

Legislative Oversight Committee

South Carolina House of Representatives

Post Office Box 11867

Columbia, South Carolina 29211

Telephone: (803) 212-6810 • Fax: (803) 212-6811



Restructuring & Seven-Year Plan Report Guidelines

February 27, 2015

COMMITTEE INFORMATION

Committee Information

House Legislative Oversight Committee

Post Office Box 11867

Columbia, South Carolina 29211

Telephone 803-212-6810

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Also, the agency may visit the South Carolina General Assembly Home Page (<http://www.scstatehouse.gov>) and click on "*Citizens' Interest*" then click on "*House Legislative Oversight Committee Postings and Reports*". This will list the information posted online for the Committee; click on the information the agency would like to review.

<http://www.scstatehouse.gov/citizens.php> (Click on the link for "*House Legislative Oversight Committee Postings and Reports*.")

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Background

Pursuant to Section 1-30-10(G)(1), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services.” (Annual Restructuring Report, Restructuring Report or ARR)

Pursuant to Section 1-30-10(G)(2), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “a seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period.” (Seven-Year Plan)

These questions and instructions are provided for the purposes of fulfilling the agency’s requirement to the House Legislative Oversight Committee under these statutes. **Please note the agency’s response will be published on the General Assembly’s website.**

In completing these documents, having a copy of the Fiscal Year 2012-13 Accountability Report and Fiscal Year 2013-14 Accountability Report the agency submitted to the Executive Budget Office will be helpful.

Submission Process

Please complete the information and answer the questions included on the following pages. Please note at the end there is a request to complete an Excel document with the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.). Therefore, for efficiency purposes, the agency may want to keep track of this information while answering the questions instead of waiting until the end.

All forms should be submitted electronically by **March 31, 2015**, to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Word and Excel) and saved as a PDF for online reporting. The signed copy of the Submission Form with a hard copy of the forms and attachments should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct

any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Efforts to Avoid Duplication

Please note at the end of each page in this report, the Committee includes the following:

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

In the Excel document attached, there is a template to complete any questions which ask for the same information under the tab labeled, “Similar Information Requested.” The Committee asks this at the end of every page because if the questions on that page seek information similar to information sought in another report to a legislative entity, we want to know so we may communicate with the legislative entity who requires the other report and determine the most efficient way to avoid duplication in the future.

In addition, notice that one section of this report requests the agency list all other reports it has to submit. The Committee is seeking this information to analyze and determine whether there are any recommendations the Committee may make, in collaboration with the other entities which require reports, in an effort to minimize the burden of all the reporting requirements on the agency while still ensuring all appropriate information is provided.

Looking Ahead

The Restructuring Report, Seven-Year Plan and Oversight Study process are new for 2015. Each year the Committee will review information sought from agencies, the methods through which it is sought and any feedback received from agencies. Through this review, it is the Committee’s goal to continually improve its processes and obtain greater effectiveness and efficiency for agencies and the Committee through revisions and updates both in the information it receives and way in which it is collected. The Committee looks forward to working with agencies to provide the most effective and efficient state government for the people of South Carolina.

RESTRUCTURING & SEVEN-YEAR PLAN

Insert Agency Name

March 31, 2015

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

	Name	Date of Hire	Email
Agency Director	Linda O'Bryon	12/02/2010	lobryon@scetv.org
Previous Agency Director	David Crouch	12/02/2008	

	Name	Phone	Email
Primary Contact:	Mark Whittington	803-737-8296	mjwhitt@scetv.org
Secondary Contact:	Bobbi Kennedy	803-737-3451	kennedy@scetv.org

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
--	----

I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date):

(Type/Print Name):

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

(Type/Print Name):

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Insert the appropriate page numbers once the agency has completed the report.

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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

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

See Historical Perspective Chart in Charts Appendix, page 2.

B. Purpose, Mission and Vision

1. Please complete the **Purpose/Mission/Vision Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Purpose, Mission.” The other specifics are included in the template.

See Purpose/Mission/Vision Chart in Charts Appendix, page 3

C. Key Performance Measure Results

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

- Children’s Programming -4420 Hours
- Legislative Streaming- 467 Hours
- **StreamlineSC** -786,258 Homepage Views (5.9 M Million Assets Used)
- **Knowitall.org** -3,248,591 Homepage views
- Local TV Programming Hours – 486
- Local Radio Programming Hours – 1012
- Radio Listeners – 347,000 (weekly)
- Underwriting Revenue – \$877,748
- Endowment Revenues – \$4,254,400
- Endowment Donors- 40,000
- Television Viewers – 464,305 TV Households
- Law Enforcement Certifications – 25,899 Certifications

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

- Performance Review Completion – 87.3%
- Employee Turnover – 5%

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ORGANIZATIONAL PROFILE

II. Organizational Profile

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

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
 - a. Complete the **Key Deliverables Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."

See Key Deliverables Chart in Charts Appendix, page 4.

2. The agency's key customers and their requirements and expectations;
 - a. Complete the **Key Customers Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"

See Key Customers Chart in Charts Appendix, page 5.

3. The agency's key stakeholders (other than customers);
 - a. Complete the **Key Stakeholders Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"

See Key Stakeholders Chart in Charts Appendix, page 6.

4. Other state agencies which have the biggest impact on the agency's mission success;
 - a. Complete the **Key Partner Agency Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."

See Key Partner's Chart in Charts Appendix, page 9.

5. The agency's performance improvement system(s);

Performance: ETV assesses the data and measures identified in section five to determine our success in many different processes and service provisions. 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 or web analytics, with almost real time assessment of how product is performing.

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

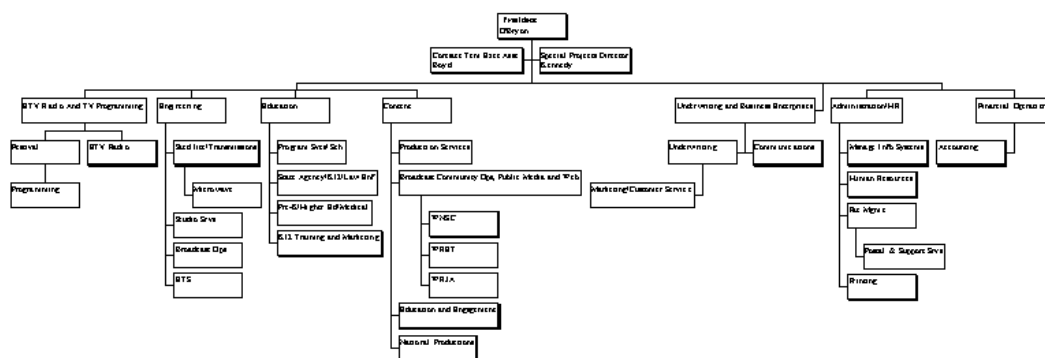
Learning: Organizational learning and knowledge acquisition come from distinctive steps in our primary functions, delivery systems and production. Technological forces changing the broadcast spectrum constantly challenge us to revise equipment, work methods and work skills. The move to digital has gradually 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 often time driven. Schedules or events may require product to arrive at specific times or on demand. 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.

In 2014, we embarked on a strategic planning process that will help the entire organization plan for the future and work more closely together with an agency wide vision, values and strategic objectives.

6. The agency’s organizational structure in flow chart format;

ETV
Overview
Chart 1



11/20/14

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

7. Details about the body to whom the Agency Head reports;
 - a. Complete the **Overseeing Body Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."

See Overseeing Body Chart in Charts Appendix, pages 11, 12.

8. Please complete the **Major Program Areas Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."

See Major Program Areas Chart in Charts Appendix, page 13.

9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

Emerging issues include the requirement for capital infrastructure, acquiring and maintaining sophisticated audio and video equipment, maintenance of a network that reaches the entire state on TV, radio and Internet, and through educational portals.

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

ORGANIZATIONAL PROFILE

III. Laws (Statutes, Regulations, Provisos)

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

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

See Legal Standards Chart in Charts Appendix, page 14.

IV. Reports and Reviews

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

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

See Agency Reporting Requirements Chart in Charts Appendix, page 15.

2. Please complete the **Internal Audit Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Internal Audits.”

See Internal Audit Chart in Charts Appendix, page 16.

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

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

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

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

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

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

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
 - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
 - ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
 - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
- c. Trends the agency has seen and the method by which it analyzes trends in these results.
- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).

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

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

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

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

A. Results of Agency's Key Performance Measurements

We used many goals and measures from our Senate Oversight Committee report and Accountability Report in this section. Additionally, many of our measures are measures showing the use of our services; they also reflect efficiency and effectiveness, as well as satisfaction in the process. This is particularly true in relation to efficiency which reflects strong output with a much smaller workforce, down 44% from ten years ago. Data is for FY14 unless otherwise noted.

Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

Educational Broadcast Programming (Children's)

Last Value	Current Value	Target Value
4342	4420	4420

Table V.1.1

- a. The goal is to produce, acquire and present broadcast, radio, web and mobile programming; become a provider of choice and create effective content. ETV maximizes its education outreach and media from Pre K-12. That growth is still occurring on TV, but is expanding exponentially to the web. Our educational broadcasting is anchored by our programming for children, of which PBS Kids is an important partner. This venerable product is a staple of children's upbringing in South Carolina. While adults have many choices for content, children have few hours of television content that is appropriate. ETV's educational programming is on-air for children everywhere to watch. Children's programming includes over 4,300 hours annually. We have expanded this programming so families have something to watch later in the evening.

- i. Public Broadcasting Networks in Alabama, Nebraska, Kentucky
 - ii. Hours Determined by PBS
 - iii. PBS
- b. This measure is reviewed by the President, Vice President of Content, Education Director and the Programming Manager and is reviewed monthly in programming meetings.
- c. A large portion of this carriage is dictated by PBS, our network partner, and daytime schedules for children's viewing are covered. We have also added carriage to other broadcast content channels to expand coverage.
- d. This programming is part of our public broadcasting network arrangement and is scheduled and produced through PBS and network stations.

Legislative Streaming (session/committee hours)

Last Value	Current Value	Target Value
502	467	550

Table V.1.2

- a. The goal is to grow agency services with quality media and programming; transparency services to Legislature and government provide citizens an understanding of how their government works. ETV streamed meetings for the Budget and Control Board and important legislative committees. In the coming year, ETV will add more committee hours and at least 200 hours of Supreme Court coverage. Streaming growth will continue be a large part of ETV's catalog of products.
 - i. NA
 - ii. As required by the Legislature
 - iii. NA
- b. This measure is reviewed by the President, Vice President of Content, the News and Public Affairs Manager and Web Manager, and is reviewed monthly in programming meetings.
- c. A large portion of this daytime product is dictated by the Legislature's schedule. The significant factor here is that this is added to our carriage of general legislative sessions and has been growing in terms of the kinds and occurrences of sessions carried.

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- d. This coverage is largely driven by legislative requests but expanded capability and willingness to assist have resulted in more and varied meeting coverage.

StreamlineSC Web Analytics (Homepage Login)

Sessions		
Last Value	Current Value	Target Value
437,615	444,787	489,265
Users		
Last Value	Current Value	Target Value
545,126	555,085	610,593
Views		
Last Value	Current Value	Target Value
835,658	786,258	786,258

Table V.1.3

- a. The goal is to produce and distribute educational programming for schools and other institutions; innovate through educational content tools using state-of-the-art technology, and create modules that can be replicated throughout the state; combine these efforts with teacher training to improve South Carolina education through media for professional development and credit courses. Once children get to school, they find ETV there too. As noted, the evolution of media has moved our content to the web. ETV has meshed the curriculum based content of Learn360 with ETV productions to provide teachers SC based media to use in teaching. All of this content is on **StreamlineSC**. Almost 5.9 million assets were used by students and teachers last year when all usage throughout the site and entry through all portals are included in totals. This is an important reflection of its reach into schools.
 - i. Public Broadcasting Networks in Alabama, Nebraska, Kentucky
 - ii. Based on historical trends/technological updates
 - iii. Google Analytics
- b. This annual measure is reviewed by the Director of Education and Web managers monthly.
- c. These measures focus on home page logins; entry to the site through other methods is not tracked here. We have already revamped the way we look at this data for the

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

future, but we know that numbers for Streamline, our primary online resource in schools, are flat because we are changing content providers.

- d. Discovery Education did provide content. Now that content is provided by Learn360 . ETV controls Streamline use through providing good content, service in the districts and promoting it. Our reputation and name in schools from 50 years of service makes us the right agency to provide such a technical resource.

Knowitall.org Web Analytics (Homepage Login)

Sessions		
Last Value	Current Value	Target Value
835,658	486,258	786,258
Users		
Last Value	Current Value	Target Value
640,070	636,646	636,646
Views		
Last Value	Current Value	Target Value
3,564,622	3,248,591	3,248,591

Table V.1.4

- a. The goal is to produce and distribute educational programming for schools and other institutions; innovate through educational content tools using state-of-the-art technology, and create modules that can be replicated throughout the state; combine these efforts with teacher training to improve South Carolina education through media for professional development and credit courses. **ETV's Knowitall.org** has aged in its 12 years of existence but remains active with over 3.2 million views.
 - i. Public Broadcasting Networks in Alabama, Nebraska, Kentucky
 - ii. Based on historical trends/technological updates
 - iii. Google Analytics
- b. This annual measure is reviewed monthly by the Director of Education and Web managers monthly.
- c. These measures focus on home page login; entry to the site through other methods is not tracked here. We have already revamped the way we look at this data for the future, but we know that numbers for **Knowitall.org** are down because we are reworking it to operate on mobile platforms.

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

- d. **Knowitall.org** is a venerable source of South Carolina educational content online which has always been popular. Aging infrastructure has slowed it down, but we control use to the degree now that we can provide technically adequate distribution. Our reputation and name in schools from 50 years of service makes us the right agency to provide such a technical resource.

Mission Efficiency

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

ETV Local TV Programming Hours

Last Value	Current Value	Target Value
483	486	486

Table V.2.1

- a. The goal is to produce, acquire and present broadcast, radio, web and mobile programming; become a provider of choice and create effective content. ETV produced 15 hours of new **Palmetto Scene** programs on topical issues of importance and 301 hours of legislative coverage. **Making It Grow!**, ETV’s very popular gardening show, celebrated its 20th anniversary. Local television programming hours went from 483 to 486 hours. Much of this programming is news and public affairs. The focus on local programming is crucial to public broadcasting stations as media distribution widens and stations seek to maintain their unique local nature. Television remains a primary media choice by Americans. National Programming's **SCETV Presents** included **Ted Bell and the Ridge, Pride and Joy** and **For Your Home by Vicki Payne. A Chef's Life**, ETV's nationally popular weekly series has reached 92% carriage across the country. **A Chef's Life** won the prestigious Peabody Award this past year. It is considered the Pulitzer Prize of broadcasting. The 2014 release of Emmy-winning **Expeditions with Patrick McMillan** reached 64% of the top 25 markets. While national carriage of local shows is not a measure we track specifically, it is one that emphasizes an important quality of ETV many South Carolinians hold dear. It remains a respected national producer reflecting the good work and best hopes of South Carolina in showing the nation and the world the capability and quality of South Carolina product.
- i. Similar Sized Networks as part of SABS data (Station Activity Broadcast Report) compiled by CPB.
 - ii. We refer to the SABS data
 - iii. Kristen Kuebler, TRAC Media

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- b. This measure is reviewed by the President, Vice President of Content, and the Programming Manager and is reviewed monthly in programming meetings.
- c. Producing local content is expensive. With downsizing and budget cuts, ETV has maintained its hours of South Carolina programming. Repurposing content across platforms should increase this number over time.
- d. This number has been consistent over time. We control it by providing compelling content about South Carolina and enlightening public broadcasting content. No one else in SC provides this service.

ETV Local Radio Programming Hours

Last Value	Current Value	Target Value
980	1012	1022

Table V.2.2

- a. Local programming has grown in the last year from 980 hours to 1012 hours. This number should increase in FY2015 with the implementation of Radio local news coverage, funded with help from the Legislature. Currently, ETV Radio produces national music series (***Song Travels with Michael Feinstein, Chamber Music from the Spoleto Festival USA*** and ***World of Opera*** (with WDAV). In addition, ***Marian McPartland's Piano Jazz*** continues in nationwide distribution as an archival series. Local programs such as ***Walter Edgar's Journal, Carolina Live, Spoleto Today,*** and ***Classical Music from the ETV Studios*** are among those productions bringing South Carolina alive to our citizens and across the United States.
 - i. Stations WQKR-Wilmington, WFAE-Charlotte, WSAV-Savannah and WACG-Georgia
 - ii. NA
 - iii. Dave Sullivan, Manager PPM, Radio Research Consortium
- b. This measure is reviewed by the President and the Radio General Manager and is reviewed monthly in programming meetings.
- c. ETV Radio has a prescribed amount of time of network programming. It fills this time with unique SC based programming and maximizing that time is often a matter of availability.
- d. This number has been consistent over time. We control it by providing compelling content about South Carolina and enlightening public broadcasting content. No one

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else in SC provides this service. We now have an initiative underway to expand News and Public Affairs coverage into existing availabilities, so these hours should increase.

ETV Radio Listeners

Last Value	Current Value	Target Value
345,000	342,700	350,000

Table V.2.3

- a. The goal is to produce, acquire and present broadcast, radio, web and mobile programming; become a provider of choice and create effective content. ETV Radio is in its 42nd year broadcasting in South Carolina. ETV Radio’s weekly audience is 342,700 listeners. This measure is taken from Nielsen and generally is provided in January and September, so it runs a little behind the fiscal year reporting approach. Radio listenership continues strong and is increasing through streaming and ancillary apps such as TuneIn, Public Radio Player, NPR News Mobile and iTunes radio.
 - i. Stations WQKR-Wilmington, WFAE-Charlotte, WSAV-Savannah and WACG-Georgia
 - ii. NA
 - iii. Dave Sullivan, Manager PPM, Radio Research Consortium
- b. This measure is reviewed by the President and the Radio General Manager, and is reviewed monthly in programming meetings.
- c. ETV Radio is unique in its statewide reach for over the air product. The listener ratings are consistent over time in an environment where Internet listening is supplanting terrestrial based provision. ETV Radio has joined that effort also. In any case, this listenership number is strong, as evidenced by the giving and underwriting for ETV radio.
- d. This number has been consistent over time. We control it by providing compelling content about South Carolina and enlightening public radio content. No one else in SC provides this service.

Underwriting Revenues

Last Value	Current Value	Target Value
\$796,673	\$877,748	\$935,000

Table V.2.4

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

- a. The goal is to work toward creating a more entrepreneurial agency through administrative efforts such as revenue generation, state fund development, marketing; develop employees to be successful in this new environment.
 - i. Similar sized Networks as part of SABS data (Station Activity Broadcast Report) compiled by CPB.
 - ii. We refer to the SABS data
 - iii. Greater Public Broadcast Report
- b. This measure is reviewed by the President and Director of Enterprise on a weekly basis.
- c. There has been steady growth in underwriting (on-air advertising) sales across the recent years. We compare favorably to other public broadcasting stations.
- d. ETV and its separate ETV Endowment of South Carolina support this effort and the agency has expanded its sales force across the state in recent years. It has considerable control over this measure due to its control of hiring and the fact that these positions can pay for themselves.

Quality (Customer Satisfaction)

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

Endowment Donors

Last Value	Current Value	Target Value
41,070	40,933	40,000

Table V.3.1.

- a. The goal is to work toward creating a more entrepreneurial agency through administrative efforts such as revenue generation, state fund development, marketing; to develop employees to be successful in this new environment. The ETV Endowment, which continues to see strong support despite tough economies over the last few years, represents the viewers, listeners and users who financially support ETV's product. The Endowment provides over \$4 million in revenues to ETV annually, almost 25% of the agency's budget. Planned giving, major gifts and additional gifts are key factors, and membership pledge remains a significant portion of the Endowment's fundraising process.

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

- i. Southeastern Public Broadcast Stations
 - ii. Set by Endowment
 - iii. Amie Busbee, ETV Endowment
- b. This measure is reviewed by the President, Director of Enterprise, Festival Manager, and the Endowment staff on a weekly basis.
- c. Endowment membership has remained steady and grown slightly.
- d. ETV and its separate ETV Endowment of South Carolina maintain a close working relationship to grow membership through on air fundraising, and online outreach. The agency is able to influence through its relationship with the Endowment, but it is a partnership in every way.

Endowment Revenues

Last Value	Current Value	Target Value
\$4,326,555	\$4,369,184	\$4,254,400

Table V.3.2

- a. The goal is to work toward creating a more entrepreneurial agency through administrative efforts such as revenue generation, state fund development, marketing; develop employees to be successful in this new environment.
 - i. Southeastern Public Broadcast Stations
 - ii. Set by Endowment
 - iii. Amie Busbee, ETV Endowment
- b. This measure is reviewed by the President, Director of Enterprise, Festival Manager and the Endowment staff on a weekly basis.
- c. Endowment revenues have remained steady.
- d. ETV and its separate Endowment maintain a close working relationship to grow membership through on air fundraising, and online outreach. The agency is able to influence through its relationship with the Endowment, but it is a partnership in every way.

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

ETV Television Viewers

Last Value	Current Value	Target Value
429,121	464,305	465,000

Table V.3.3

- a. The goal is to Produce, acquire and present broadcast, radio, web and mobile programming; become a provider of choice and create effective content.
 - i. Similar sized Networks as part of SABS data
 - ii. We refer to the SABS data
 - iii. Kristen Kuebler, TRAC Media
- b. This measure is reviewed by the President, Vice President of Content, and the Programming Manager and is reviewed monthly in programming meetings.
- c. We seek to grow households viewing ETV product at rates similar to growth for other viewing entities. Our number, the only one we can afford, gives us a large household use number twice a year, which tells us a quarter of TV households watch ETV in the measurement period.
- d. This number has been consistent over time.

Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Employee Performance Reviews

Last Value	Current Value	Target Value
88.88%	87.3%	100%

Table V.4.1

- a. The goal is to work toward creating a more entrepreneurial agency through administrative efforts such as revenue generation, state fund development, marketing; develop employees to be successful in this new environment.

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

- i. South Carolina State Agencies
 - ii. NA
 - iii. DHR (South Carolina)
- b. This measure is reviewed annually after the July 31st uniform review date by the Director of Human Resources.
- c. The goal is 100% completion.
- d. ETV controls 100% of this function.

Employee Turnover

Last Value	Current Value	Target Value
8%	5%	5%

Table V.4.2.1

- a. The goal is to work toward creating a more entrepreneurial agency through administrative efforts such as revenue generation, state fund development, marketing; develop employees to be successful in this new environment.
 - i. South Carolina State Agencies
 - ii. NA
 - iii. DHR (South Carolina)
- b. This measure is reviewed annually after the July 31st uniform review date by the Director of Human Resources.
- c. Voluntary turnover has been consistently low, lower than most organizations.
- d. ETV maintains a work environment that has had little turnover. It is hard to assess what % of turnover the agency controls, but it appears that through its own efforts it is having few retention problems currently.

Operational/Work System Performance

- 5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results

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

related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency’s Major Program Areas Chart?

Law Enforcement Certifications Issued

Last Value	Current Value	Target Value
24,809	25,899	26,000

Table V.5.1

- a. Grow agency services with quality media and programming; transparency services to Legislature and government provide citizens an understanding of how their government works. ETV also continues to help the state train its public safety officers, as over 16,000 officers in South Carolina had access to online recertification courses and almost 26,000 course certifications were issued.
 - i. NA
 - ii. Production based on customer’s needs
 - iii. NA
- b. This measure is reviewed by the President and Education Director monthly.
- c. The service is provided to the Criminal Justice Training Academy and the usage is dependent on the base of officers needing training.
- d. This training is derived from a long relationship with the Academy and supported by proviso funding.

Through the use of an agency dashboard, ETV maintains a review of broadcast system downtimes and outages. This is a recent measure. ETV is critical to public safety in the state. Our towers house communications equipment for the National Weather Service (NOAA Weather Radio), the Civil Air Patrol and numerous federal and state agencies. In weather emergencies, ETV works with the Emergency Management Division and the Governor’s Office to communicate important information to citizens. SCHEART (South Carolina Hospital Emergency Amateur Radio Team) is one of many critical crisis communications initiatives ETV supports. A national WARN grant allows the use of ETV’s spectrum in case of a national or regional emergency. ETV serves as the Media of Record for the state. ETV works with state agencies and other partner groups in getting out important public information about health, education and community affairs through its diverse programming.

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

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?
 - Local Television Programming (Including Educational Programming)
 - ETV Radio Listeners
 - Underwriting Revenue

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.

ETV uses a number of databases to collect measurement data. Google Analytics is one of the most often used to measure web activity for our sites. Production costing is handled through a program called Scheduall. We use CAPS, our cost and pricing system to measure where we spend our labor costs related to our mission. Nielsen provides us ratings for television and radio. SCEIS provides HR related information and organizational charting capability. Moodle learning management systems provide information on training certifications. And, Learn360's own reporting provides information on **StreamlineSC**.

D. Recommended Restructuring

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

1. **Yes** or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?

- a. If yes, please provide the agency's suggestions.

As cited in the Senate Oversight Committee Report, there are areas for adjustment. We must move the sale of marketing product to online distribution to take advantage of technology and new payment systems. Eventually, ETV will have an online program magazine. The agency is currently trying to increase tower leases in this state. We intend to continue to create more national programming and associated underwriting support. Use of robotic cameras is one other initiative that provides cost efficient live content opportunities.

From an efficiency standpoint, the agency has been downsized from 340 employees to 120 employees today. The work output remains consistent with this downsizing, reflecting increased efficiency.

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

SEVEN-YEAR PLAN

VI. Seven-Year Plan

A. General

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

If yes, go to Current/Recommended Actions Section.

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

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.
2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?
3. Is legislative action required to allow the department/agency to implement the current or recommended actions?
4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.
5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

Now go to Additional Questions.

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

SEVEN-YEAR PLAN

VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?
 - Developing a culture of innovation and the ability to respond to rapid-fire technological change.
 - Creation of content and services that are essential to our statewide community – services that have a positive impact on the communities we serve.
 - Growing entrepreneurial activities to provide a more diverse revenue stream that will support and sustain operations for the future.

2. What are the fundamentals required to accomplish the objectives?
 - Communicating a clear vision, values and objectives for the entire organization.
 - Capital investment from the state to bring our infrastructure to current standards.
 - Generating support from ETV's many stakeholders: the Legislature, the private sector, viewers, listeners and staff.
 - Hiring and training a workforce that is highly skilled in broadcast production, engineering and cross-platform content creation.

3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?

SCETV.org

CPB Local Programming Report

4. Is there any additional information the agency would like to provide the Committee or public?

5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:

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

- a. Complete the Process - 100 hours including Completion of Report
- b. Complete this Report - 80 hours

A portion of the process of preparation for this report is included in preparation of the Accountability Report and Senate Restructuring report.

6. Please complete the **Personnel Involved Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

See Personnel Involved Chart in Charts Appendix, page 17.

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

CHARTS APPENDIX

VII. Excel Charts

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

Similar Information Requested Chart _____	1
Historical Perspective Chart _____	2
Purpose, Mission Chart _____	3
Key Products Chart _____	4
Key Customers Chart _____	5
Key Stakeholders Chart _____	6
Key Partner Agency Chart _____	9
Overseeing Body Chart (General and Individual Member) _____	11,12
Major Program Areas Chart _____	13
Legal Standards Chart _____	14
Agency Reporting Requirements Chart _____	15
Internal Audits Chart _____	16
Personnel Involved Chart _____	17

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

Agency Name: ETV
 Agency Code: H67
 Agency Section: 8

Similar Information Requested

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

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
ETV	V.d.1	Senate Oversight Restructuring Report	Question 8	Senate	Annually
ETV	Legal Standards Chart	Senate Oversight Restructuring Report	Request for Code/Provisos	Senate	Annually
ETV	V.	Accountability Report	Performance Management Template	Budget	Annually
ETV	V.	Senate Oversight Restructuring Report	Agency Discussion and Analysis	Senate	Annually
ETV	V.	Accountability Report	Strategic Planning Template	Budget	Annually
ETV	V.d.1	Senate Oversight Restructuring Report	Question 6	Senate	Annually

Agency Name: ETV
Agency Code: H67
Agency Section: 8

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

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
ETV	2011	Reduction in Force Due to budget cuts lowered the workforce from 216 FTE's to 120 FTE's in the ten year period. However, the primary mission change occurred in 2011, when ETV was put on proviso funding, with funding associated with service provision.	The general mission of the agency did not change. However, proviso funding led the agency to focus on funding associated with specific service provision and increasing revenue.

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

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
ETV	1960	Use educational television and its adaption for instructional purposes in all the public schools of the state; Develop, extend and promote educational programs to meet the needs of the state and its citizens.	"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." (2001 with updates in 2010)	SCETV will be recognized as a center of excellence for our region and the nation, providing indispensable information and education to the communities we serve. (2015)	Purpose: Section 59-7-40 Mission: Section 59-7-40 Vision: Section 59-7-40

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

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
ETV	1	Produce and distribute educational programming for K-12 schools	1	Web/IT based delivery, broadcast	We always seek to increase the quality of K-12 education and services. Technology drives how content is distributed. Education needs and ease of access will determine use.	We always seek to increase the quality of K-12 education and services. Technology drives how content is distributed. Education needs and ease of access will determine use.	Improved infrastructure in our broadcast and broadcast IT systems. Keeping up with technology is expensive and the agency, with over 50 years service, is struggling to maintain its infrastructure.	II.A.
ETV	2	Produce and distribute educational programming for higher education		Production services; IT delivery	Our relationship to higher education is rooted in education and public outreach. We identify projects and initiatives that help these institutions educate and inform.	Our relationship to higher education is rooted in education and public outreach. We identify projects and initiatives that help these institutions educate and inform.		II.B
ETV	3	Produce and distribute educational programming for state/local government and private sector; emergency services and transparency services	2	Production services; IT delivery	These are critical functions for many of the state's core functions. We always seek to make this service accessible, cost effective and available when needed by citizens.	These are critical functions for many of the state's core functions. We always seek to make this service accessible, cost effective and available when needed by citizens.	Improved infrastructure in our broadcast and broadcast IT systems. Keeping up with technology is expensive and the agency, with over 50 years service, is struggling to maintain its infrastructure.	II.C.
ETV	4	Produce, acquire and broadcast radio and television programming	3	Broadcast Radio and TV	The methods of content delivery in these areas are expanding due to user demand. Decisions to cease certain initiatives will need to be based on customer use, access and mission in the future. ETV operates more like a business than in the past. Product provision needs to be robust and sought after.	The methods of content delivery in these areas are expanding due to user demand. Decisions to cease certain initiatives will need to be based on customer use, access and mission in the future. ETV operates more like a business than in the past. Product provision needs to be robust and sought after.	Increased revenue generation; improved infrastructure.	II.D.
ETV	5	Public Affairs, Cultural and Performing Arts		Broadcast/IT	The methods of content delivery in these areas are expanding due to user demand. Decisions to reduce certain initiatives will need to be based on customer use, access and mission in the future.	The methods of content delivery in these areas are expanding due to user demand. Decisions to reduce certain initiatives will need to be based on customer use, access and mission in the future.		II.CB

Agency Name: ETV
 Agency Code: H67
 Agency Section: 8

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

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
ETV	1	Citizens of South Carolina who turn to ETV for educational media (TV, radio, web) at home and in the schools	High quality, relevant content and services. Completion of projects on time and on budget.	Cross platform content and services for multiple audiences; deliverables 1,2,4
ETV	2	Television and radio listeners and viewers who tune in ETV for entertainment and learning	High quality, relevant content and services. Completion of projects on time and on budget.	Cross platform content and services for multiple audiences; deliverables 4, 5
ETV	3	Businesses and business organizations or agencies which use ETV's distance learning capabilities for training	High quality, relevant content and customer services. Completion of projects on time and on budget.	Cross platform content and services for multiple audiences, deliverables 2,3

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

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
ETV	1	Education Oversight Committee	Staffing requires individuals who understand media production, engineering, and education training. Expectations are for high quality, educational content that has an impact on the communities we serve. Content and services shine a light on South Carolina history, people, and services.	Cross platform content and services for multiple audiences; deliverable 1
ETV	2	South Carolina Department of Education	Staffing requires individuals who understand media production, engineering, and education training. Expectations are for high quality, educational content that has an impact on the communities we serve. Content and services shine a light on South Carolina history, people, and services.	Cross platform content and services for multiple audiences; deliverable 1
ETV	3	K-12 Technology Committee	Staffing requires individuals who understand media production, engineering, and education training. Expectations are for high quality, educational content that has an impact on the communities we serve. Content and services shine a light on South Carolina history, people, and services.	Deliverable 1

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
ETV	4	School districts	Staffing requires individuals who understand media production, engineering, and education training. Expectations are for high quality, educational content that has an impact on the communities we serve. Content and services shine a light on South Carolina history, people, and services.	Cross platform content and services for multiple audiences; deliverable 1
ETV	5	State Emergency Preparedness organizations and law enforcement agencies	Staffing requires individuals who understand media production, engineering, and education training. Expectations are for high quality, educational content that has an impact on the communities we serve. Content and services shine a light on South Carolina history, people, and services.	Cross platform content and services for multiple audiences; deliverable 3
ETV	6	Higher education (public and independent colleges, including MUSC, USC, Clemson, College of Charleston, Winthrop)	Staffing requires individuals who understand media production, engineering, and education training. Expectations are for high quality, educational content that has an impact on the communities we serve. Content and services shine a light on South Carolina history, people, and services.	Cross platform content and services for multiple audiences; deliverable 2
ETV	7	South Carolina state government including the State Museum, SC Supreme Court, Department of Administration, First Steps, DHEC, Department of Mental Health, SC Arts Commission)	Staffing requires individuals who understand media production, engineering, and education training. Expectations are for high quality, educational content that has an impact on the communities we serve. Content and services shine a light on South Carolina history, people, and services.	Cross platform content and services for multiple audiences; deliverable 3, 5

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
ETV	8	Legislature of South Carolina	Staffing requires individuals who understand media production, engineering, and education training. Expectations are for high quality, educational content that has an impact on the communities we serve. Content and services shine a light on South Carolina history, people, and services. ETV's public affairs work strengthens civic leadership.	Cross platform content and services for multiple audiences; deliverable , 3 direct service
EYV	9	ETV Commission	Staffing requires individuals who understand media production, engineering, and education training. Expectations are for high quality, educational content that has an impact on the communities we serve. Content and services shine a light on South Carolina history, people, and services.	Cross platform content and services for multiple audiences; deliverables all
ETV	10	ETV Endowment and members	Staffing requires individuals who understand media production, engineering, and education training. Expectations are for high quality, educational content that has an impact on the communities we serve. Content and services shine a light on South Carolina history, people, and services.	Cross platform content and services for multiple audiences; deliverables all
ETV	11	Employees of ETV	Staffing requires individuals who understand media production, engineering, and education training. Expectations are for high quality, educational content that has an impact on the communities we serve. Content and services shine a light on South Carolina history, people, and services.	Cross platform content and services for multiple audiences; deliverables all

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

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
ETV	South Carolina Department of Education	(1) Technology and content provide important resources to the classroom. (2) ETV teacher and professional development training improves public education. Established 1958.	Deliverables are (1) cross platform content and services for multiple audiences and (2) Face to face and online training.	II.A
ETV	Education Oversight Committee	Provides statewide awareness on key public policy education issues. Established 1998.	Highlights EOC initiatives through ETV Education newsletter and other sites; provides video, audio and online programs that highlight best practices in K-12 schools; and provides technology briefings on ways to increase school services.	II.A
ETV	Legislature of South Carolina	Long standing coverage of Senate, House and Committee hearings as well as State of the State and legislative updates. Live coverage on ETV World channel of full legislative sessions plus a weekly radio recap. Established 1958.	Cross platform content and services for multiple audiences.	All
ETV	Higher education (public and independent colleges, including MUSC, USC, Clemson, College of Charleston, Winthrop)	(1) Technology and content provide important resources to the classroom. (2) ETV teacher and professional development training improves public education. Relationship ongoing over forty years.	Deliverables are (1) cross platform content and services for multiple audiences and (2) Face to face and online training.	II.B

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
ETV	Department of Administration	Partners with the Department of Administration (2015) to provide training and infrastructure support for K-12 users throughout the state. Since 1990, ETV has served as a principal with the Budget and Control Board DSIT Division on the Interagency K-12 Technology Initiative. ETV provides transparency services to citizens throughout South Carolina.	Provides the infrastructure network for emergency services and coverage of state government in action.	I.A., II.C, II.A.
ETV	Criminal Justice Academy	ETV supports the Criminal Justice Academy's public safety online training.	Deliverables are (1) cross platform content and services for multiple audiences and (2) Online training.	II.C
ETV	Emergency Preparedness	ETV improves public safety statewide. ETV's backbone and services have provided a safety net for South Carolina in times of emergency since the 1970's.	Deliverables are (1) cross platform content and services for multiple audiences and (2) Online training.	II.C
ETV	SC State Museum	Forty plus years partnership.	Cross platform content and services for multiple audiences.	II.C
ETV	SC Supreme Court	Have provided coverage of selected Supreme Court hearings for over a decade.	Provide selected hearings online.	II.C
ETV	SC First Steps	Have provided early childhood professional development training and "PBS KIDS" broadcast for early childhood providers for over a decade.	Deliverables are cross platform content and services for early childhood providers.	II.A
ETV	Department of Health and Environmental Control	Forty plus years partnership.	Cross platform content and services for multiple audiences.	II.C.
ETV	Department of Mental Health	Forty plus years partnership.	Cross platform content and services for multiple audiences.	II.C.
ETV	SC Arts Commission	Forty plus years partnership.	Cross platform content and services for multiple audiences.	II.C.

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

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
ETV	Commission	6	9	8 appointed, 1 elected	Governor/Citizens	6 yrs appointed	none	none		

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

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
ETV	Dr. Brent Nelsen	Department of Political Science, Furman University, 3300 Poinsett Highway, Greenville, SC 29615	professor of political science	2011		4		All
ETV	Parker Harrington	6 Genoa Court, Hilton Head, SC 29928	marketing communications consultant	2012		3		I.
ETV	Elise Bidwell	108 Spring Point Drive, Columbia, SC 29229	financial advisor	2011		4		II.A, I.
ETV	Craig Kinley	2407 W. North Avenue, Anderson, SC 29625	entrepreneur	2012		3		II.D, I.
ETV	Karen Martin	661 Bushy Creek Road, Woodruff, SC 29388	editor	2011		4		II.C., I
ETV	David Vipperman	1217 Sawgrass Drive, Rock Hill, SC 29732	retired businessman	2012		3		II.B
ETV	Nicole Holland	3348 Westbury Drive, Columbia, SC 29201	director of communications for county	2011		4		I.
ETV	Jill Kelso	4434 Maypop Trail, Murrells Inlet, SC 29576	middle school teacher	2011		4		II.A.
ETV	Molly Spearman	State Department of Education, 1429 Senate Street, Columbia, SC 29201	State Superintendent of Education	January 2015				II.A

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

a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.

b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisos listed in the Laws Section of this report, which they satisfy.

Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

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

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Key Performance Measures Cross Reference	Legal Standards Cross References
			General	Other	Federal	TOTAL	General	Other	Federal	TOTAL		
ETV	I. Internal Administration	Provide agency administrative functions		\$2,159,707		\$2,159,707		\$2,207,258		\$2,207,258	V.3.1,V.4.1,V.4.2,	Items 1-7
ETV	II.A. Public Education	Produce and distribute educational programming for K-12 schools		\$4,133,123		\$4,133,123		\$3,498,618		\$3,498,618	V.1.1,V.1.3,V.1.4.V3.3,	Items 1-6
ETV	II.B. Higher Education	Produce and distribute educational programming for higher education		\$292,285		\$292,285		\$261,509		\$261,509		
			% of Total Budget:	% of Total Budget: 2%	% of Total Budget:	% of Total Budget: 2%	% of Total Budget:	% of Total Budget: 1%	% of Total Budget:	% of Total Budget: 1%		Item 7
ETV	II.C. Agency Services	Produce and distribute educational programming for state/local government and private sector; government transparency		\$1,006,664	\$15,700	\$1,022,364		\$923,260	\$475,482	\$1,398,742		
			% of Total Budget:	% of Total Budget: 5%	% of Total Budget:	% of Total Budget: 5%	% of Total Budget:	% of Total Budget: 5%	% of Total Budget: 3%	% of Total Budget: 8%	V.1.2, V.5.1	Items 1, 7
ETV	II.D. Community Education	Produce, acquire and broadcast radio and television programming		\$4,371,172		\$4,371,172		\$4,359,239		\$4,359,239	V.2.1, V.2.2, V.2.3, V.2.4, V.3.1, V.3.3	Items 4, 7
			% of Total	% of Total	% of Total	% of Total	% of Total	% of Total	% of Total	% of Total		

Remainder of Programs: 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			\$6,701,122		\$6,701,122		\$6,868,483		\$6,868,483	
	Remainder of Expenditures:	% of Total Budget	% of Total Budget: 36%	% of Total Budget	% of Total Budget: 36%	% of Total Budget	% of Total Budget: 37%	% of Total Budget	% of Total Budget: 37%	

Agency Name: ETV
 Agency Code: H67
 Agency Section: 8

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

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
ETV	1	Section 59-7-10	State	Sets up ETV Commission.
ETV	2	Section 59-7-20	State	Sets up ETV Commission Advisory Committees.
ETV	3	Section 59-7-30	State	Authorizes per diem for Commission members.
ETV	4	Section 59-7-40	State	Authorizes a study of the use of technology for Education and directs assistance from the Department of Education. Describes mission of the agency.
ETV	5	Section 59-7-50	State	Authorizes acceptance of contributions and sale or lease of facilities.
ETV	6	Section 59-7-60	State	Assures educational textbooks used by ETV align with state standards.
ETV	7	Section 396 [47 U.S.C. 396] Corporation for Public Broadcasting	Federal	Essentially created the funding support for Public Broadcasting and established congressional interest in its growth and development.

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

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit the Report	Cost to Complete Report		Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email; receive notice that it is available online; etc.)	Format in which Report Template is Sent to Agency	Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form; etc.)	Format in which Agency Submits Completed Report (word, excel; web based form; etc.)	
											# of Staff Members Needed to Complete Report	Approx. Total Amount of time to Complete Report						
ETV	1	Restructuring Report	House Legislative Oversight Committee	1-30-10(G)(2)	Increased Efficiency	2015	Annually	30	February	March	8	80	\$3,280.00	Maintains quality, measurement, goals in one document	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
ETV	2	Accountability Report	Executive Budget Office		Agency Performance Review		Annually	60	July	September	15	90	\$3,690.00	Maintains quality, measurement, goals in one document	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
ETV	3	Restructuring Report	Senate Legislative Oversight Committee	1-30-10(G)	Increased Efficiency	2015	Annually	60	November	January	4	60	\$2,460.00	Maintains quality, measurement, goals in one document	Email and Hardcopy	Word	Email and Hardcopy	Word

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

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

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

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

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
ETV	Mark Whittington	803-737-3249	mjwhitt@scetv.org	Administration	Director of Administration/HR	All questions	Report writer and compiler
ETV	Bobbi Kennedy	803-737-3249	kennedy@scetv.org	Executive Office	Executive Assistant	1,2,3,4,7 and Compiled spreadsheets	Compiling and identifying content
ETV	Linda O'Bryon	803-737-3249	lobryon@scetv.org	Executive Office	President	All questions	Reviewed and provided input to report
ETV	Myra Boyd	803-737-3240	mboyd@scetv.org	Executive Office	Administrative Assistant	1,2,3,4,7 and Compiled spreadsheets	Compiling and identifying content
ETV	Don Godish	803-737-3313	godish@scetv.org	Content	Assistant Director	V.	Described web analytics numbers and assessment
ETV	Melanie Boyer	803-737-3289	mboyer@scetv.org	Underwriting	Underwriting Sales Manager	V.	Provided underwriting information
ETV	Shari Hutchinson	803-737-3412	shutch@scetv.org	ETV Radio	General Manager	V.	Provided radio information
ETV	Kerry Feduk	803-737-3324	feduk@737-3324	Content	Vice President	V.	Provided production information and mission