

**House Ways and Means Subcommittee**  
January 17, 2023



# South Carolina Educational Television



## History

SCETV is the state's only public broadcasting network. The network began in 1958 in the library of Dreher High School in Columbia, SC, teaching French and Plane Geometry classes to multiple schools via closed-circuit. For more than six decades, the network has remained a valued asset to the citizens of South Carolina and a leader in the nation's public broadcasting system. SCETV is headquartered in Columbia, and has four regional studios located in Beaufort, Rock Hill, Spartanburg, and Sumter.

## Mission

SCETV's mission is to amplify South Carolina voices, provide educational experiences, and strengthen communities. To that end, SCETV strives to provide educational resources for children, educators, parents, and caregivers. Additionally, the network supports emergency preparedness throughout the state and provides government transparency through coverage of news and public affairs.

SCETV works diligently to engage all members of its varying audiences. As a trusted steward and valued resource, the network takes pride in its partnerships and projects that aim to improve the quality of life in South Carolina.

## Education

SCETV provides national and local content to classrooms via internet services Knowitall.org, PBS Learning Media and Datacasting. Datacasting is a new service that uses SCETV's existing network infrastructure to support families with limited or zero broadband access. South Carolina was the first in the nation to pioneer this concept. Additionally, SCETV provides educator training and re-certification in face-to-face and online settings.

## Television

ETV-HD is the primary channel featuring local and national programs, including everything from *Making it Grow*, *Carolina Classrooms*, *Masterpiece Theatre* and *NOVA*.

The South Carolina Channel features SC-specific history, arts, and nature programming, as well as the Create TV block of crafts, cooking and home improvement programs.

ETV World brings viewers public affairs programs on local and national issues and is the home of ETV's State House coverage.

SCETV PBS Kids features 24/7 children's programming from PBS Kids.

SCETV currently presents *After Action*, *By the River*, *How She Rolls*, *Reel South*, *Reconnecting Roots*, and *Yoga in Practice* nationally on public television.

## Radio

South Carolina Public Radio (SCPR) broadcasts two different services (news/talk and news/music) over eight transmitters. SCPR's news/talk stations present national programs such as *All Things Considered*, *Morning Edition*, and *Here and Now*, and local programs like *Walter Edgar's Journal*. SCPR's news/music stations focus on programs such as *Performance Today* and *Echoes*. Locally produced content includes *CarolinaLive* and *Cola Jazz Presents*.

Other options are available using the SCETV App, TuneIn, the Public Radio Player, the NPR News Mobile app for iPhone, and Apple Music Radio. Select podcasts of local programs are available from the website and from iTunes. SC Public Radio also provides content to NPR One, a mobile streaming app.

SCETV is growing its digital platform to include the *South Carolina Lede* podcast, as well as local series such as *Backroad Bites*, *Carolina Snaps*, and *From the Sky*. Visit [scetv.org](http://scetv.org) for more info.



**SOUTH CAROLINA  
public radio**

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South Carolina ETV • South Carolina Public Radio  
1041 George Rogers Boulevard, Columbia, SC 29201

January 10, 2023

Honorable Bill Whitmire  
Chairman, House Ways and Means Public Education Subcommittee  
436C Blatt Building  
Columbia, SC 29201

Dear Mr. Chairman:

I am pleased to submit the enclosed information as requested for SCETV's budget hearing scheduled for January 17.

Below you will find a list of the key officials attending the hearing next week, along with contact information for each individual. Also included is a list of the attachments in response to the requested information. We will also bring hard copies to the hearing.

#### Hearing Attendees and Contact Information

- Anthony Padgett – President and CEO ([apadgett@scetv.org](mailto:apadgett@scetv.org) | 803.737.3240)
- Stephanie Cook– Assistant General Manager ([sfrazier@scetv.org](mailto:sfrazier@scetv.org) | 803.737.3528)
- Reba Campbell – Legislative Liaison ([rcampbell@scetv.org](mailto:rcampbell@scetv.org) | 803.587.0246)

#### Attachment Listing:

- Attachment 1: Organizational Chart and FTE Information
- Attachment 2: 23-24 Budget Request Summary
- Attachment 3: 23-24 Official Budget Request
- Attachment 4: 22-23 Accountability Report Summary
- Attachment 5: Carry Forward Information
- Attachment 6: 2022-2025 Agency Strategic Plan Overview

Please reach out if you have questions or need additional information ahead of the hearing.

Sincerely,

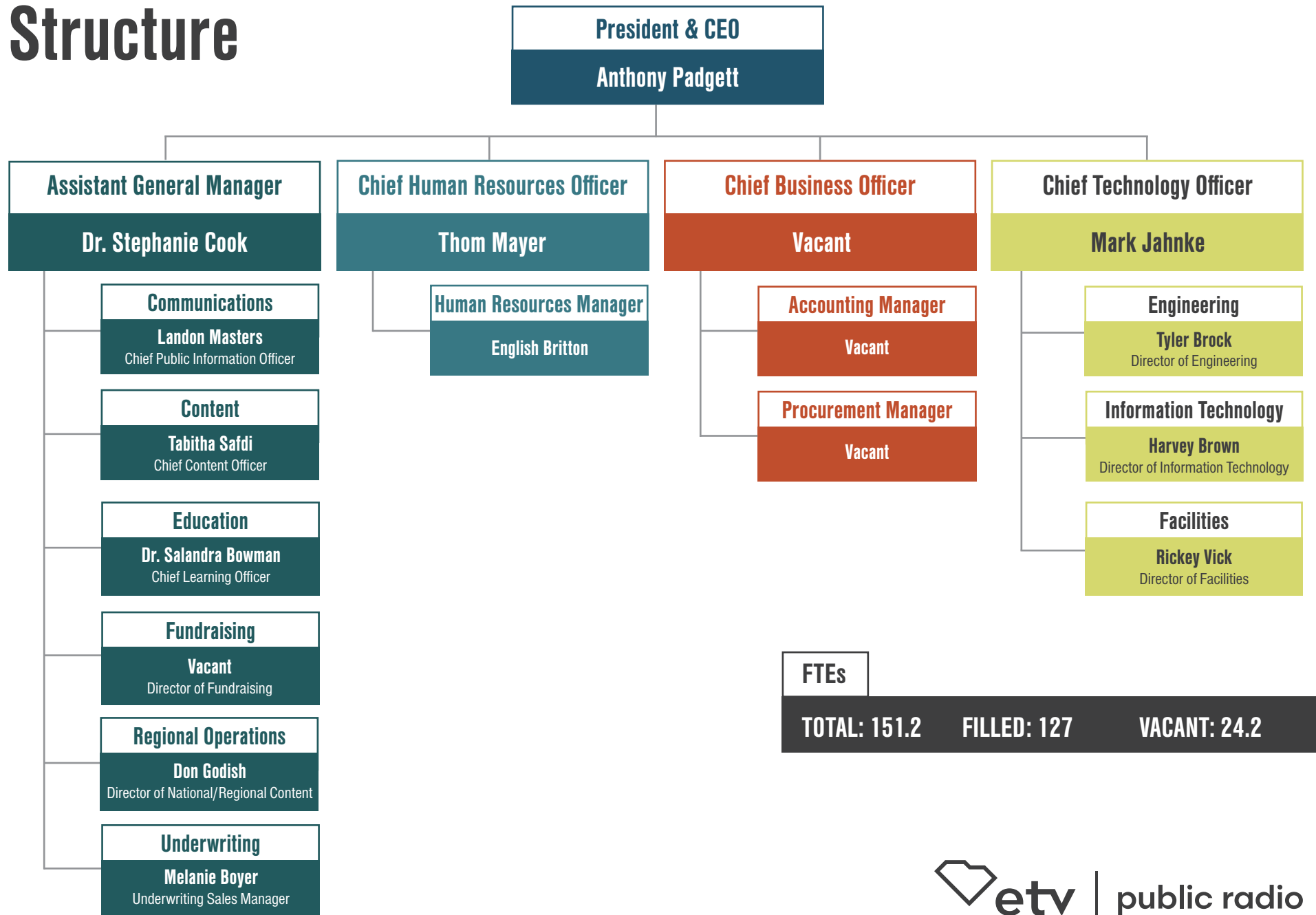
A handwritten signature in black ink that reads "Anthony Padgett".

Anthony Padgett

# **ATTACHMENT 1**

Organizational Chart  
and FTE Information

# Organization Structure



# **ATTACHMENT 2**

FY 23-24 Budget Request Summary

South Carolina Educational Television

Attachment 2: Budget Request Summary

Priority 1	<p><b>Employee Recruitment and Retention</b></p> <p>SCETV faces substantial challenges to recruit and retain employees for many of its highly skilled technical and industry-specific positions. The agency turnover rate as of July 1 was 17.6 percent with most departures resulting from staff leaving for higher paying opportunities in the private sector or with competing state agencies. SCETV is requesting funds for pay increases for employees in critical areas to include engineering technicians and production managers. Pay increases for these specialized positions will help to reduce expenses the agency devotes to retraining and hiring new employees. (Strategic Priority: People and Culture)</p>	\$604,351
Priority 2	<p><b>Transmission and Interconnection Facility Upgrades</b></p> <p>SCETV facilities across the state provide radio coverage and the backbone to distribute the network's broadcast signals. Much of the existing equipment is at the end of its useful life and repairs are becoming difficult. With rising inflation and the decreased availability of parts, replacing equipment will be more cost effective than continuing to repair it. SCETV is requesting funding to replace and/or upgrade vital regional HVAC equipment, FM transmission and other associated infrastructure at facilities across the state. This will help guarantee continued operations and increase energy efficiency. Given SCETV's role in emergency communications and other services, retaining a high degree of reliability for its infrastructure is critical. (Strategic Priority: Sustainable Operations)</p>	\$8 million
Priority 3	<p><b>Main Telecommunications Center Physical Infrastructure Upgrades</b></p> <p>With the majority of HVAC equipment being original to SCETV's main telecommunications center in Columbia, this request will replace HVAC and control systems throughout the facility and improve energy efficiency. Existing equipment is at the end of its useful life and repairs are becoming difficult. With rising inflation and the decreased availability of parts, replacing the units will be more cost effective than continuing to repair them and will help to guarantee continued operations. (Strategic Priority: Sustainable Operations)</p>	\$6 million
Priority 4	<p><b>Seven FTEs to Support Regionalized Content Expansion, Digital Audience Growth, Archival/Preservation and Workforce Development</b></p> <p>SCETV is seeing increased demand to meet the growing needs of South Carolina's local communities. This includes increased digital consumption, demands for educational resources specific to South Carolina and local stories that amplify diverse voices. SCETV is requesting seven additional FTEs to address the increased emphasis on local content, production of enhanced digital resources, expanded training activities and community engagement around the state. This request will support the midpoint of the hiring range for each position requested. Positions include; three Production Manager II FTEs and two Digital Media Designer II FTEs for Localized Content and Engagement Expansion, one Archivist II FTE for Digital Archives, and one Program Coordinator II FTE for Workforce Development. (Strategic Priorities: Services/Diverse and Engaged Communities)</p>	\$516,436
Priority 5	<p><b>SCETV Infrastructure Authorization Request</b></p> <p>According to Proviso 8.2, SCETV retains the proceeds from the Federal Communications Commission's Spectrum Auction which are held in a restricted account to be used to shore up the network's technical infrastructure. SCETV is requesting authorization to spend funds from the Spectrum Auction proceeds. SCETV intends to continue planned maintenance on aging towers and associated facilities; implementation of technology to support resource archiving and digitization; and expansion of broadcast, IT security and support. (Strategic Priority: Sustainable Operations)</p>	\$7.5 million
Priority 6	<p><b>SCETV Security System</b></p> <p>SCETV has conducted an initial security assessment to ensure critical assets are adequately protected. SCETV is requesting funds to support a new security system for the agency and its multiple statewide assets. An assessment of security metrics following installation would ensure that funds were utilized efficiently. Funding includes the purchase of security cameras, installation of door access panels, door access intercom and a mass communication system, allowing SCETV to monitor remote, unmanned sites and help ensure a safer work environment for employees. (Strategic Priority: Sustainable Operations)</p>	\$929,714

Recurring
  Non-Recurring Operating
  Non-Recurring Capital
  Authorization Request

# **ATTACHMENT 3**

FY 23-24 Official Budget Request



Agency Name:	Educational Television Commission		
Agency Code:	H670	Section:	8



**Fiscal Year FY 2023-2024**

**Agency Budget Plan**

**FORM A - BUDGET PLAN SUMMARY**

<b>OPERATING REQUESTS</b> <i>(FORM B1)</i>	<b>For FY 2023-2024, my agency is (mark "X"):</b>	
	<input checked="" type="checkbox"/>	Requesting General Fund Appropriations.
	<input type="checkbox"/>	Requesting Federal/Other Authorization.
	<input type="checkbox"/>	Not requesting any changes.

<b>NON-RECURRING REQUESTS</b> <i>(FORM B2)</i>	<b>For FY 2023-2024, my agency is (mark "X"):</b>	
	<input checked="" type="checkbox"/>	Requesting Non-Recurring Appropriations.
	<input checked="" type="checkbox"/>	Requesting Non-Recurring Federal/Other Authorization.
	<input type="checkbox"/>	Not requesting any changes.

<b>CAPITAL REQUESTS</b> <i>(FORM C)</i>	<b>For FY 2023-2024, my agency is (mark "X"):</b>	
	<input checked="" type="checkbox"/>	Requesting funding for Capital Projects.
	<input type="checkbox"/>	Not requesting any changes.

<b>PROVISOS</b> <i>(FORM D)</i>	<b>For FY 2023-2024, my agency is (mark "X"):</b>	
	<input type="checkbox"/>	Requesting a new proviso and/or substantive changes to existing provisos.
	<input type="checkbox"/>	Only requesting technical proviso changes (such as date references).
	<input checked="" type="checkbox"/>	Not requesting any proviso changes.

Please identify your agency's preferred contacts for this year's budget process.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
<b>PRIMARY CONTACT:</b>	Stephanie Frazier Cook	(803) 737-3528	scook@scetv.org
<b>SECONDARY CONTACT:</b>			

I have reviewed and approved the enclosed FY 2023-2024 Agency Budget Plan, which is complete and accurate to the extent of my knowledge.

	<u>Agency Director</u>	<u>Board or Commission Chair</u>
<b>SIGN/DATE:</b>		
<b>TYPE/PRINT NAME:</b>		

*This form must be signed by the agency head – not a delegate.*

Agency Name:	<a href="#">Educational Television Commission</a>
Agency Code:	H670
Section:	8

BUDGET REQUESTS			FUNDING					FTES				
Priority	Request Type	Request Title	State	Federal	Earmarked	Restricted	Total	State	Federal	Earmarked	Restricted	Total
1	B1 - Recurring	Employee Recruitment and Retention	604,351	0	0	0	604,351	0.00	0.00	0.00	0.00	0.00
2	C - Capital	Transmission and Interconnection Facility Upgrades	8,000,000	0	0	0	8,000,000	0.00	0.00	0.00	0.00	0.00
3	C - Capital	Main Telecommunications Center Physical Infrastructure Upgrades	6,000,000	0	0	0	6,000,000	0.00	0.00	0.00	0.00	0.00
4	B1 - Recurring	FTEs to Support Regionalized Content Expansion, Digital Audience Growth, Archival/Preservation and Workforce Development	516,436	0	0	0	516,436	7.00	0.00	0.00	0.00	7.00
5	B2 - Non-Recurring	SCETV Infrastructure - Authorization	0	0	0	7,500,000	7,500,000	0.00	0.00	0.00	0.00	0.00
6	B2 - Non-Recurring	SCETV Security System	929,714	0	0	0	929,714	0.00	0.00	0.00	0.00	0.00
TOTALS			16,050,501	0	0	7,500,000	23,550,501	7.00	0.00	0.00	0.00	7.00

Agency Name:	Educational Television Commission		
Agency Code:	H670	Section:	8

## **FORM B1 – RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	1
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	<b>Employee Recruitment and Retention</b>
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	<b>General: \$604,351</b> <b>Federal: \$0</b> <b>Other: \$0</b> <b>Total: \$604,351</b>
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*What is the net change in requested appropriations for FY 2023-2024? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>NEW POSITIONS</b>	0.00
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*Please provide the total number of new positions needed for this request.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
	<input checked="" type="checkbox"/>	Government and Citizens

<b>ACCOUNTABILITY OF FUNDS</b>	<p>This increase will allow the agency to address recruitment and retention goals set out in the FY23-24 Strategic Plan. Currently, SCETV is facing substantial challenges to recruit and retain employees for many of its highly skilled technical and industry-specific positions.</p> <p>Employees will be evaluated annually.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

<b>RECIPIENTS OF</b>	<p>The agency has identified critical areas where competitive pay is necessary to recruit and retain talent.</p>
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**FUNDS**

*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

**JUSTIFICATION OF REQUEST**

SCETV is requesting \$76,128 to support, on average, a 3-5% performance-based increase for select employees in critical areas. Additionally, SCETV is requesting \$528,223 to support retention increases for critical areas to include engineering maintenance managers, technicians, and production managers. This request covers increases/adjustments in salaries and correlating fringe.

The agency turnover rate as of July 1 was at 17.6% with most separations the result of incumbents securing higher paying opportunities in the private sector, other public media entities, or with competing state agencies. SCETV hopes this funding will increase recruitment of highly qualified employees, as well as drive a highly engaged workforce and agency culture.

SCETV is currently realigning duties for existing FTEs to support evolving needs. Existing vacancies will be filled to ensure current operations are sustained as we continue to implement expanded, innovative practices.

If the agency does not receive these funds, SCETV risks being able to sustain the level of quality support provided to the state due to high turnover and/or limited recruitment ability.

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Educational Television Commission		
Agency Code:	H670	Section:	8

## FORM C – CAPITAL REQUEST

<b>AGENCY PRIORITY</b>	2
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	Transmission and Interconnection Facility Upgrades
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	\$8,000,000
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*How much is requested for this project in FY 2023-2024? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>CPIP PRIORITY</b>	This request aligns with Priority 4 on the CPIP plan year 22-23.
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*Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.*

<b>OTHER APPROVALS</b>	JBRC and SFAA approvals will be required for this work to move forward.
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*What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)*

<b>LONG-TERM PLANNING AND SUSTAINABILITY</b>	The agency has completed an energy efficiency study and is currently working through the most feasible plan to implement recommendations. If funds are not secured, SCETV will need to explore alternative options for completing this work.
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*What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?*

<b>LONG-TERM PLANNING AND SUSTAINABILITY</b>	<p>This request will allow SCETV to replace and/or upgrade vital HVAC and transmission infrastructure throughout the state. Much of the existing equipment is at the end of its useful life and repairs are becoming difficult. Additionally, with rising inflation and decreased availability of parts, replacing the units will be more cost effective than continuing to repair them and will also guarantee continued operations.</p> <p>Given our role in emergency communications and our delivery of services to the state, it is imperative that we retain a high degree of reliability for our infrastructure. These funds will allow SCETV to ensure operability during times of crises and/or natural disaster.</p> <p>If funds are not received, SCETV risks interruption of agency operations. Additionally, the upgrades will serve as a cost savings to the state as overall energy efficiency increases.</p>
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Agency Name:	Educational Television Commission		
Agency Code:	H670	Section:	8

## FORM C – CAPITAL REQUEST

<b>AGENCY PRIORITY</b>	3
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	Main Telecommunications Center Physical Infrastructure Upgrades
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	\$6,000,000
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*How much is requested for this project in FY 2023-2024? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>CPIP PRIORITY</b>	This request aligns with Priority 4 on the CPIP plan year 22-23.
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*Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.*

<b>OTHER APPROVALS</b>	JBRC and SFAA approvals will be required for this work to move forward.
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*What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)*

<b>LONG-TERM PLANNING AND SUSTAINABILITY</b>	The agency has completed an energy efficiency study and is currently working through the most feasible plan to implement recommendations. If funds are not secured, SCETV will need to explore alternative options for completing this work.
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*What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?*

<b>LONG-TERM PLANNING AND SUSTAINABILITY</b>	<p>The majority of HVAC equipment is original to the building. This request will address the replacement of HVAC and control systems throughout the facility and give the added benefit of improved energy efficiency. Existing equipment is at the end of its useful life and repairs are becoming difficult. Additionally, with rising inflation and decreased availability of parts, replacing the units will be more cost effective than continuing to repair them and will also guarantee continued operations.</p> <p>If funds are not received, SCETV risks interruption of agency operations. Additionally, the upgrades will serve as a cost savings to the state as overall energy efficiency increases.</p>
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Agency Name:	Educational Television Commission		
Agency Code:	H670	Section:	8

## **FORM B1 – RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	4
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	<b>FTEs to Support Regionalized Content Expansion, Digital Audience Growth, Archival/Preservation and Workforce Development</b>
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	<b>General: \$516,436</b> <b>Federal: \$0</b> <b>Other: \$0</b> <b>Total: \$516,436</b>
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*What is the net change in requested appropriations for FY 2023-2024? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>NEW POSITIONS</b>	7.00
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*Please provide the total number of new positions needed for this request.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input checked="" type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
	<input checked="" type="checkbox"/>	Government and Citizens

<b>ACCOUNTABILITY OF FUNDS</b>	<p>This increase will allow the agency to support audience expansion and community engagement goals described in the FY23-24 Strategic Plan. This request relates specifically to the increased emphasis on local content, production of enhanced digital resources, expanded training activities, community engagement around the state.</p> <p>Employees will be evaluated annually. SCETV also conducts continuous assessments around audience engagement, growth trends, and community perception.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

<b>RECIPIENTS OF</b>	Recruitment for these new positions will follow the state's hiring procedures. Salaries will be administered based on applicants' qualifications and experience as it relates to the agency's mission and goals for the respective positions.
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*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

## JUSTIFICATION OF REQUEST

**New Initiative: Localized Content and Engagement Expansion** A FY22-23 state appropriation supports capital needs for SCETV's four existing regional stations in Beaufort, Rock Hill, Sumter and Spartanburg. The funding will provide improved infrastructure and technology, and allow the regional stations to increase production capacity and overall community engagement. Recognizing the importance of voices and stories from a wide geographic diversity of South Carolina, the SCETV regional stations play a key role to ensure every corner of the state is well represented in the network's broadcast television and radio production, online presence and educational offerings. The network's ability to stay connected to communities and understand the needs of the state directly impacts the relevancy of SCETV services. Having the infrastructure and staff in place is key for communities to interact in meaningful ways, listen and respond. To support this effort and to further leverage the state's capital investment from last year, we are requesting the following additional FTEs:

**3 Production Manager II (midpoint \$50,394):** SCETV is requesting three FTEs for Production Managers who will support regional work throughout the state. To amplify South Carolina voices, these positions will have primary responsibility for coordinating programming and production activities specific to regional communities. These positions will support production and engagement activities specific to television, radio and education/community outreach. These positions will facilitate increased collaboration, support and resource sharing between regional communities and partners, thus further leveraging their value to the network.

**2 Digital Media Designer II (midpoint \$50,394):** As a result of shifting trends in media consumption for personal, business and educational, SCETV has seen tremendous growth in digital and multimedia areas. To capitalize on this opportunity, SCETV must be both nimble in making adjustments to existing programmatic efforts and forward thinking in its approach to new and expanded content, distribution channels and the user experience? With the expanded role of the network's regional stations, additional digital media designers will allow for more short-form, educational content focused on digital audiences beyond traditional television and radio. The designers will spend time understanding audience consumption trends, strategizing engagement plans, and developing content verticals. The designers will work with staff at the Columbia headquarters and regional stations to ensure seamless distribution of digital content around the state, regionally and nationally.

### **Expanded Initiative: Digital Archives**

**1 Archivist II (midpoint \$50,394):** Since its founding in 1958, SCETV has continued to serve a key partner in documenting our state's history through video and audio programming. SCETV has told hundreds of thousands of stories about the people and places of the Palmetto State, many of which are currently archived in the agency's vault. A large quantity of those assets is in antiquated formats and must transition to a current digital format before they become unusable. This transition will allow the agency to repurpose content that could be used as current artifacts and learning resources around South Carolina history. To support this work, SCETV is requesting one FTE for an Archivist II. The archivist will assist in reviewing, updating and maintaining the current inventory of assets in the SCETV vault. Additionally, this position will support cross-departmental efforts to transition old assets into a digital format. Finally, this position will support work with the SC Department of Archives and History to ensure that SCETV efficiently delivers appropriate assets for official state archival purposes.

### **New Initiative: Workforce Development**

**1 Program Coordinator II (midpoint \$61,323):** SCETV's role in education has been a key part of its mission since the network's founding in 1958. The pandemic has highlighted SCETV's ability to support educational attainment especially related to the state's immediate workforce needs. The agency has worked diligently to highlight available, high-demand, high-wage careers through the production of PSAs, town halls and other community engagement initiatives. SCETV is working to expand these efforts through concentrated partnerships with entities like the SC Technical College System, SC BIO, the SC Hospital Association and others to ensure students seeking training in high-need areas have access to the classes they need to gain a degree or job certification. Specifically, there is interest in building career-focused content specific to South Carolina, as well as a community-based learning platform that would support pre-screening for job candidates, particularly in rural areas of the state. To support this work, SCETV is requesting one Program Coordinator position to foster partnerships, work with stakeholders around content needs, and coordinate production requests. SCETV has a robust education team that focuses on K12 content



creation. This newly requested position will augment that team's work and create seamless connectivity with partners involved in this workforce initiative.

We are requesting funding to support the midpoint of the hiring range for each of these seven positions. If these funds are not received, our agency will not be able to respond effectively to the growing needs of our local communities which include increased digital consumption, demands for educational resources specific to South Carolina, and local stories which amplify diverse voices. We are currently realigning duties for existing FTEs to support evolving needs. Existing vacancies will be filled to ensure current operations are sustained as we continue to implement expanded, innovative practices.

Funding was calculated using the midpoint for each classification in addition to fringe benefits.

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Educational Television Commission		
Agency Code:	H670	Section:	8

## **FORM B2 – NON-RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	5
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	SCETV Infrastructure - Authorization
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	\$7,500,000
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*What is the net change in requested appropriations for FY 2023-2024? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input checked="" type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Request for Non-Recurring Appropriations	
<input checked="" type="checkbox"/>	Request for Federal/Other Authorization to spend existing funding	
<input type="checkbox"/>	Related to a Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
	<input checked="" type="checkbox"/>	Government and Citizens

<b>ACCOUNTABILITY OF FUNDS</b>	<p>SCETV is requesting authorization to spend \$7,500,000 in funds from FCC spectrum auction proceeds. This request aligns with the State Enterprise Objective of Government and Citizens and the agency goal of ensuring long-range sustainability with funding, policies and practices that support optimal use of resources.</p> <p>According to the terms of Proviso 8.2, SCETV retains the proceeds from the FCC spectrum auction which are held in a restricted account to be used to shore up the network's technical infrastructure. This request for \$7,500,000 in capital expense authority is to support the agency's multi-year technology plan.</p> <p>An annual report is submitted to Chairman of House Ways and Means and the Chairman of Senate Finance.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

<b>RECIPIENTS OF FUNDS</b>	<p>SCETV will follow state procurement procedures to secure contracts for vendors and contractors.</p>
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*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon*

<p><b>JUSTIFICATION OF REQUEST</b></p>	<p>With this authorization, SCETV intends to continue planned maintenance on aging towers and associated facilities, implementation of technology to support resource archival and digitization, and expansion of broadcast and IT security and support.</p> <p>The authorization will support SCETV's prioritized infrastructure needs and will allow us to continue operations related to critical support services for the state of South Carolina.</p> <p>This authorization will allow us to expend existing funds and does not create a need for recurring funds. Funds will be used to support prioritized projects in support of strategic goals for the agency.</p>
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*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Educational Television Commission		
Agency Code:	H670	Section:	8

## **FORM B2 – NON-RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	6
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	SCETV Security System
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	\$929,714
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*What is the net change in requested appropriations for FY 2023-2024? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input checked="" type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Request for Non-Recurring Appropriations	
<input type="checkbox"/>	Request for Federal/Other Authorization to spend existing funding	
<input type="checkbox"/>	Related to a Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input checked="" type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

<b>ACCOUNTABILITY OF FUNDS</b>	<p>SCETV is requesting funds to support a new security system for the agency and its multiple statewide assets. This request aligns with the State Enterprise Objective of Government and Citizens. By ensuring protection of resources and equipment, the system will support the agency's goal of ensuring long-range sustainability, policies and practices that support optimal use of resources.</p> <p>The agency has conducted an initial security assessment and would like to ensure critical assets are adequately protected. An assessment of security metrics following installation would ensure that funds were utilized efficiently.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

<b>RECIPIENTS OF FUNDS</b>	<p>SCETV will follow appropriate state procurement procedures to identify a vendor based on the results of the needs assessment.</p>
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*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

**JUSTIFICATION  
OF REQUEST**

This request is for security upgrades to increase coverage for critical SCETV sites and technology assets (i.e., transmitters, microwaves, regional studios, and main facility in Columbia). Funding includes the purchase of security cameras, installation of door access panels, door access intercom, and a mass communication system. The goal is to monitor remote, unmanned sites necessary to keep ETV assets safe. In addition, these funds will help to ensure a safer work environment for employees.

If this request is not approved, the agency risks the loss of critical equipment necessary for operations. Further, this request will enhance safety measures for staff. Maintenance costs can be sustained from existing funds.

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Educational Television Commission		
Agency Code:	H670	Section:	8

**FORM E – AGENCY COST SAVINGS AND GENERAL FUND REDUCTION  
CONTINGENCY PLAN**

<b>TITLE</b>	Agency Cost Savings and General Fund Reduction Contingency Plan
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<b>AMOUNT</b>	\$241,021
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*What is the General Fund 3% reduction amount? This amount should correspond to the reduction spreadsheet prepared by EBO.*

<b>ASSOCIATED FTE REDUCTIONS</b>	None.
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*How many FTEs would be reduced in association with this General Fund reduction?*

<b>PROGRAM / ACTIVITY IMPACT</b>	A general fund reduction of 3% would decrease the amount of operating dollars used for Local and Transparency Program Services.
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*What programs or activities are supported by the General Funds identified?*

<b>SUMMARY</b>	SCETV would reduce the agency's investment in Local and Transparency program services by \$241,021. Through prioritization of remaining resources, SCETV could minimize the impact to the citizens of South Carolina.
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*Please provide a detailed summary of service delivery impact caused by a reduction in General Fund Appropriations and provide the method of calculation for anticipated reductions. Agencies should prioritize reduction in expenditures that have the least significant impact on service delivery.*

**AGENCY COST  
SAVINGS PLANS**

SCETV would reduce operating dollars that would have been used for contractual engineering and communication services specific to transparency programming.

*What measures does the agency plan to implement to reduce its costs and operating expenses by more than \$50,000? Provide a summary of the measures taken and the estimated amount of savings. How does the agency plan to repurpose the savings?*

Agency Name:	Educational Television Commission		
Agency Code:	H670	Section:	8

## **FORM F – REDUCING COST AND BURDEN TO BUSINESSES AND CITIZENS**

<b>TITLE</b>	N/A
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*Provide a brief, descriptive title for this request.*

<b>EXPECTED SAVINGS TO BUSINESSES AND CITIZENS</b>	SCETV has no fees or fines that are applicable to this request.
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*What is the expected savings to South Carolina's businesses and citizens that is generated by this proposal? The savings could be related to time or money.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b> <input type="checkbox"/> Repeal or revision of regulations. <input type="checkbox"/> Reduction of agency fees or fines to businesses or citizens. <input type="checkbox"/> Greater efficiency in agency services or reduction in compliance burden. <input type="checkbox"/> Other
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<b>METHOD OF CALCULATION</b>	N/A
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*Describe the method of calculation for determining the expected cost or time savings to businesses or citizens.*

<b>REDUCTION OF FEES OR FINES</b>	N/A
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*Which fees or fines does the agency intend to reduce? What was the fine or fee revenue for the previous fiscal year? What was the associated program expenditure for the previous fiscal year? What is the enabling authority for the issuance of the fee or fine?*

<b>REDUCTION OF REGULATION</b>	N/A
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*Which regulations does the agency intend to amend or delete? What is the enabling authority for the regulation?*

<b>SUMMARY</b>	N/A
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# **ATTACHMENT 4**

FY 21-22 Accountability Report Summary



## South Carolina Educational Television 21-22 Accountability Report Summary

### K-12 EDUCATION SERVICES

- Partnered with the SC Department of Education to make **KnowItAll** resources available to districts via the state's new learning object repository, SC Instruction Hub. The site averaged 124,000 page views and 44,000 new users per month.
- Expanded access to web resources through the continued use of **PBS LearningMedia** which included more than 150,000 multimedia resources for pre-K-12 educators. Of the site's 250,000 users, approximately 179,000 were new users.
- Distributed 284 Wi-fi hotspots to education partners that addressed interruptions in learning due to broadband access challenges.
- Deployed an annual educator survey to measure the use of SCETV resources in the classroom that showed 97 percent believe the resources and services provided by SCETV are valuable. Ninety-eight percent of KnowItAll.org users found it a valuable resource for teaching and learning.
- Provided more than 750 educators with recertification or renewal credit using SCETV resources approved by the SC Department of Education.

### TRANSPARENCY, PUBLIC SAFETY, AND EMERGENCY SUPPORT

- Hosted the Criminal Justice Academy's (CJA) self-paced content and training for retired SLED agents and state constables who do not have access to CJA's training system with usage up 8 percent over last year.
- Partnered with the SC Department of Administration's Division of Technology Operations to create and deliver free online interoperable communications courses to all public safety personnel in the state.
- Partnered with *The Post and Courier* to host candidate debates including the Democratic Gubernatorial Primary, Governor, Lieutenant Governor and Superintendent of Education.
- Maintained 549 towers, including 47 tall towers (200 feet or higher) and the microwave backbone for emergency and public safety communications and housed critical communications infrastructure for SLED, DNR, EMD, the Forestry Commission, DOD, DHS, Civil Air Patrol and 14 NOAA Weather Radio Service transmitters.

### LOCAL TELEVISION PRODUCTION

- Aired live coverage of the House and Senate on SCETV World channel during the legislative session along with the live stream of the session delivered through the state's legislative website.
- Played a major role in covering the Governor's emergency management press conferences and other important announcements related to COVID-19 and other state emergencies
- Aired new episodes of ***This Week in SC*** every Friday along with daily news flashes.
- Produced and aired the only statewide debates and statewide election day coverage for the 2022 primary and general elections
- Increased the number of "digital first" productions, giving viewers multiple online and broadcast options for viewing.
- Supported K-12 education projects with series, ***History in a Nutshell*** and ***Let's Go!***, virtual reality tours of historical places.

# **ATTACHMENT 5**

Carry Forward Information



**EDUCATIONAL TELEVISION COMMISSION SUMMARY  
OF CARRY FORWARD CASH BALANCES  
FISCAL YEAR 2021-22**

	<b>Fund</b>	<b>Balance 7/1/2022</b>
General Fund	1001	\$1,320,232
Operating Revenue	3035	\$1,597,532
COVID-19 Response Reserve	31C3	\$391,728
Public Broadcast Grant	3519	\$3,405,481
Grants - Nonfederal	3521	\$842,584
Capital Reserved Fund	3634	\$119,534
Repacking Project Funds	3722	\$1,449,307
Capital Projects	3907	\$154,195
Auction Proceeds	4431	\$14,344,679
<b>Grand Total</b>		<b>\$ 23,625,270</b>

# **ATTACHMENT 6**

2022-25 Agency Strategic Plan Overview

# STRATEGIC PLAN 2022-2025

AMPLIFY - EDUCATE - STRENGTHEN

OVERVIEW



# STRATEGIC PLAN

## 2022-2025



### OUR MISSION

AMPLIFY - EDUCATE - STRENGTHEN

SCETV amplifies South Carolina voices, provides educational experiences, and strengthens communities.

### OUR VISION

STRONG - CONNECTED - INFORMED

A stronger, more connected and informed South Carolina.

### OUR CORE VALUES

#### DIVERSITY

Our content and workforce must represent the communities of our state and effectively amplify South Carolina voices.

**We value people and the differences they bring.**

#### INTEGRITY

To foster trust, we operate ethically and with transparency and provide authentic perspectives.

**We act with integrity.**

#### DEDICATION

We are committed to each other as a team, and we are committed to making a difference in South Carolina.

**We are here to serve.**

#### INNOVATION

We are responsive to evolving needs and opportunities to ensure continued relevance.

**We embrace and lead change.**

### STRATEGIC PRIORITIES THAT DRIVE US FORWARD



#### This is Who We Are: **People and Culture**

It's the people at SCETV that makes us who we are. One of the most critical factors to our future success is our ability to recruit, retain, and empower a diverse and talented staff.

#### This is Who We Serve: **Diverse and Engaged Communities**

Our ability to stay connected to our communities and understand the needs of the state directly impacts the relevancy of our services. We must interact with our communities in meaningful ways, listen and respond.

#### This is What Makes it Happen: **Sustainable Operations**

Services we deliver to the state depend on the successful implementation of sound business practices, maintaining strong relationships, and advancing our infrastructure.

#### This is How We Tell Our Story: **Promotion and Brand**

We must effectively and efficiently communicate the benefit of SCETV to the people of South Carolina.

#### This is What We Do: **Services**

It is imperative for us to understand how our work amplifies the voices of South Carolina locally and nationally.

# 1 People and Culture

## This is Who We Are:

It's the people at SCETV that makes us who we are. One of the most critical factors to our future success is our ability to recruit, retain, and empower a diverse and talented staff.

### GOAL A

#### Maintain a skilled and talented workforce that can adapt and evolve

- i. Ensure that staff skills and agency structure support agency objectives
- ii. Ensure that job duties are aligned with employee functions
- iii. Provide competitive compensation for staff
- iv. Provide opportunities for professional development
- v. Deploy comprehensive recruitment strategies

### GOAL B

#### Empower people to solve issues, think big and make our work better

- i. Increase flow of information and communication throughout the organization
- ii. Acknowledge staff contributions
- iii. Design organization structure and practices that are adaptable and support workflows
- iv. Improve knowledge of how departments interact

### GOAL C

#### Expand an environment that fosters innovation, sparks creativity and encourages growth

- i. Create opportunities for staff to be recognized and rewarded for their work
- ii. Redefine measures of success for projects and initiatives based on outcomes
- iii. Allocate resources for concept incubation and learning opportunities

### GOAL D

#### Cultivate an environment that reflects and promotes a diverse and equitable workplace

- i. Ensure that our staff composition reflects that of our state
- ii. Grow staff's understanding of their role in diversity, equity and inclusion (DEI)



## 2 Services

### This is What We Do:

Our work has the ability to touch the lives of individuals, serve the communities of South Carolina and reach the entire state. It is imperative for us to understand how our work amplifies the voices of South Carolina locally and nationally.

### Content

*We provide high-quality, relevant content that makes an impact.*

#### GOAL A

##### **Increase content that is easily accessible**

- i. Establish SCETV's primary content areas and verticals
- ii. Research, understand and implement strategies across platforms based on audience trends and content appetite
- iii. Identify technical needs to support various platforms
- iv. Maximize support and engagement opportunities through cooperation with the ETV Endowment and community partners
- v. Further expand the definition of content beyond broadcast

#### GOAL B

##### **Leverage regional studios for increased localized content and stronger community connections**

- i. Improve capabilities of regional studios
- ii. Strategically integrate regional managers into community on behalf of SCETV
- iii. Increase collaboration, support and resource sharing between regional and main studios
- iv. Identify regional content areas and verticals

#### GOAL C

##### **Utilize workflows and technology to maximize resource allocation, content quality and reach**

- i. Have clear production processes that account for resource allocation and timing
- ii. Ensure that equipment and processes support production and project needs
- iii. Have clear and identified purpose and success metrics or goals outlined
- iv. Ensure content relatability across service areas

### Education

*We provide resources that benefit teachers, students and parents and serve professional development needs.*

#### GOAL D

##### **Expand recognition and acceptance of Education as core content creator and component**

- i. Strengthen the relationship and communication between content producers
- ii. Increase the overlap between Education and Content assets

## GOAL E

### **Be able to understand and communicate impact of products**

- i. Identify and understand data points and invite feedback
- ii. Develop dashboard to communicate quantitative and qualitative data and identify growing areas of need or development

## GOAL F

### **Increase partnership and revenue opportunities**

- i. Expand collaboration between regional studios, educational organizations and community partners
- ii. Dedicate resources to grant research related to community needs

## GOAL G

### **Expand and promote DEI through the services and products we provide**

- i. Ensure that content components reflect diverse perspectives
- ii. Exemplify and model inclusiveness and equity in content

## GOAL H

### **Increase involvement and services with Public Safety and Emergency Management partners**

- i. Increase revenue for services such as professional development
- ii. Seek new areas of service

## **Public Service**

*We provide multiple services to the state that go beyond traditional broadcast and media resources by applying our unique resources in creative ways.*

## GOAL I

### **Increase role and reputation associated with Emergency Management and Public Safety partners**

- i. Promote and advertise involvement
- ii. Assess current and identify emerging needs of the South Carolina Emergency Management Division (SCEMD) and infrastructure needs
- iii. Further identify areas of application for SCEIN services

## GOAL J

### **Ensure consistency of transparency and governmental support services**

- i. Advance technology to improve capabilities and level of service

## GOAL K

### **Explore, understand and communicate emerging technology applications**

- i. Progress implementation and advancement of datacasting
- ii. Work with partner agencies and work to evaluate statewide broadband infrastructure and resources
- iii. Understand needs and identify opportunities for instructional design with state agency partners
- iv. Determine additional partnerships related to current initiatives in telehealth

# 3

## Diverse and Engaged Communities

### This is Who We Serve:

Our ability to stay connected to our communities and understand the needs of the state directly impacts the relevancy of our services. We must interact with our communities in meaningful ways, listen and respond.

### Diversity

*We will reflect and represent the communities we serve.*

#### GOAL A

##### **Build strong and trusted relationships with historically overlooked or marginalized communities**

- i. Gain a better understanding of issues faced by various communities, understand their expectations and perception of SCETV and develop conduits for continued communication
- ii. Build and promote trust of SCETV brand and services

#### GOAL B

##### **Allow all members of our community to see themselves represented in our content and services**

- i. Ensure that content represents the communities we serve
- ii. Utilize platforms to broaden conversations and create opportunity for community involvement

#### GOAL C

##### **Ensure that our staff composition reflects that of the state**

- i. Ensure there are a variety of thoughts and ideas
- ii. Actively seek and welcome diverse perspectives to enhance decision making

#### GOAL D

##### **Increase internal awareness of DEI**

- i. Grow staff's understanding of their role in DEI
- ii. Establish DEI statement to define and communicate agency's commitment

#### GOAL E

##### **Offer resources to our communities to further DEI work**

- i. Expand Public Media Diversity Leaders Initiative (PMDLI) program
- ii. Capitalize on audience engagement to expand DEI

## Engagement

*We will have authentic relationships with the communities we serve.*

### GOAL F

#### **Strengthen relationships with individual communities**

- i. Be seen as an involved community partner
- ii. Identify key community events to engage in
- iii. Leverage Community Advisory Council to generate ideas, feedback and additional community connections
- iv. Identify community touchpoints through collaborative engagement activities with the ETV Endowment

### GOAL G

#### **Expand the impact of content through engagement opportunities**

- i. Plan content production with engagement in mind
- ii. Involve communities in broadcast content creation
- iii. Align engagement activities and educational experiences with local and national content

### GOAL H

#### **Increase the engagement of regional studios in communities**

- i. Encourage regional managers to participate in community groups
- ii. Create opportunity for SCETV facilities to be used as community spaces

# 4

## Sustainable Operations

### This is How We Do It:

Our ability to provide the services we deliver to the state is dependent upon the successful implementation of sound business practices, maintaining strong relationships, and advancing our infrastructure.

### Partnerships

*We must maximize revenue generating opportunities and leverage strategic partnerships in order to create opportunities while extending our community connection and impact.*

#### GOAL A

##### **Create and capitalize on opportunities with the ETV Endowment**

- i. Refine processes that allow us to more effectively support ETV Endowment and donor functions and align support for content
- ii. Maximize competitive advantages resulting from Endowment partnership
- iii. Advance cross promotional and fundraising strategies

#### GOAL B

##### **Leverage partnerships to develop and promote combined impact with state partners**

- i. Align with partners to identify and reach shared goals

#### GOAL C

##### **Expand national partnerships and interactions**

- i. Gain access to resources and thoughts outside of SCETV and promote our products and initiatives

#### GOAL D

##### **Increase pool of potential partners**

- i. Expand ability to collaborate or generate support around specific ideas

#### GOAL E

##### **Increase revenue amounts and sources**

- i. Capitalize on vertical assets
- ii. Create new clients through existing or new partnerships
- iii. Provide professional development and resources to support underwriting and other revenue-generating activities
- iv. Work collaboratively with the ETV Endowment to determine marketability of content assets

## Stewardship

*We must ensure that administrative practices support the best utilization of resources.*

### GOAL F

#### **Ensure agency compliance with regulatory expectations and practices**

- i. Deliver all required reports for compliance on time and accurate
- ii. Increase positive interaction with financial and other agency procedures and practices
- iii. Expand staff knowledge of state and industry practices

### GOAL G

#### **Effective and efficient budget process that empowers managers**

- i. Ensure that organization is operating with accurate financial knowledge

## Technology

*We advance and maintain technology that supports the agency's evolving services.*

### GOAL H

#### **Maintain a modern technology infrastructure that supports agency objectives and allows for flexibility**

- i. Understand the agency's technology and infrastructure needs
- ii. Develop a grasp of various and evolving distribution platforms and associated technical needs
- iii. Develop comprehensive refresh plan for data, business, broadcast and production services

### GOAL I

#### **Ensure reliability of systems**

- i. Ensure towers and infrastructure are in working order
- ii. Eliminate single points of failure or unreliable components in major systems
- iii. Expedite notification and response processes

### GOAL J

#### **Promote understanding and application of technology throughout the organization**

- i. Train and educate staff on technologies and systems
- ii. Increase communication between Technology and other departments
- iii. Design workflows and practices that support the use of technologies

## 5 Promotion and Brand

### This is How We Tell Our Story:

We must effectively and efficiently communicate the benefit of SCETV to the people of South Carolina.

#### GOAL A

##### **Convey the value of our services and the case for support to partners and the public**

- i. Ensure that partners know the benefit of SCETV
- ii. Work collaboratively with the ETV Endowment to promote agency services to potential supporters

#### GOAL B

##### **Increase staff understanding of products and services**

- i. Promote the ability of staff to be able to communicate the value and services of SCETV
- ii. Create opportunities for staff to engage with various products

#### GOAL C

##### **Increase brand awareness and recognition**

- i. Ensure that people recognize SCETV and associate products with brand
- ii. Understand the current perceptions of the SCETV brand
- iii. Effectively utilize airtime to promote SCETV brand, content and services

#### GOAL D

##### **Ensure that communication materials and platforms are consistent and in line with promotion objectives**

- i. Evaluate current materials and platforms
- ii. Implement standardized branding practices
- iii. Educate staff of the use of branding
- iv. Establish agency communication protocols



**2022-2025**