **The Baruchs of Hobcaw,** and **Space Heroes,** about South Carolina astronauts, in April 2012. New **SC Hall of Fame** short documentaries were released on scetv.org featuring famous and well-known South Carolinians. The **South Carolinians in World War II** series featured two new hour programs and a special half hour, **The Man and the Moment: T. Moffatt Burriss. Making It Grow's** Rowland Alston was awarded with the Order of the Palmetto the state's highest honor, upon his retirement.

- National Programming presented **The American Road to Victory** WWII trilogy, reaching carriage of more than 85% of US households. New *SCETV Presents* programming initiatives include the national and international distribution of **Expeditions with Patrick McMillan** through American Public Television and distribution of the entire **Take on the South** eight-part series through NETA, along with the development and production of new series and specials for national broadcast. Several major national productions originated from South Carolina over

the past year. **Washington Week** and **Need to Know** produced out of ETV Studios in Columbia. Antiques Roadshow attracted 5000 people to the Myrtle Beach Convention Center.   ETV's Content division produced a Forum of leading Republican primary presidential candidates last summer. The program was aired on ETV World and across the nation on CNN.

- ETV was awarded several key national grants over the past year: the Knight Foundation for literacy program focused on improving achievement at Lexington 4, including use of ETV and PBS content; a CPB grant for archiving and digitizing video and audio assets; and a National Endowment of the Humanities grant for creation of a website in conjunction with the Hobcaw Barony documentary. ETV was also recently awarded a second grant from CPB for a new **ETV American Graduate Youth Media Summit** in 2013, aimed at reducing statewide dropout rates.

- ETV *is* Education!   ETV's **StreamlineSC** generated 3.2 million page views, continuing to represent the highest per teacher use in the nation. ETV's online K-12 educational resource **Knowitall.org** continues to demonstrate great utilization within sites such as *Artopia, A Natural State, Career Aisle* and others totaling over 4 million page views. Internet Protocol (IP) video streaming portal systems are now in 73 school districts. ETV's multi-year Educational Broadband Service (EBS) lease agreement helps distribute educational content to the districts without the expense of increased bandwidth. Meanwhile, ETV's teacher training, which encompasses hands-on, teacher recertification and online deliveries, continues to provide public, private and home school teachers quality consistent professional development. Approximately 4,838 teachers received training in the past year.

- ETV received approval from the Budget and Control Board and Joint Bond Review Committee to sell its Administration building and begin construction on a retrofit to the technical facility next door. This will allow all offices to be located in one newly renovated facility in Columbia.

- ETV is critical to public safety in the state. Our towers provided ongoing communications equipment for NOAA (National Oceanic and Atmospheric Administration), the Civil Air Patrol and FEMA (Federal Emergency Management Agency). ETV is designated as the media of record in weather emergencies, working with the Emergency Management Division and the Governor's Office to communicate important information to citizens. PIPS (Public Information Phone System) and SCHEART (South Carolina Hospital Emergency Amateur Radio Team) are just two critical crisis communications initiatives that ETV supports. ETV also continues to help the state train its public safety officials, as 16,000 officers in South Carolina had access to online recertification courses.

Key strategic goals for present and future years:

- **Financial Stability-** Funding, coming through provisos from state agency sources and the Education Improvement Act, remains at the same level as the previous year's

allocation through provisos. Additional new funding sources must be identified and existing revenues need to be increased. ETV must leverage broadcast and online assets, as well as human resources, to deliver services in demand in the marketplace.

- **Continued Online Development/Delivery**- **Knowitall.org, StreamlineSC**, **Carolina Stories**, **OnePlaceSC** and live streaming reflect ETV's move to online content provision. Meshing this growing expertise with the needs of education and state agencies is paramount.

- **Facilities/Capital Needs** – ETV has sold the Administration facility and construction is scheduled to begin on the Telecommunications Center renovation. Bids must be sought and construction started in early 2013 to make a deadline of completing the build out by year-end 2013. ETV also needs to develop an ongoing, funded capital needs list, and intends to present it to the Legislature in 2013.

- **ETV's role in South Carolina is being redefined** as a result of budgetary pressures and the need for the organization to meet new technology challenges. However state government allocates funds to ETV, the goal is to preserve South Carolina's revered public broadcasting entity by making it more self sufficient and customer driven, yet still focused on serving the needs of South Carolina citizens and education.

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

- **Revenue Generation Methodologies** – The new proviso approach of allocating state monies and the successful privately funded Radio construction project reflect new ways in which ETV receives support. ETV must increase underwriting, fundraising and sale of services and facilities use to augment dwindling public sector funds.

- **Employee Development** – Change in culture to a more market-driven entity requires a change in corporate culture, workforce structure, skills and organization. A sense of urgency, customer focus and entrepreneurship must be continually fostered in the ETV workplace.

- **Content Creation, Acquisition, and Distribution-** ETV must consider content creation as an enterprise that cuts across all of the Network's delivery platforms. That content development must be more customer driven, whether from public or private sector customers. Innovation in technology is key to ETV's future growth.

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.

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 content creation and distribution, with content including educational and learning-based programming from kindergarten through adulthood. We distribute 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/radio) 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

They are the Education Oversight Committee, the State Department of Education, the K-12 Technology Committee, school districts, state emergency preparedness organizations and law enforcement agencies, higher education (public and independent colleges), South Carolina state government, the Legislature of South Carolina, the ETV Commission, the ETV Endowment, viewers listeners and the employees of ETV.

4.   Your key suppliers and partners

Digital Education Services (DES), eMedia, Department of Education, Discovery Education, Clearwire, higher educational institutions, Budget and Control Board and other state agencies, educational content producers, PBS (Public Broadcasting Service), American Public Television, NPR (National Public Radio), PRI (Public Radio International), independent producers, NETA (National Educational Telecommunications Association.) and other public media distributors.

5.   Your operation's locations

Our headquarters are located in Columbia on George Rogers Boulevard adjacent to Williams Brice Stadium. ETV Radio is now located along with the production/teleconferencing studios in the Telecommunications Building. From Network Headquarters in Columbia, ETV Radio provides 24/7 service to the state. All communities in our state receive one or more of our television signals. A small group of

mostly executive and administrative staff remains in the building now owned by USC while TCC office areas are being renovated.

ETV operates four regional television stations and other transmitter sites and a microwave system cover the state. The regional stations are:

- WRJA-TV in Sumter serves Sumter, Lee, Clarendon, and Kershaw 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.
- WJWJ in Beaufort. (Beaufort studios and production facilities were closed in 2012 due to budget cuts; however the signal is still operational in this region.

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

ETV employs 130 classified employees as well as 12 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. ETV will also be providing reporting and assessment results to the EOC, starting this fall. Other reporting and budget submissions are made to the Governor's office, legislative sub-committees and other state entities.

*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 come 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 are time driven. Schedules or events may 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 is too minute for this report and 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 Superintendent of Education and seven representatives appointed by Congressional districts. The Commission is appointed by the Governor and sets policy for the network.
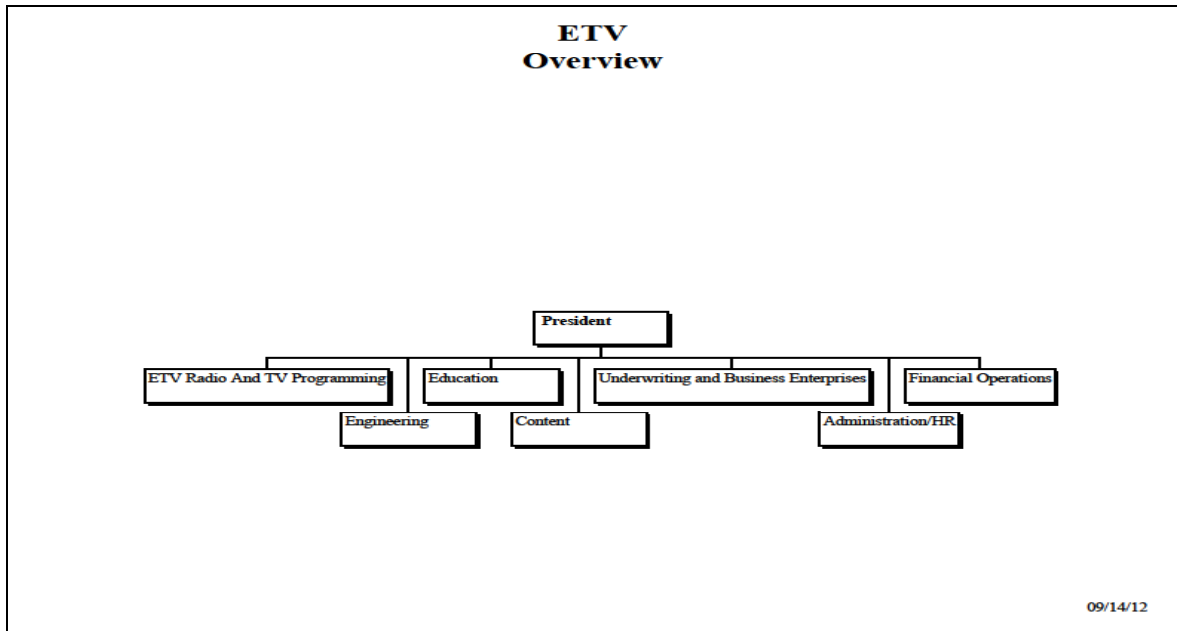
10.   Expenditures and Appropriations Chart

	10-11 Actual Expenditures		11-12 Actual Expenditures		12-13 Appropriations Act	
	Total	State	Total	State	Total	State
Personal Service	$ 8,012,126	$ 6,829,108	$ 7,042,349	$ -	$ 7,200,000	$ -
Other Operating Expense	$ 10,750,323	$ 635,032	$ 8,821,071	$ 18,582	$ 9,355,000	$ -
Special Items						
Permanent Improvements	$ 608,230		$ 478,740			
Debt Service	$ 95,138		$ 78,056			
Employee Deductions						
Fringe Benefits	$ 2,604,200	$ 2,184,854	$ 2,283,568	$ -	$ 2,320,000	$ -
Non-Recurring						
Total	$ 22,070,017	$ 9,648,994	$ 18,703,784	$ 18,582	$ 18,875,000	$ -

Other Funds		
Sources of Funds	**10-11 Actual Expenditures**	**11-12 Actual Expenditures**
Supplemental Funds	$ -	$ -
Capital Reserve Funds	$ -	$ -
Bonds	$ -	$ -
Lottery	$ -	$ -
Federal	$ 206,436	$ 44,467
Other	$ 608,230	$ 478,740

11.   Major Program Areas Chart

Program Number and Title	Major Program Area Purpose (Brief)	FY 10-11 Actual Expenditures	FY 11-12 Actual Expenditures	Key Cross Reference for Financial Results
I. Internal Administration	Provide agency administrative functions	State: $1,247,953 Federal: $168,349 Other: $972,114 Total: $2,388,416 % of budget: 11%	State: $3,057 Federal: Other: $2,108,278 Total: $2,111,335 % of budget: 11%	Fig. 7.1.2, 7.2.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.3.5, 7.3.6, 7.3.7, 7.4.1, 7.4.2, 7.4.3
II.A. Public Education	Produce and distribute educational programming for K-12 schools	State: $2,376,510 Federal: Other: $3,867,873 Total: $6,244,383 % of budget: 28%	State: $15,525 Federal: Other: $4,915,404* Total: $4,930,929 % of budget: 27%	Table 7.1.1, 7.1.2., 7.1.3, 7.1.4, 7.3.1, 7.3.4
II.B. Higher Education	Produce and distribute educational programming for higher education	State: $288,525 Federal: Other: $144,958 Total: $433,483 % of budget: 2%	State: Federal: Other: $274,906 Total: $274,906 % of budget: 1%	Fig. 7.3.1, 7.3.7
II.C. Agency Services	Produce and distribute educational programming for state/ local government and private sector	State: $735,949 Federal: Other: $303,421 Total: $1,039,370 % of budget: 5%	State: Federal: Other: $1,101,698 Total: $1,101,698 % of budget: 6%	Table 7.3.2, 7.3.3 Fig. 7.3.7
II.D. Community Education	Produce, acquire and broadcast radio and television programming	State: $1,516,958 Federal: $37,945 Other: $3,879,476 Total: $5,434,379 % of budget: 24%	State: Federal: $44,467 Other: $4,481,540 Total: $4,526,007 % of budget: 24%	Table 7.2.1 Fig. 7.1.1, 7.2.1, 7.2.2, 7.2.3
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; Capital Projects; Debt Service				
Remainder of Expenditures		State: $3,483,099 Federal: $ 142 Other: $3,046,745 Total: $6,529,986 % of budget: 30%	State: Federal: Other: $5,758,909 Total: $5,758,909 % of budget: 31%	
		10-11 Actual Expenditures	11-12 Actual Expenditures	

*Following the default of an important funding source under contract by the state and ETV for EBS licenses, ETV moved quickly to replace much of the lost funding going forward, through negotiating an amendment with Clearwire, the other EBS contractor. ETV worked closely with the Budget and Control Board, FCC counsel and state government policy makers to achieve this positive result.

Section III – Elements of Malcolm Baldrige Award Criteria

Category 1 –Leadership

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

a)   Short and long term direction and organizational priorities? A weekly executive management team 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 and e-newsletters to communicate daily or weekly with employees.   Monthly all-staff meetings provide network-wide information sharing, and staff members are encouraged to present key departmental or project initiatives to the entire group. This ensures strong internal communications and also helps build staff leadership.

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 completed.

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's President and/or senior managers meet regularly with the State Department of Education, the EOC, K-12 Technology partners and community advisers 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. The ETV president also meets regularly with legislative staff members assigned to ETV, the Governor's budget office, the heads of agencies such as the Budget and Control Board, the Criminal Justice Academy, and the State Museum. Over the past year, our senior management team has also set up meetings with the presidents or senior leadership at USC, MUSC, Furman, Wofford, Columbia College, the College of Charleston and several technical colleges. ETV's management believes strongly in the power of collaboration with like-minded agencies and community organizations. ETV's online "Lifeline" site expanded its community and state agency partners, providing users with online links and valuable information.

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 from citizens. We meet monthly with the Education Department and eMedia. 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. We use Arbitron and Nielsen ratings.

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 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 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. Downsizing has pushed higher level responsibilities down into the organization, and managers must assign and direct this migration of duties.

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, senior managers report on successes, 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.

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?

They do this 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. Because of the extreme budget cuts during the fiscal year, and downsizing in the agency, employees did not receive any pay increases or rewards this year.

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 through work with the Emergency Management Division and public safety agencies. Our support of the Department of Education and school districts is fundamental to developing educated, engaged students and citizens. Our agency also supports specific charities, such as the Harvest Hope Food Bank, Community Health Charities and the United Way. These charities have been designated as ETV's primary outreach efforts by a group of employees who serve as the agency volunteer committee.

Category 2 – Strategic Planning

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

In 2011/2012, ETV focused its efforts more on action plans in the key area of funding and agency costs. With the proviso approach to funding ETV, it became apparent (see 2.1.b) that the agency needed to focus on providing its customers, both state and private sector, with a better understanding of the value of its services. In turn, the agency would gain from this process a better understanding of how it was truly using and allocating broadcast and human resources. With the assistance of private sector consultants, the agency created a system of cost measurements that is designed to help the agency better understand the true costs of products, better price its services, and more effectively allocate human resources. The action of initiating this assessment tool is still underway as the year ends. Part of this effort also included introducing the idea of structuring the agency into three identifiable areas for the purposes of better understanding the values of its services. Palmetto Towernet is the agency's technical and administrative areas, Palmetto Education its educational efforts and Palmetto Digital Media its Public Broadcasting functions. ETV will also be undertaking a branding study, supported by the ETV Endowment, to ensure that branding and awareness reflect the network's new approach and overall goals.

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

Agency executive managers defined strengths, weaknesses, opportunities and threats for the organizational study for each of their areas in the first phase of the study.

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

Financial risks are a threat to ETV's mission. Much of the plan's 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 and customer preferences:

Legislative actions, both state and federal, must be considered in strategic plan development. At the state level, ETV is now funded through agencies which use its services. At the national level, public broadcasting funding is under extreme pressure. 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:

Competition for labor, training, developing the workforce, and resource limitations are key concerns while in a downsizing mode and dealing with a difficult economy. Any plan must consider how to maintain a skilled and competitive workforce.

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 managed and supported a phone bank (Public Information Phone System) where people can call in and talk to volunteers who provide information, advice, and assistance. We also have an internal Crisis Management Planning Process.

f)   Your ability to execute the strategic plan:

With the backing and direction of the ETV Commission, ETV has the necessary impetus to implement its strategic plan.   Whatever action plans and efforts generated by the strategic plan will have to take into account ETV's existing resources, any continuing reduction in resources, and the challenges of a new funding approach. The exposure ETV and its budget and human resources situation has received over the past four years should contribute to developing a realistic and workable plan, resulting in a more focused and market driven agency.

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 10-11 Key Agency Action Plan/Initiative/Timeline (s)	Key Cross References
I. Internal Administration	Long Term Financial Stability – revenue generation and state funding development, employee development, customer service	Endowment/ETV fundraising initiatives, capital campaign, reinvigorated planned giving, funding revisions, agency facilities changes, underwriting restructure	Fig 7.1.2, 7.2.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.3.5, 7.3.6, 7.3.7, 7.4.1, 7.4.2, 7.4.3
II.A. Public Education	Innovation and renewal; extend programming to new digital education	Continued development of digital delivery in schools	Table 7.1.1, 7.1.2., 7.1.3, 7.1.4, 7.3.1, 7.3.4
II.B. Higher Education	Product Focus –be a provider of choice and create effective content	Use of reduced satellite and increased digital; to remain competitive, expand service	Table 7.3.1 Fig. 7.3.7
II.C. Agency Services	Reinvigorate agency and public services training	Build on agency contacts/public services contacts to grow business	Table 7.3.2, 7.3.3 Fig. 7.3.7
II.D. Community Education	Product Focus – create appealing public television and radio about SC	**The Big Picture, Carolina Stories, Connections, radio programming** news/doc production, education coverage, new digital channels, online streaming	Table 7.2.1 Fig. 7.1.1, 7.2.1, 7.2.2, 7.2.3

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 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 senior managers with middle management. Hopefully, with an improving economy, 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 middle management results reported on the same schedule.

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

By assessing the outcomes of the action plans generated from the Strategic Plan. We also review our plans with our Community Advisory Committees in particular subject areas to make sure our planning process results not only meets our needs, but those of our customers.

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 and public services. 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 email 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 customers' 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 numbers and online customer service site. 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.   Senior managers 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 Educational Technology, 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 **StreamlineSC**. 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 to meet and exceed their expectations? 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 inquiries. 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. A new organizational study of our programs and costs which started at the end of the fiscal year will help us refine these areas of measuring performance.

4.2 How do you select, collect, align and integrate data/information for analysis to provide effective support for decision making and innovation 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 (Content)
- Web page hits (Content)

- All levels of gift giving (Planned Giving--Future development as a measure) (Festival)
- Resource usage (Content)
- ETV **StreamlineSC** data that allows user reports by school/districts

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, reliability, 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.   SCEIS (South Carolina Enterprise Information System) provides financial and human resources related data.

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. Donation and gift giving identify 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.

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

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.

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 through interdepartmental projects. 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. A culture of teamwork, support and creativity is supported by these approaches.

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

A smaller workforce means that resources must be brought in on projects from across the agency. For instance, **The Big Picture**, ETV's news and public affairs program, calls on engineering resources for technical assistance, production resources from regional stations and leverages the ETV Radio operation to get the story out. Division employees often sit in on other divisional meetings to share communications. So while **The Big Picture** has two full-time dedicated employees, a cast of agency-wide employees is involved in completing that program.

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 15-20 interns annually. We also have line managers who develop relationships with schools to share information about broadcasting and make

contacts. One primary challenge is lack of funding for pay increases. That 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*

All executive managers 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 executive managers and fundraising leadership, there are many memberships of highly important broadcasting/education related organizations such as the National Educational Telecommunications Association (NETA) and American Public Television (APT).

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. 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 continue to seek to improve those efforts in areas of our management corps.

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

We do this 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?

With the strategic focus on measurement of costs this year, training supported those efforts. Four days of ScheduAll training in September served to update staff on the important and comprehensive production scheduling and budgeting software. Information generated into ScheduAll will assist with development of an agency wide cost measurement system called CAPS, Cost and Pricing Support. Managers were introduced to this new database in June. Courses in Final Cut Pro X continued the focus on editing systems use.

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?

It is done 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. Unfortunately, this year, we were not able to provide monetary awards for performance.

Employees are often entered in award competitions where they may win recognition for their creative abilities. We also recommend employees for attendance and/or training opportunities at key national industry conventions, such as NETA.

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 due to budget, however, and development may often depend on lateral or cross-divisional moves. Our succession planning has been built on developing direct reports.

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 is available for *State Health Plan* participants. We have an agency-wide crisis management plan and have an active and updated hurricane response plan. Increased fire safety inspections in the TCC assure top notch operation conditions in our primary facility.

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, Integrity, Public-Private Collaboration, Educational Success, Innovative and Engaging Work, and Accountability.*** 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 geared up news and public affairs to appeal to the citizenry in this critical budget 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 and internet 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 assesses 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 Web Services and existing broadcast technologies to infuse products with innovation. The PIEG and Pipeline processes assure a firm starting point, coupled with a tracking mechanism. All departments attend these meetings so everyone is on the same page. The Education Division has weekly standing meetings as part of a project management approach to developing and adapting new technologies to service the Education Division clients' needs. The meeting groups are comprised of directors from the division's K-12 **StreamlineSC** and **OnePlaceSC**, Higher Ed/Medical, Education Production, Program Services, Educational Technology departments and a representative of SC Dept. of Education's eMedia department. Staff members from other ETV divisions and outside consultants are included in the meetings when appropriate. Current projects include Course Development and Marketing; Real-Time and Video-on-Demand

streaming services; Learning Management Services; Web Conferencing; and Program Delivery Service Packages development for education clients. Project management includes project deliverables tracking and reporting; client needs surveys; service process development and assessment; and utilization reporting.

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, 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 DVDs. Underwriting revenues are captured annually to assess the appropriateness of our sales effort.

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 budgeted state funds, fundraising and underwriting capability and forthcoming grants. Critical equipment funding is a much more difficult problem, and has been historically with dependence on state funds and now fewer resources.

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. ETV supports our mission through a cooperative partnership that includes ETV, PBS Network, Discovery Education, SC Department of Education (SDE), the State Library System and local school districts. In addition to our broadcast network, our infrastructure includes EBS, and our Internet Protocol (IP) video streaming systems. To assist teachers in utilizing the educational resources on these systems, there are 73 Digital Education Service (DES) personnel provided by local K-12 districts across the state.

Throughout the transition to new digital technologies, schools are phasing out our existing analog receptions. As of July 30, 2011, ETV terminated their long standing satellite delivery to the schools. Presently, ETV has the ability to stream live and archived video that originates within the local school or district, anywhere in the state, even nationally. The live video streaming, which will eventually replace the analog EBS, allows districts to view and record videos on-demand. Qualified DES staff personnel, provided by each respective school district, are designated to address local learning challenges. Please visit our DES web site to learn more about these web-based services: http://www.scetv.org/education/des/.

ETV is required by the FCC and a state lease contract to utilize a part of the EBS spectrum capacity to provide educational substantial service. ETV has proven to the FCC this year to meet all its educational substantial service requirements. When applicable, ETV connects the IP video systems to the EBS network to provide a more efficient delivery of educational programs in the schools.

For the 2011-2012 school year, ETV's **StreamlineSC** had 10,373 videos available on-demand over the Internet. ETV, SDE, local school districts and Discovery Education provide the programs, as well as thousands of digital images, songs, sound effects, speeches, and pieces of clip art.

In addition to the video and multimedia educational assets, ETV provides several content rich web sites through our network affiliates and partners. Teachers, administrators and staff can search all of these sites to provide them with the educational resources they

need. ETV's site that provides all these services is **OnePlaceSC**, and this school year we had 104,783 logins to search our collective web content offerings.

K-12 Training: In order to integrate the various technologies and educational content, ETV plays a very important role in training teachers, administrators and staff. This year, ETV conducted hands-on workshops and presentations to 4838 participants from K-12 public schools, private schools, home schools and future teachers in higher education institutions.   The training and promotion of educational assets incorporated new interactive lesson plans and modules covering topics such as: iPad training, Searching the Video Library, Creating Play Lists, Using the Learning Resources, Extending Your Use, and more. *(Table 7.1.1)*

	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Presentation Participants	2897	1789	1378	1400	882
Workshop Participants	4477	4891	5152	4785	3956
Number of Training Sessions	450	510	494	508	335

Table 7.1.1

Production Resource Usage: Use of ETV's major production facilities declined somewhat in 2011/2012 with respect to the previous fiscal year. Budget cuts and staff availability contributed to some scaling back of live studio and location production, and the major edit suites experienced some decline as more post production migrated to desktop and laptop-based edit solutions, lower costs and accelerating production timelines. The Network's major studio-based series, weekly news magazine **The Big Picture** and the minority affairs program **Connections,** produced 19 and 23 shows respectively. Overall, ETV's studios, remote production truck, and edit suites compiled just over 6706 hours of use in 2011/2012. *(Fig.7.1.1)* FY 06 data was not reported.
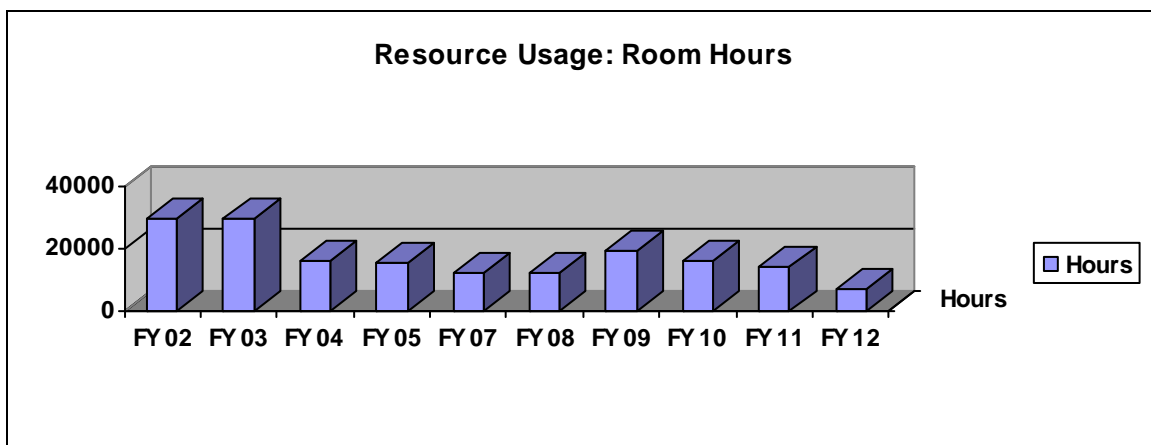

Fig. 7.1.1

Production billings fell slightly in 2011/2012 relative to the previous fiscal year. Content's total includes payment for **Take on the South**, **SC Hall of Fame**, rental of studio space and other rooms and all of the live shots that ETV has done. ETV's new short distance Newsfeed Studio was established and earned over $100,000 in charges. With this being an election year and SC being first to hold a primary in the South, ETV had many live feeds and continues to have them. With the fiber that we now have, ETV can do live shots from other areas around our state (Spartanburg, Rock Hill, and Charleston.) *(Fig. 7.1.2)*

Billings by Production Dept.
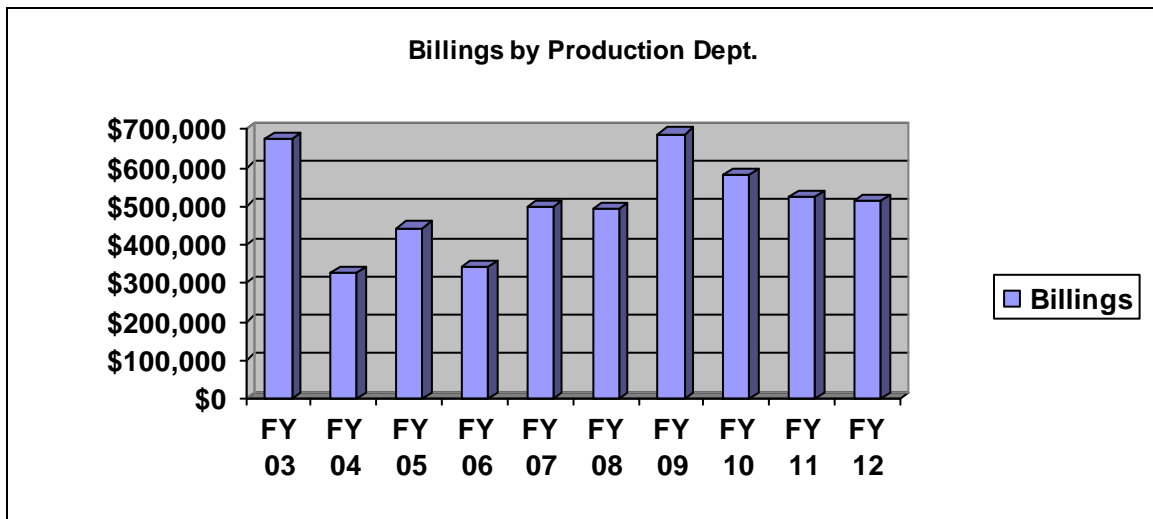
Fig. 7.1.2

ETV Knowitall.org: The **Knowitall.org** site had more than 4 million page views this year, with total page views since its launch exceeding 35 million. Sites include: *Artopia* with 910,978 page views, *The Natural State* with 513,411 views and *Career Aisle* with 490,181 page views. *Table 7.1.2*

	2009	2010	2011	2012	Increase/Decrease
Visits	597,648	989,023	717,477	911,837	21% increase
Page Views	5,023,608	6,010,566	4,474,721	4,073,747	9% decrease
Unique Visitors	423,216	643,390	497,080	783,816	37% increase

Table 7.1.2

ETV StreamlineSC: This is our archive video-on-demand service offered to all K-12 public, private and home-school students. **StreamlineSC** is a standards-based video-on-demand service utilizing Discovery Education Streaming. ETV subscribes to this statewide service at an 80% cost discount, yet it is offered free to all students in South

Carolina. The content includes 4,052 local videos available from ETV and eMedia (a department of SDE) – 39% of the total 10,373 full video inventory. ETV's digital library includes Discovery Education's more than 58,060 video clips, most of which are correlated to South Carolina's state K-12 curriculum standards. In addition to video, schools have access to a 69,865 high-resolution image library, an interactive quiz center, pre-produced classroom activities, tests, and teachers' guides. A substantial portion of the programs are local district productions, curriculum specific and professional development videos. ETV and the SC Department of Education's eMedia videos had a total of 122,875 views this school year.

ETV, in partnership with the SC Department of Education and the K-12 Technology Initiative, created **StreamlineSC** to improve and manage learning resources in South Carolina schools. Community leaders and school officials can track and evaluate **StreamlineSC** utilization in the classroom. SC is a national leader in providing video on-demand to students and teachers. After eight years of service to schools, **StreamlineSC** K-12 resources were utilized 3,236,680 instances this school year. **StreamlineSC** continues to have the highest per teacher use in the nation. The non-video assets (i.e.) images, quizzes, lessons) accounted for 176,563 uses. The service is being utilized in all of the state's public school districts, 356 private and special schools, and 271 home schools and associations. *(Table 7.1.3)*

	Videos Available On-Demand	% Local Programs Available	Videos Viewed
2007/2008	unavailable	unavailable	2,568,456
2008/2009	5,181	23%	2,800,368
2009/2010	8,968	34%	3,172,464
2010/2011	9,801	18.5%	3,153,412
2011/2012	10,373	39%	3,236,680

Table 7.1.3

OnePlaceSC: ETV and its education partners offer a variety of quality K-12 educational content web sites. A key to accessing all these educational initiatives is ETV's **OnePlaceSC**, a single K-12 web portal that provides access to all the content on one web site. The site features SCETV resources, including **StreamlineSC** and **Knowitall.org**, as well as partner resources available through the State Library's DISCUS, PBS and affiliates, SDE and local districts. Users can easily search all these sites and locate the assets they need from a single inquiry. **OnePlaceSC** also provides professional development opportunities, and local and statewide broadcast TV guides for all the education and broadcast programs offered live to the K-12 community.

The **OnePlaceSC** portal tracks critical trends of which sites are utilized and reports by district and school the volume of use. With the increased marketing and training efforts, this reporting year tabulated 104,783 logins to **OnePlaceSC**, and 61,312 educational resources searched and utilized. *(Table 7.1.4)*

	OnePlaceSC Logins	Assets Utilized
2008/2009	56,850	50,260
2009/2010	98,525	94,448
2010/2011	84,412	72,973
2011/2012	104,783	61,312

Table 7.1.4

Comparable Organizations: ETV participates in SABS, the Stations Activity Benchmarking Survey. It reviews Public Broadcasting station costs and production efforts. We can generate reports on program acquisition costs, program hours aired, etc. ETV remains very active in educational outreach compared to many other networks.

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 donations are also used as an assessment of customer satisfaction since they reflect whether continuing or new donors are motivated enough by content to contribute to the Endowment.

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.

	2005	2006	2007	2008	2009	2010	2011
Weekly Listeners	284,100	277,800	331,000	305,000	303,000	355,300	378,000

Table 7.2.1

National Public Radio (NPR) is ETV Radio's primary program source. NPR programming is distributed to more than 900 NPR member 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, Early Music, Legacy of Opera** and **Your Day**, a daily co-production with Clemson University. ETV Radio also airs the locally produced **Roots Musik Karamu** which celebrates its 33rd year on the air, **The Bluegrass Sound** celebrating its 29th year on ETV Radio, and a country music program, **Guitars, Cadillacs and Hillbilly Music.** Every show produced by ETV Radio

is mentioned inside the program as a production of ETV Radio, helping to increase our on-air profile. In 2009 ETV Radio produced 841 hours of programming; in 2011 the number of hours was 953.

For 31 years, ETV Radio has produced programming covering the Spoleto Festival USA, including broadcasts of the Spoleto Chamber Music concerts and a daily round up of festival events, **Spoleto Today**. ETV Radio continues to keep costs down and increase coverage of the festival by partnering with the College of Charleston. The partnership allows ETV Radio to continue **Spoleto Today** as an hour long show. Thanks to the central location of the College of Charleston, **Spoleto Today** is able to feature interviews, highlights and commentary on one of the world's most comprehensive arts festivals. **Spoleto Today** attracted a weekly audience of 77,000. The Spoleto Chamber Music Concerts from this year's festival were again presented on a delayed basis weekday afternoons 1 to 3 p.m. during and the week after Spoleto.

ETV Radio also produced the **Chamber Music Series from the Spoleto Festival USA**, a nationally syndicated version of the daily concerts. The series aired statewide on ETV Radio beginning in April and during the Spoleto Festival in May and June. The production includes a dedicated website that houses on-demand audio and podcasts of material from each concert. Public radio personality and violist Miles Hoffman is the 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. Attendees and listeners could go on-line for Spoleto coverage. ETV Radio's stream is available all day every day at www.etvradio.org.

Television Programming: Due to budgetary restrictions, ETV is only able to subscribe to the Nielsen audience data for one of the seven markets it serves across South Carolina and the border areas. This data provides ETV with data diary audience specifics for Charleston, SC. The 2010 census data showed South Carolina had approximately 2.4 million TV households, and nearly 16% (386,000) of those households watch ETV during the average week. The impressive growth in the HH numbers reported in the 2010 Census data offers promising opportunities to expand our viewership to new households. ETV does not have access to the exact monthly reach because the market it subscribes to uses diary measurement (done only weekly) and not meter measurement (done weekly and monthly.) *(Fig. 7.2.1)*
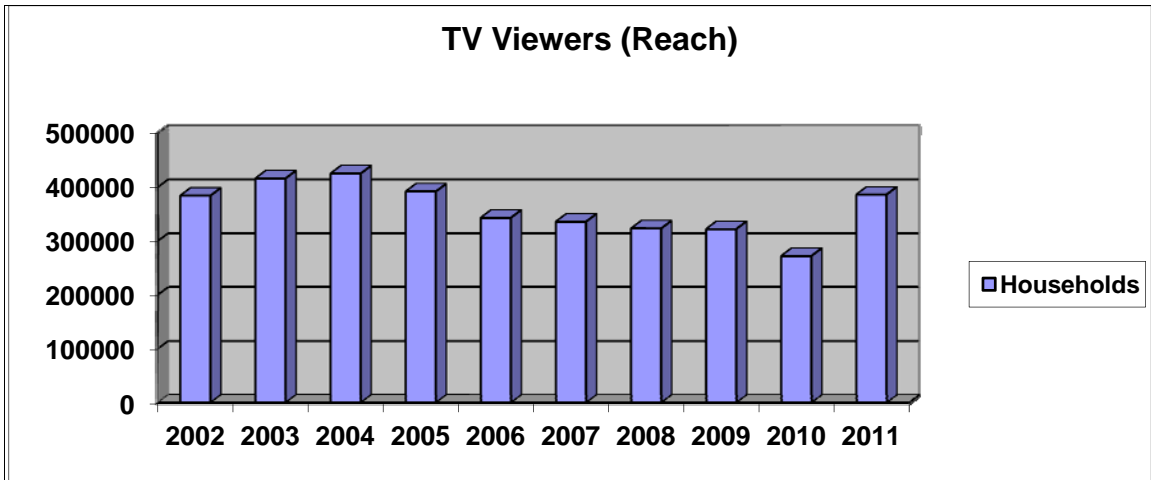
TV Viewers (Reach)

Households

500000
400000
300000
200000
100000
0

2002 2003 2004 2005 2006 2007 2008 2009 2010 2011

Fig.7.2.1

The ETV Endowment: The Endowment provides information on donations *(Fig. 7.2.2)*, which is a key measure in customer satisfaction. This measure is adjusted from the previous measure of members as it reflects donations of all levels, not just membership giving levels. The Endowment maintains strong donor numbers (39,545) while total gifts rose to 49,929 despite a continued sluggish economy. Effective, tasteful and consistent requests for support combined with solid on-air fundraising product in television and radio contributed to continued call-in, online and mail-in pledges. The Endowment continues to grow its major gifts and planned giving programs and actively seeks to support its existing member and donor base while developing new generations of ETV supporters.

Endowment Donations

41000
40500
40000
39500
39000
38500
38000

FY 05 FY 06 FY 07 FY 08 FY 09 FY 10 FY 11 FY 12
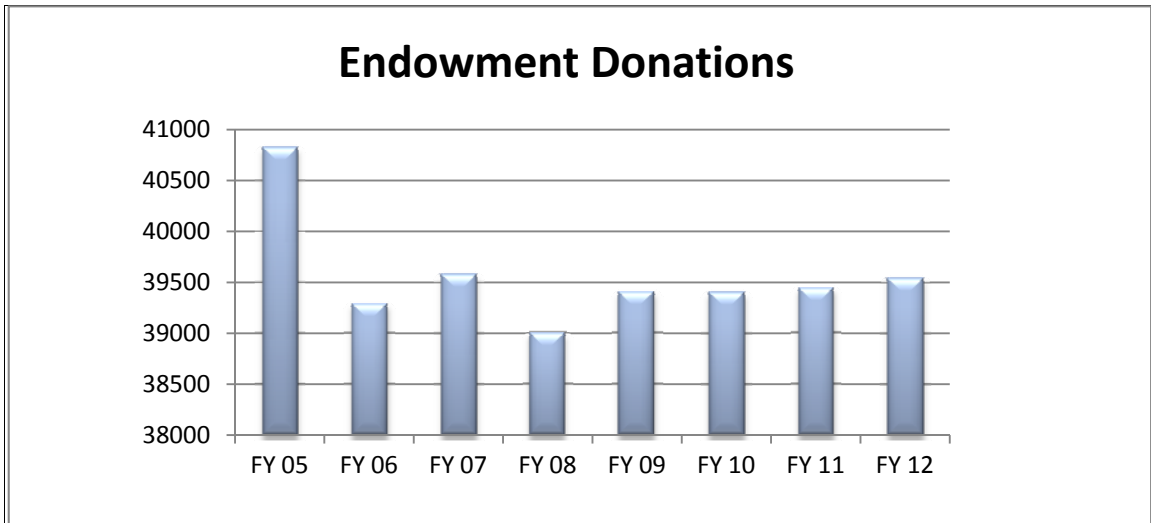
Fig.7.2.2

National Programming: South Carolina ETV Radio is 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. Broadcasts of the program on 198 terrestrial public radio stations around the country attract a weekly audience estimated to be 236,000 *(Fig.7.2.3)*. The weekly podcast version of the show, **Piano Jazz Shorts**, is downloaded more than

35,000 times per month, and the program's web site offers streaming audio of each new show at the **Piano Jazz** web site, http://pianojazz.npr.org , and sees an average of 16,000 media streams requested per month. NPR's Worldwide Satellite Service delivers the program to listeners around the world, as does Sirius Satellite Radio which airs **Piano Jazz** on its *NPR Talk* channel.
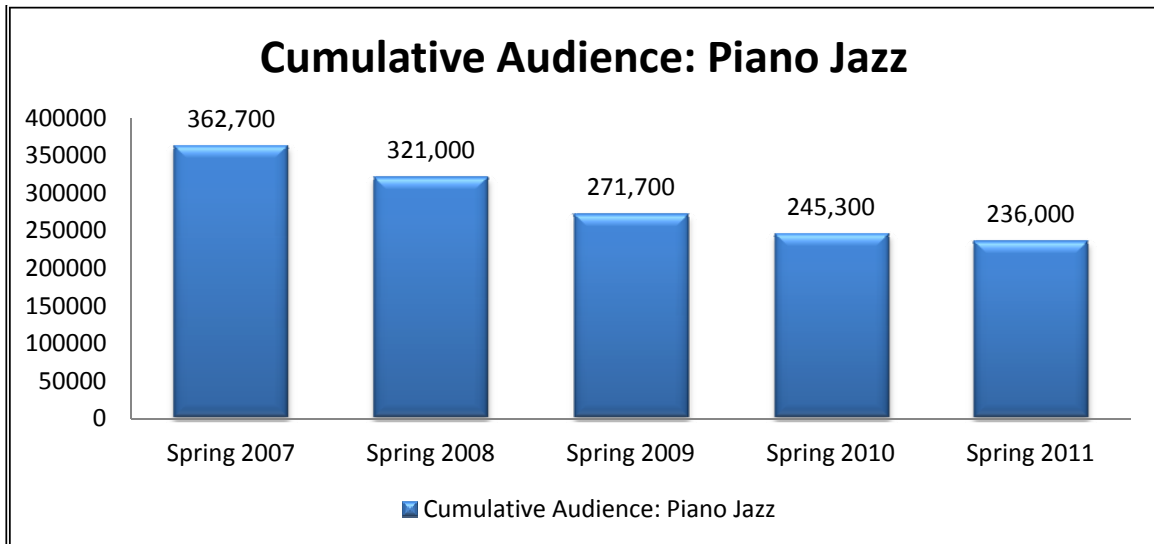
Cumulative Audience: Piano Jazz

Spring 2007	Spring 2008	Spring 2009	Spring 2010	Spring 2011
362,700	321,000	271,700	245,300	236,000

■ Cumulative Audience: Piano Jazz

Fig 7.2.3

In 2011, ETV Radio began production of two new national public radio programs: **Piano Jazz Rising Stars** and **Song Travels**. ETV Radio now produces four national shows (including the aforementioned **Marian McPartland's Piano Jazz** and **Chamber Music Series from the Spoleto Festival USA**). The two new series follow the winning **Piano Jazz** formula, but each with its own new twist.

Song Travels, hosted by multiple Grammy Award nominee Michael Feinstein, explores the Great American Songbook through conversation and performance with today's top new talents and legendary performers including Liza Minnelli, Bette Midler, Neil Sedaka, Cheyenne Jackson, and Wayne Brady. In its initial limited run of 13 programs, **Song Travels** was broadcast nationally, including the major markets of New York, Philadelphia, Seattle, Atlanta, Denver, Cincinnati, Jacksonville and the San Francisco Bay Area. According to data provided by NPR, in the first half of 2012, **Song Travels** was heard by approximately 80,900 listeners per week.

Piano Jazz Rising Stars is hosted by regular **Piano Jazz** guest host and pianist Jon Weber. The limited run series of 13 programs featured Weber, a virtuoso pianist with an encyclopedic grasp of music history, in conversation with the brightest stars on the jazz scene. One program, with vocalist Tammy McCann, was the first national program recorded in ETV Radio's new facilities. **Piano Jazz Rising Stars** was broadcast nationally including major markets of Chicago, Philadelphia, Atlanta, Tampa, and Cleveland. According to data provided by NPR Carriage Management, the program is heard by approximately 81,000 listeners per week.

National Programming achieved 85.68 percent national carriage for **The American Road to Victory** WWII trilogy which was broadcast on the **PBS WORLD** channel nationally, and SCETV extended rights or re-released popular titles such as **Bernardin, The Winemakers** and **Germans in America**. New *SCETV Presents* programming initiatives include the national and international distribution of **Expeditions with Patrick McMillan** through American Public Television and distribution of the entire **Take on the South** eight-part series through NETA, along with the development and production of new series and specials for national broadcast. **ETV American Graduate** is a public media initiative is funded by the Corporation for Public Broadcasting to help local communities find solutions to address the dropout crisis. The purpose of ETV's American Graduate initiative is to encourage awareness of the factors contributing to the dropout crisis, as well as the economic consequences of dropping out of school. ETV brought together national, statewide and local policy makers, educators and successful dropout prevention program directors and students for a community summit to discuss creative solutions for the problem. Based on the success of this event, ETV was recently awarded a second grant from CPB for a new **ETV American Graduate Youth Media Summit** slated for February 2013.

Comparable Organizations: ETV participates in SABS, the Stations Activity Benchmarking Survey. It reviews Public Broadcasting station costs and production efforts. ETV has shown the ability in the recent past to out-produce peer networks in terms of finished program hours. On other measures, ETV compares favorably, such as on the measure of programming hours on all other broadcast channels. Such data points out areas where we perform well, and also shows us where we need work.

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: Our sales figures reflect the economy *(Fig. 7.3.1)*. Compared to previous years, our sales are a little lower due to budget and staff cuts and the economy in general. However, we also realize that fewer sales of our broadcast product demands that we assess and reconsider how we market that product to the public and other potential customers. With technology shifting to an on-demand approach online, and with so much product already online and other content being repurposed, a look at how we get our content to customers and sell or leverage it for other revenue generation efforts is underway. A national trend shows DVD sales in decline, with a move in consumer habits to online rental and streaming.
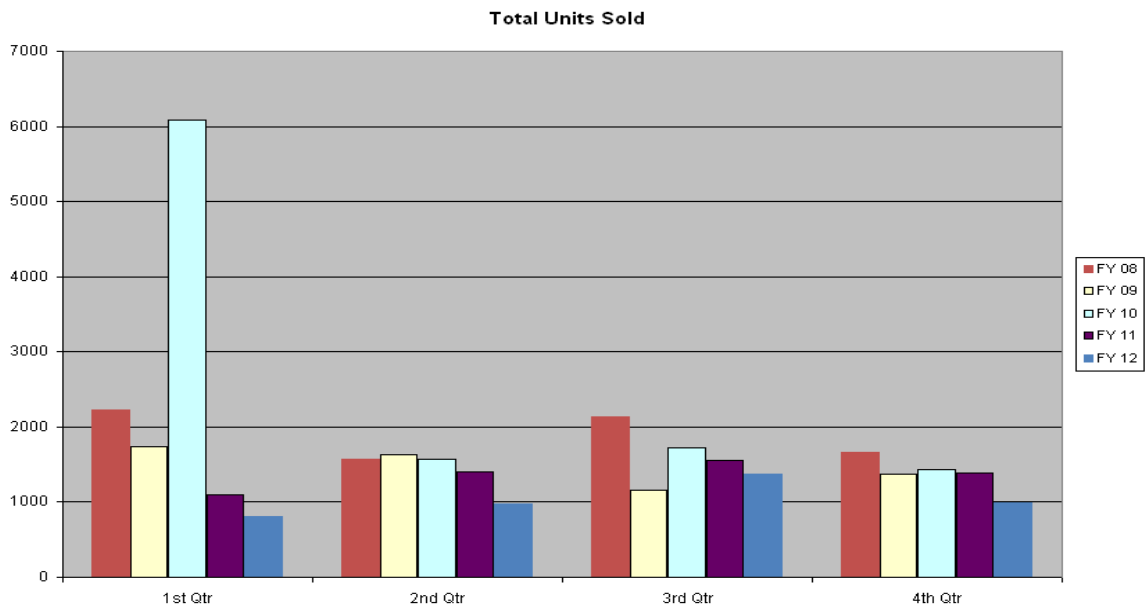
Total Units Sold

Fig. 7.3.1

The majority of the revenue that is brought in now is home video (the low end on pricing) with the only promotion relying heavily on offers appearing at the end of the broadcast. *(Fig. 7.3.2)*
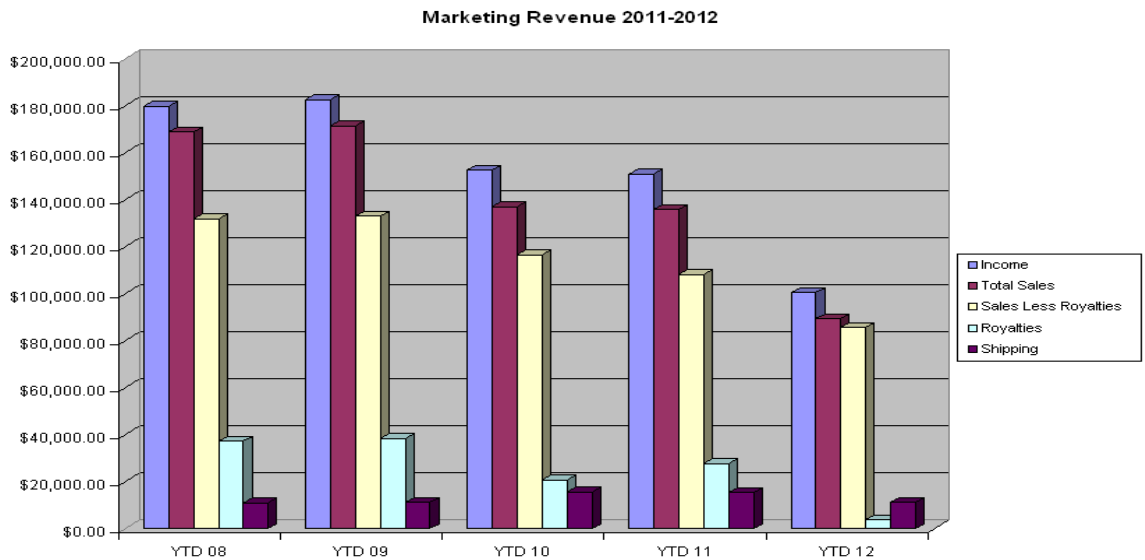
Marketing Revenue 2011-2012

Fig. 7.3.2

ETV Endowment: The ETV Endowment raises funds through direct mail, renewals, voluntary gifts, memorials, etc. There is no doubt that 2011/2012 will continue the trend of difficult years in the history of many charitable organizations with the ongoing economic challenges. That makes it even more amazing that the ETV Endowment, working with ETV fundraising, was able to exceed the $4,000,000 mark again this year.

(*Fig. 7.3.3)* The ETV Endowment celebrated the opening of new ETV Radio studios and brought to fruition the goal of the impressive $1.5M campaign to raise private funds for those ETV Radio studios.

Endowment Membership Revenue

- New Members
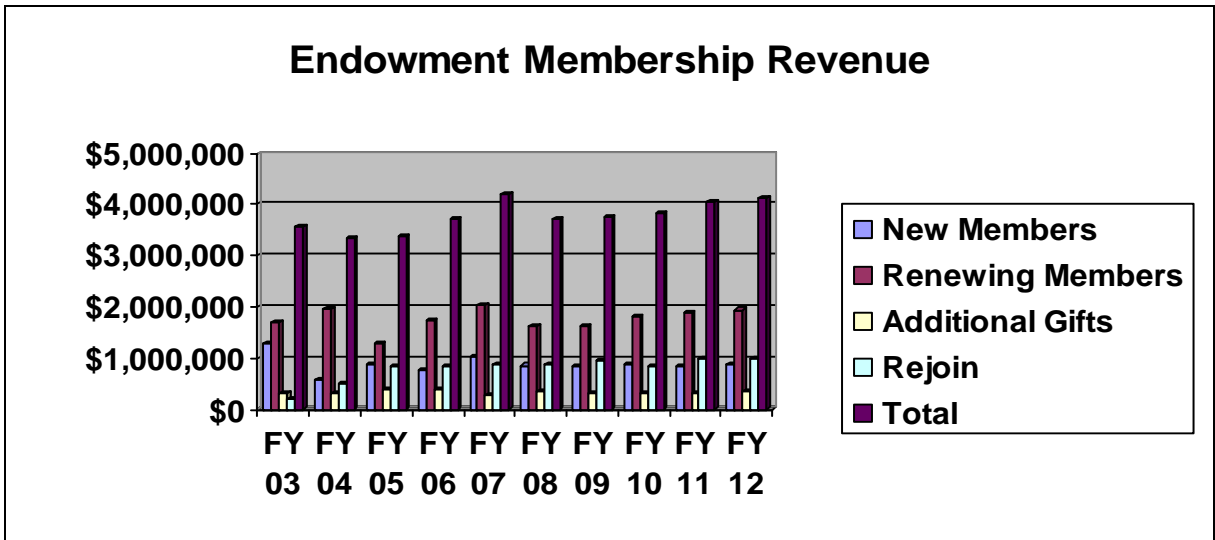- Renewing Members
- Additional Gifts
- Rejoin
- Total

Fig. 7.3.3

Festival (Radio and Television Pledges/Revenue): A large portion of the funds raised by the ETV Endowment comes from on-air fundraising. It is the single most effective tool. This year, pledge dollars are up. *(Fig. 7.3.4)* This occurred despite what must be

Pledge Dollars
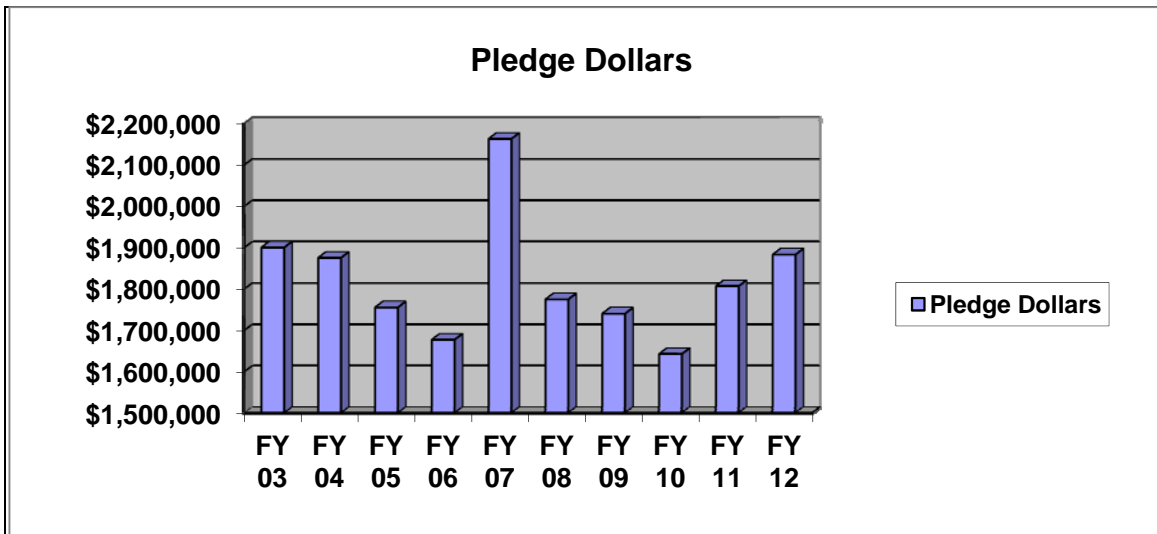
Fig. 7.3.4

considered another difficult charitable year given the economy. South Carolina is a state particularly hard hit by the recession, and despite this fact, on-air fundraising still managed to help the ETV Endowment toward its annual goal. *(Fig. 7.3.5)* Pledges are supplemented by the fundraising efforts on the web, through the mail and at special events.
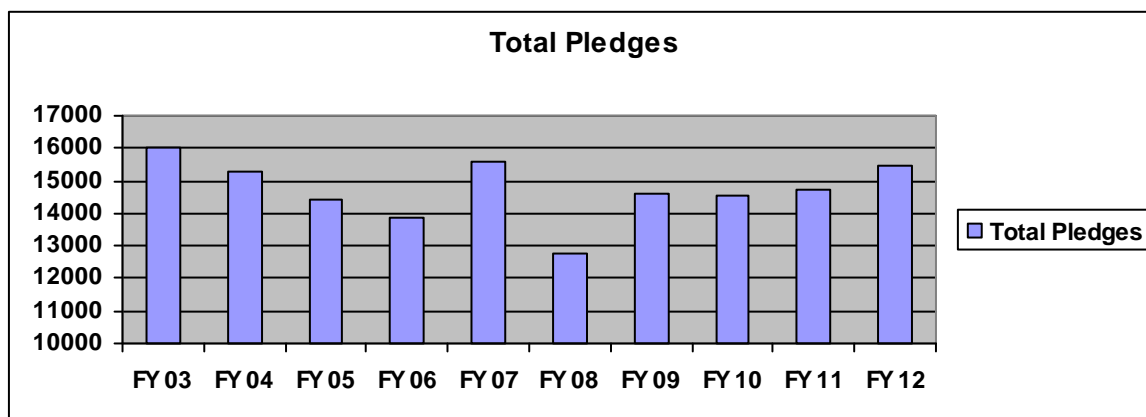
Total Pledges

Fig. 7.3.5

Underwriting: In 2011/12, ETV expanded its sales force capacity in the face of tough economic conditions to include a Charleston-based Underwriting representative, and an upstate Underwriter.   The department was charged with taking on additional responsibilities beyond underwriting as staff was cut in other development areas. Despite these challenges, sales were $593,276. Underwriting has increased the minimum buy on radio from $300 to $500 and there is a minimum buy of $1,000 for television. Additionally, sales staff offers a Total Audience Plan, which has helped to move up the average spend.   Radio continues to be ETV's strong sales vehicle with a large and committed listening audience, and radio underwriting was over $400,000. Television underwriting is traditionally the most difficult sale in public broadcasting and remains so. Web underwriting was minimal, but remains a target for considerable gains as the sales staff grows. *(Fig. 7.3.6)*
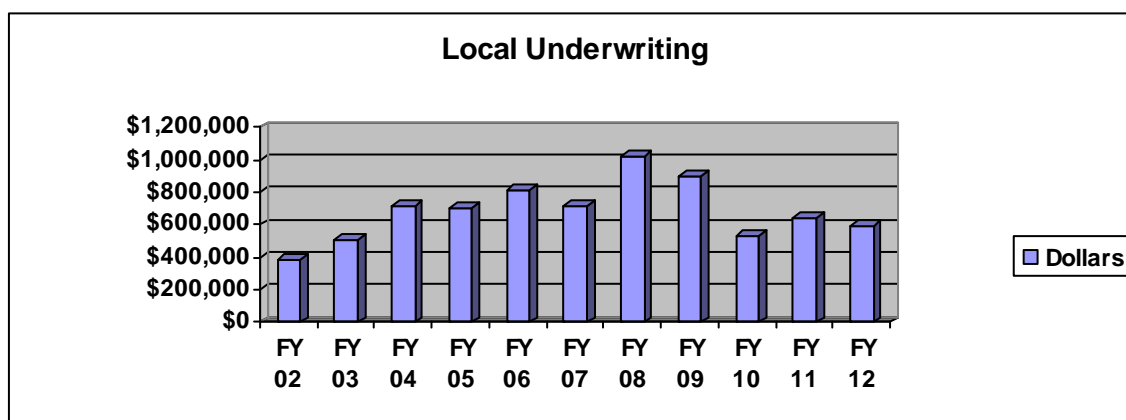
Local Underwriting

Fig. 7.3.6

The Education Division: Fiscal year 2011-12 was a transitional year for this division. At the beginning of FY10-11, the division was restructured during an agency reorganization directly related to state funding reductions and involving several divisions. Funding for ETV's digital satellite network, our primary delivery system for our clients' training services, was also terminated. A direct result of these drastic changes for the

Education Division can be seen in the development and deployment of online course management services, online streaming media services, mobile media and online training/professional development for teachers, and a new entrepreneurial approach to all of our division's services. These changes, of course, affected how the division's service productivity and revenues are reported and are reflected in this document.

All of the changes over the past fiscal year ushered in the development and deployment of new initiatives to address our clients' needs. The division structure and services may have changed but the needs of our clients must still be met – particularly in view of not having satellite delivery services. The Education Division's new endeavors include a robust online course management system, real-time streaming, video-on-demand for non-K-12 clients, for-credit course development for teachers, and professional development for K-12 educators, counselors and administrators. We continue to work closely with our partners and new clients to identify, develop and customize new services to meet their education and training content delivery needs. The Education Division anticipates additional changes in agency workflow and processes as we rise to meet the challenges of meeting clients' needs and shifting to a more entrepreneurial funding approach.

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 Education Division programs and services; expand video, audio and web-based resources and services; and provide customer service and help desk support and outreach for state and national programs and services. Establishing online education and training processes have helped us become more entrepreneurial such as implementing ecommerce accounting. The successes of the Criminal Justice Academy online training resulted in ETV acquiring a substantial grant to create online training for all the public service personnel in interoperable radio communications. Presently the online course management system hosts 267 online courses for educators, law enforcement, and adult learners in curriculum areas, including K-12 foreign language; K-12 nutrition; literacy; early childhood/early learning; video production; mathematic common core standards; public safety and law enforcement; and K-12 technology in the classroom. Our primary client is the SC State Department of Education with 157 recertification courses.

Fig. 7.3.7 reflects the total productivity of the Education Division outside of proviso funder services. Due to reorganization, revenue from all Education Division departments is reflected here and not broken out into other reporting areas.
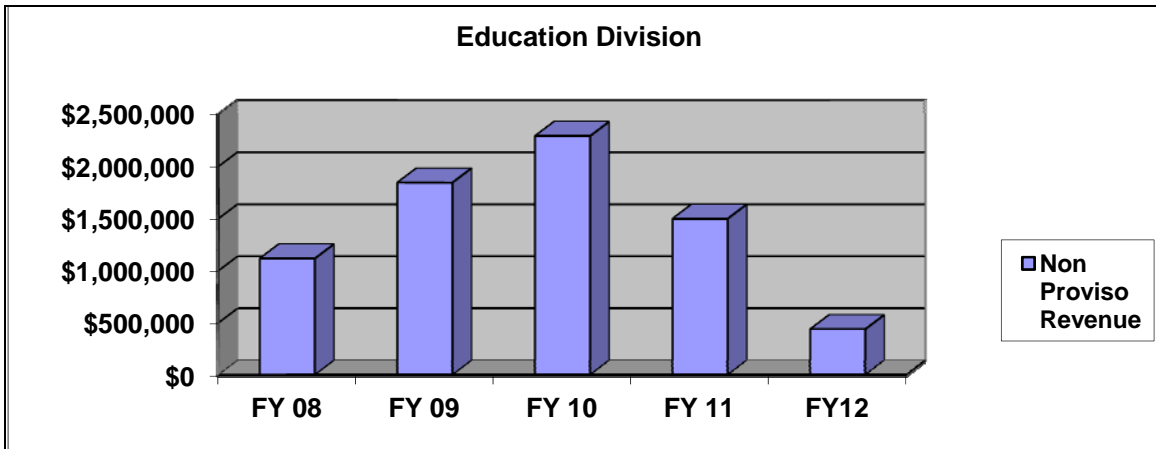
Education Division

Fig. 7.3.7

Higher and Medical Education: Due to lack of funding, ETV's closed circuit satellite network services end-of-service date was July 31, 2011. Beginning in FY 08-09, continued state funding for ETV's digital closed circuit network was in jeopardy due to the economic downturn. Due to the uncertainty and time constraints, many of the colleges made other arrangements for their course delivery. Subsequently, due to the drastic reduction in state funding for our agency in FY 09-10 and the uncertainty of retaining our digital satellite delivery system, many clients transitioned to other avenues of program delivery. The Education division continues to work with these clients to find services that meet their needs. For example, ETV now hosts many online training initiatives and professional development courses, while providing live web streams and archived programs available on-demand.

Teacherline: ETV is a course provider of PBS Teacherline online graduate level professional development courses for teachers in South Carolina, Georgia, and North Carolina. During 2011-2012, Education Division Teacherline staff marketed services at 14 conferences. Division staff provided teachers 650 PBS Teacherline graduate course seats for a total of 23,640 instruction hours, including three locally-offered courses by ETV with a total enrollment of 61. *(Table 7.3.1)*

During the year, the ETV-operated Teacherline web site at *www.teacherlinesoutheast.org* generated 24,316 visits by 18,581 unique visitors for a total of 62,890 page views. 6,326 visitors were returning visitors. In FY 11-12, Teacherline continued to see the effects of a struggling economy with reduced enrollments. In the spring, TeacherLine's Director left ETV; Teacherline is now managed by one staff member.

Teacherline	FY08-09	FY09-10	FY 10-11	FY11-12
Total: National Seats	911	982	765	589
Total: Local Seats	352	581	76	61
Total Instruction Hours	42468	50938	28328	23,640
Marketing Conferences			15	14

Table 7.3.1

Education Outreach: Despite reduction in staff, ETV continues to focus on Early Childhood Education. Our outreach creates materials and services to extend the value of programs presented on PBS through ETV. A major outreach effort is the early childhood's ETV Kids initiative. Each week, ETV broadcasts statewide 63 hours of programming for young learners, including many Ready to Learn programs like *Dinosaur Train, Super Why!* and *Curious George*. All the PBS Kids programs are not stand-alone broadcast; they have accompanying engaging web sites targeting children and created to teach. In FY 11-12, Outreach was expanded to work with impoverished communities through after school programs and summer literacy initiatives. We continued to work on providing outreach through participation in events and committees in SC Early Childhood, including the After School Alliance, First Steps, Central Carolina Community Foundation and specifically Lexington School District 4, addressing their summer reading loss initiative *Schools and Community Together for Literacy*.

Program Services Department: The Program Services department provides online course development and management services; web streaming services; digital file management and transcoding; audio and video conferencing; and, most importantly, the "last mile" in customer service for ETV's Education division staff, our clients and our services. Duties include scheduling, quality control and customer support services for all client video and audio programming services. A toll-free customer service line enables clients to contact ETV if there are technical problems, scheduling inquiries or if they need assistance or information about online course access, programs and services. Program Services schedules and operates ETV's 144-line digital audio bridge conferencing system and, until this year, the public videoconferencing services. Program Services supports the division with basic computer software support; online course development/management; web page design and management; and service quality control and reporting. Additionally, Program Services provides: transcoding services for client video to various media formats; support for the ETV IP Media Streaming initiative; support for law enforcement and public safety training; support for K-12 and state agency video streaming; and development/support for ETV's online learning management system and the development of new service offerings. Program Services is also responsible for supplementary course fulfillment for Middle Level Math - a distance-learning course for teacher professional development. Additionally, our department also provides project management and coordination for the Education Division's services development and implementation. *(Table 7.3.2)*

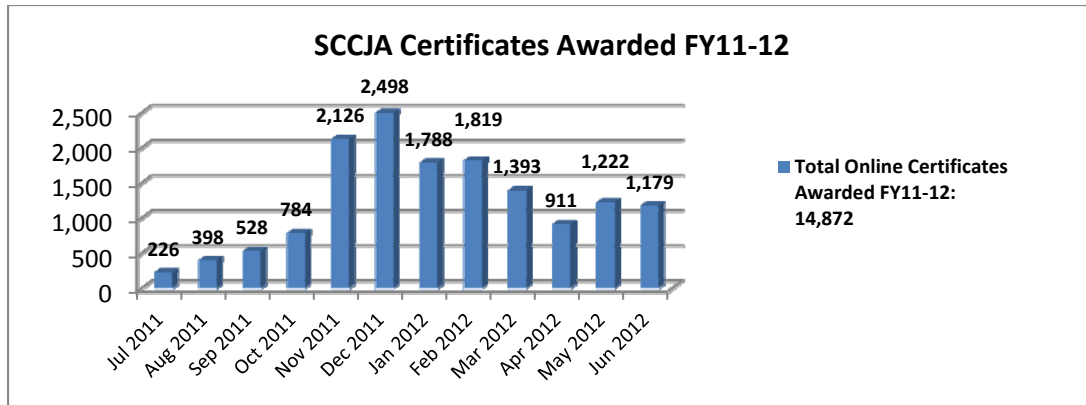| Service	FY 08	FY 09	FY 10	FY 11	FY12
Business & Govt. Bridge	969	772	798	827	1,053
Higher Ed & Med. Bridge	228	163	173	185	300
K-12 Bridge	523	581	498	424	433
Webconferencing Services*	41	32	50	23	N/A
Middle Level Math Students Enrolled	600	700	626	212	191
Total Events	2,361	2,248	2,145	1,671	1,978

Table 7.3.2

Due to lack of funds to replace aging videoconferencing equipment, ETV no longer offers videoconferencing services. During this fiscal year, the Education division will develop webconferencing services to fill this need.

Due to a reduction in state funding and a reduction in staff, the functions of the **Public Services Network** were folded into our Program Services department during FY11-12. ETV is committed to the delivery of vital video instruction to public safety and law enforcement personnel across the state. The Education Division works very closely with our partner, the SC Criminal Justice Academy, to deliver their public safety and law enforcement training to officers in the field via online course delivery. This online delivery method makes this training available to officers on their own schedule and reduces the amount of time an officer is "off the street" to receive training by eliminating the need to travel to a centralized location. It also eliminates the work load on SCCJA staff to process assessment tests, and generate and mail out hard copy certificates to officers completing a course. Certificates are automatically generated through the online course management system and are immediately available to the officer, his/her training officer and SCCAJ staff upon successful completion of a course. Early in FY 11-12, the Education Division brought several of SCCJA's recertification and certification training courses online using ETV's course management system. Our division staff, in conjunction with ETV's MIS personnel, provided the customization necessary to meet SCCJA's course delivery and assessment needs. These courses are available to approximately 16,000 public safety and law enforcement officers within the state and include seven online training courses to date with bi-monthly and yearly course additions to three of those courses.

This past fiscal year, the Education Program Services department worked closely with the SC Criminal Justice Academy to build, house and maintain four online recertification courses (DataMaster, RADAR, LIDAR, Standard Field Sobriety Tests (SFST)) and three certification courses (Legal Updates, The LineUp, Criminal Domestic Violence (CDV)). Between the time the first course came online (DMT) in March 2011 and the end of the 2011-12 fiscal year, over 15,000 certificates were awarded to more than 7,800 public safety and law enforcement personnel.

FY11-12 is the first year in a possible three year recertification cycle. Some CJA re-certifications are viable for two years and some three years. Two of the certification courses are renewed every 12 months and one is renewed every two months. An officer may also be required to have more than one recertification or certification. Many of the officers required to carry a valid recertification in a particular course have yet to participate in an online course as they were recertified prior to these courses going live online. We anticipate many more officers participating in CJA's online courses over the period of a recertification cycle as their certifications reach their expiration dates. We also anticipate that there will be natural fluctuations in the number of participants and certifications awarded due to the cyclic nature of a course's certification expiration dates. *(Table 7.3.3)*

SCCJA Certificates Awarded FY11-12

Total Online Certificates Awarded FY11-12: 14,872

Values by month:
- Jul 2011: 226
- Aug 2011: 398
- Sep 2011: 528
- Oct 2011: 784
- Nov 2011: 2,126
- Dec 2011: 2,498
- Jan 2012: 1,788
- Feb 2012: 1,819
- Mar 2012: 1,393
- Apr 2012: 911
- May 2012: 1,222
- Jun 2012: 1,179

Fiscal Year	FY11-12
Total Certificates Issued All Courses	14,872
Total Personnel Participating All Courses	7,560

Table 7.3.3

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, Education 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 Education Production Services works closely with our web department 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, **StreamlineSC**.

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* depicts the number and value of productions over the past five fiscal years. ETV's implementation of its CAPS (Costs and Pricing Support) system will help the agency better determine the value of both the non K-12 and K-12 services in coming years.

	FY08	**FY09**	**FY10**	**FY11**	**FY12**
Non–K-12 Revenue	$226,848	$365,908	$107,885	$249,536	$141,514*
Total Productions	234	281	317	317	172

Table 7.3.4

*Note that the number of non–K-12 productions and, thus, its associated revenue is notably less in FY12 than in previous years because of decreased staff and an effort to focus on serving the State Department of Education.

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?

The long term trend of downsizing at ETV continued with this year's layoffs due to budgetary reasons. ETV is now less than half the size it was ten years ago. Entering the year, the agency was still adjusting to large layoffs in 2010 and 2011. Then, more reductions again tightened up some staff to the point that they were limited in terms of production capability. Resources were called in from other areas to assist those staff. There is little doubt efficiency has increased and the cost effectiveness of efforts improved. The downsizing does continue to raise issues however, of what the agency may be able to produce in the long term with its smaller size and budgets. *(Fig. 7.4.1)*
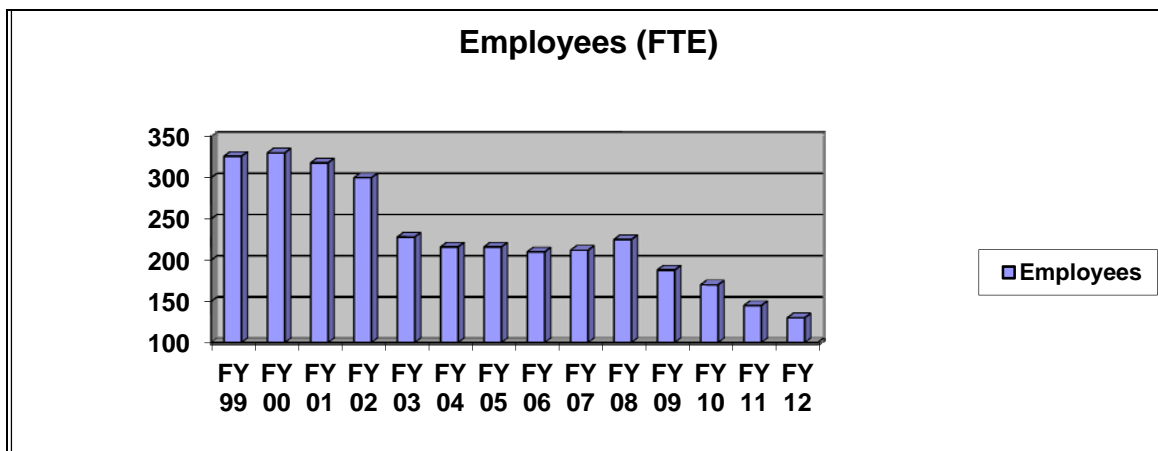

Fig. 7.4.1

As noted, ETV, like many organizations in 2011/12, continued a radical change in its workforce.   Budget cuts led the organization to lay off nine employees in 2012.
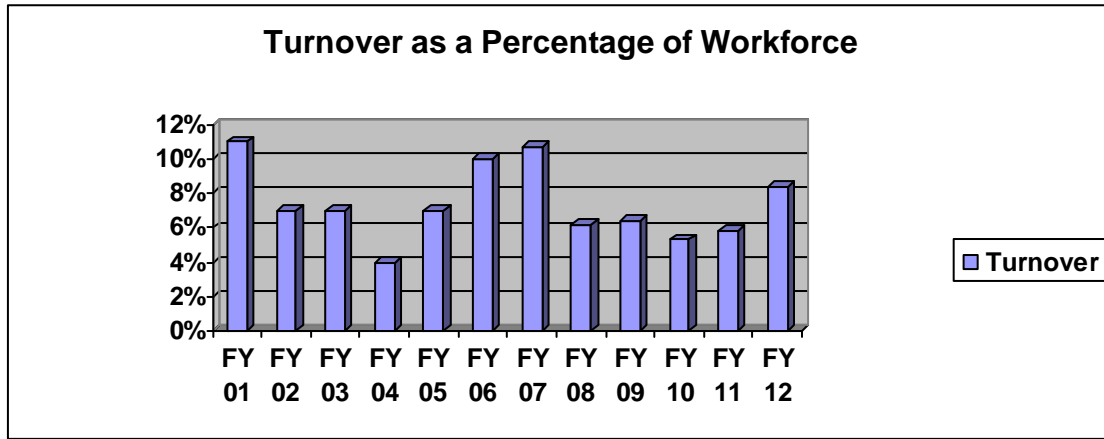
Turnover as a Percentage of Workforce

Fig. 7.4.2

Figure 7.4.2 shows turnover trends since FY 01 for all non-layoff related turnover. When considering those who left who were not laid off, the turnover rate rose a little in the organization. Keeping voluntary turnover down is more critical now due to our inability to replace key employees when they leave in this difficult budget environment. With a predictable turnover rate we can better plan workforce reduction management to have the least impact on employees and production. This year's increase in voluntary turnover is a strategic concern for ETV.

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 reached 97.8% 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 when hiring.
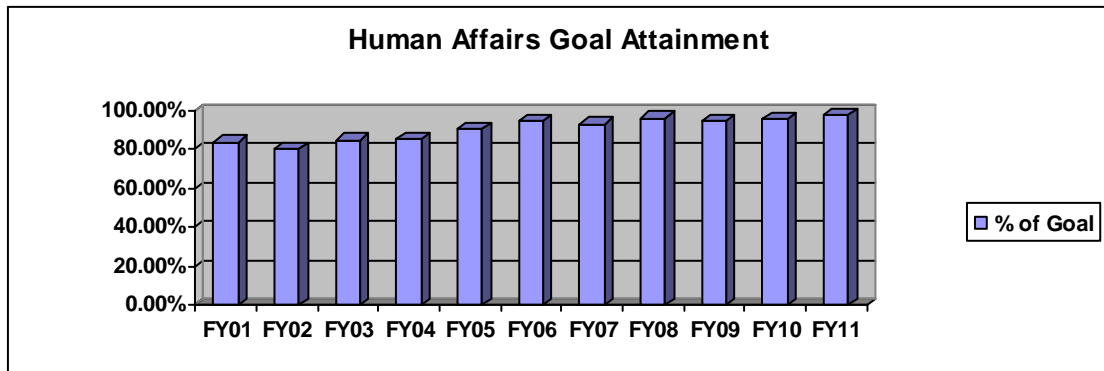
Human Affairs Goal Attainment

Fig. 7.4.3

This has increased diversity and helped to grow and develop depth in our skills base among these employees, creating internal skills growth opportunities. ETV placed in the

top agencies in State government again this year (last report year 2011) in goal attainment.

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. Unfortunately, reduced hiring at the end of the reporting year and in 2013 will hamper recruiting.

ETV reports workplace injuries to OSHA. While we report and track injuries annually, the small number of injuries from year to year is fairly consistent and is not useful in a comparative context. During Reductions in Force in the early part of the decade, we identified an increase in injuries, but the recent past has reflected little growth or identified areas of specific 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 effectiveness measures may have been covered in mission areas, other than micro measures to review technical functioning in engineering and production, such as trouble reports in Educational Technology, discrepancy reports in Master Control and log reviews for underwriting spot performance in TV and Radio, we have not institutionalized additional specific agency wide measures other than cost data. Reorganization during layoffs and the loss of another 10% of our human resources forestalled some of the measurement efforts. Organizational efficiency is a moving target with changing workforce size. We continue discussions of implementing additional measurement systems using onsite production ScheduAll software and CAPS to measure workforce cost efficiency. Measuring cost data is our focus going forward, and efforts to manage that more closely in Engineering and the agency through the forthcoming CAPS project will necessitate measuring efficiency and effectiveness.

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 donation 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.

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.