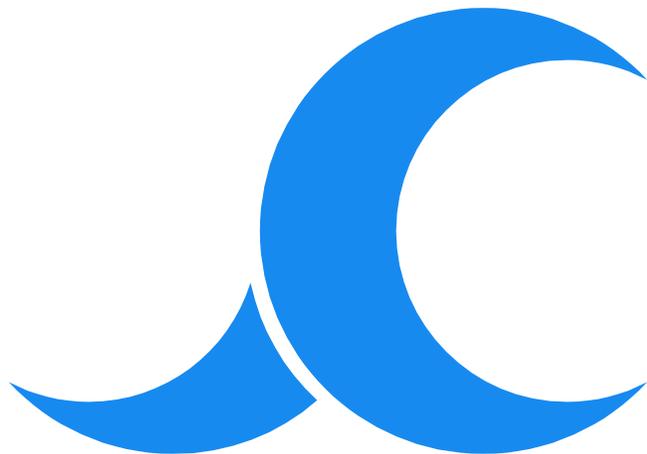


**South Carolina
Educational Television**

2001-2002 Accountability Report



EXPANDING THE VIEW™
South Carolina ETV

Section I -- Executive Summary

1.1 Mission and Values

“South Carolina ETV shall provide a statewide educational communications network. The primary purpose of the network is to offer comprehensive educational opportunities to preschoolers, public schools, colleges, universities, and adult continuing education. The service, using a variety of technologies, shall support and enhance training for state agencies, private industry, and individuals and shall offer programs of cultural, historical, and educational significance to the general public.”

Values
<i>Public service through education</i>
<i>Respect</i>
<i>Diversity</i>
<i>Community awareness</i>
<i>Teamwork</i>
<i>Initiative</i>

1.2 Key strategic goals for present and future years

- Create and implement a formalized strategic plan to solidify the agency’s direction. Define measurable goals and objectives to monitor progress.
- Work to advance the image, reputation and brand of SCETV. Increase visibility in the community, ensuring stakeholders are aware of our value.
- Continue working to improve services, including new digital services, provided to key stakeholders, including partnership with the State Department of Education, school districts, higher education institutions, technical colleges, the business community, and the K-12 School Technology Initiative.
- Reduce the cost of facility maintenance by possibly eliminating some buildings and internal services within the next several years. In the coming year, WNSC-TV will move to new facilities completely funded by York Technical College and the York County Council. In this new facility, the station will bring added value to the curriculum at York Technical College and increase its regional services.
- Improve revenue opportunities and safeguard the agency’s ability to succeed in today’s economy.

1.3 Opportunities and Barriers

- The rapid increase in the use of technology is creating expectations of the agency that we cannot currently meet. This is both a funding issue as well as a perception concern. Although we receive funding for technology to increase our ability to provide services to the schools, it is normally one time funding and we struggle with the cost of maintenance and repairs to the equipment. The schools feel they are not given adequate maintenance support, as we are unable to work as quickly as they would like when trouble-shooting and repairing equipment.
- The explosion in the number of cable offerings has impacted many major over-the-air broadcasters. The most recent prime time averages show PBS down 6 percent, and the big four networks are down 8 percent. Total basic cable is up 12

percent. New programming initiatives at both the national and local level are being developed to stem this downward trend.

- SCETV, like all state agencies, is facing the challenge of maintaining, and in some cases, increasing services while reducing staff and facing funding cutbacks. Continued funding reductions will be a major challenge in the next two to three years.

1.4.1.4. Major achievements from past year

A new president, Maurice Bresnahan, joined our team in September 2001. Since his arrival, we have examined agency processes and are making subtle changes to improve the agency's business plan. We initiated focus groups to begin working on a formalized strategic plan and increased communication at all levels in the organization. Other achievements include:

1.4

- SCETV partnered with the University of South Carolina for the creation of a newsroom of the future. Newsplex is where media executives from all over the world will be trained on the state of the art newsgathering and news reporting technologies. USC will use the facility in two-week increments for elite-level courses of instruction involving individually selected top students in from the College of Journalism's regular curriculum.
- Governor Jim Hodges recognized South Carolina Educational Television with his "Friend of the Taxpayer" award for the agency's efforts to save taxpayer dollars during these times of budget reductions. Through creative thinking and perseverance, SCETV's Engineering Division identified cost savings of more than \$350,000 in parts and electricity. Parts were obtained by scavenging broadcast transmitter parts from other stations that no longer use our type of equipment.
- SCETV BusinessLink and partners "The Plastics Learning Network" and "Workforce Florida" were awarded the Theodore E. Small Distinguished Honor Award from the National Association of Workforce Boards (NAWB). The award is given each year to recognize outstanding examples of partnerships between workforce boards and business in the advancement of workforce development in the United States, selected by the National Association of Workforce Boards as one of the five best projects nationally.
- The medical and higher education department was instrumental in securing and managing funds for transition of The Children's Place to USC Gateway. During 2001 budget reductions, the ETV Commission determined that the agency could no longer run a deficit in the day-to-day operation of The Children's Place, an on-site NAEYC accredited day care center. During the year, \$150,000 was secured in production grants, and for training and facilities use. Early 2002, a successful transition to the USC/Gateway Academy was negotiated through the State Department of Health and Human Services that guaranteed the transition funds to cover the operational deficit until the new center is completed and operational during the 2002-2003 school year.
- SCETV has received all appropriated state funding needed to convert all television transmission to digital. This past year, we received \$18.5 million for the conversion to digital transmission. This, combined with the \$11.5 million received in previous years, covers our remaining budget allocated from state funds.

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Section II – Business Overview

1. Employees

SCETV human resources include 300 classified employees as well as 33 additional temporary/part time employees. Thirteen classified employees are funded through grants and other means. Since we began reducing our workforce this past year, SCETV's classified employee payroll has reflected a decrease of approximately \$1,000,000. Our affirmative action program continues to furnish results in meeting diversity employment goals. Additional focus is placed on employee development, which is designed to improve possible promotional opportunities for staff.

2. Operation locations and description of major products and services

The General Assembly created SCETV in 1960. The many years of expanding services have resulted in our ability to maintain statewide coverage. Our headquarters is located in three buildings in Columbia, located on George Rogers Boulevard adjacent to Williams Brice Stadium. South Carolina Educational Radio Network (SCERN) is located in the Administrative Building and the production/teleconferencing studios are in the Telecommunication Building. From Network Headquarters in Columbia, SCERN provides 24-hour service. All communities in our state receive one or more of our stations. Additionally, SCETV operates four regional stations and six other transmitter sites to cover the state.

2.1 WRJA-TV signed on the air September 7, 1975, as the first of four SCETV regional stations. The station is named in honor of the late R.J. "Mr. Jim" Aycock of Pinewood, S.C. WRJA-TV serves Sumter, Lee, Clarendon, and Kershaw Counties. To serve area viewers, the station produces three weekly half-hour programs, **Carolina Scene**, **For The Record** and **Treasure Hunter**. For statewide broadcast, the Emmy award winning **Making It Grow!** and **The Best of Making It Grow!** as well as **The Writers' Circle of South Carolina** programs are produced at WRJA. WRJA-TV provides [custom video presentation products](#) for a variety of clients including public schools, state and local governments, development boards and many others.

2.2 The regional station WJWJ TV first signed on the air in 1976 and has since been a vital contributor to the critical flow of information throughout the region whether through its nightly newscast, public affairs specials, documentaries, special local election coverage or live emergency hurricane updates. It is the only local television station serving primarily Beaufort, Jasper, Hampton and Colleton Counties.



WJWJ's emphasis is on local programming and it produce the only local television news in the area. Other in-depth public affairs programs, like **"Coastline,"** put viewers in direct contact with community leaders and our series of documentaries highlights the many scenic, cultural and historic wonders of our community. WJWJ provides unedited end-to-end broadcasts of regular Beaufort County Council and Beaufort School Board meetings on the station's government access cable channel.

2.3 Serving Spartanburg, Greenville, and the surrounding communities since 1985, WRET-TV Channel 49, located on the campus of the University of South Carolina at Spartanburg, augments the SCETV statewide broadcast schedule with local programming for and about the upstate's unique people, places, and issues. WRET's local programs also air on WNTV Channel 29 in Greenville. WRET provides the upstate's link to SCETV's digital information superhighway. Video has become a vital communication tool in the information age. WRET-TV offers video production services, teleconferencing, and other services for K-12 schools, higher education, government agencies, and business and industry.

2.4 WNSC-TV has been serving York, Chester and Lancaster Counties from its facilities at York Technical College since 1978. The station produces hundreds of hours of distance learning courses in Spanish for local and statewide schools. In addition, WNSC-TV, is a lead partner in the Plastics Learning Network, a workforce training initiative that delivers courses to the growing plastics industry. The station also operates a 24-hour cable channel under contract to York Technical College, Winthrop University, and Rock Hill School District 3. The channel delivers instructional and informational programming created by this partnership reaching non-traditional students in their homes.

3. Base Budget Expenditures and Appropriations

Major Budget Categories	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$11,492,563	\$9,886,019	\$12,035,016	\$9,659,356	\$11,112,790	\$9,522,451
Other Operating	\$14,931,089	\$7,631,332	\$11,639,805	\$5,764,514	\$14,229,184	\$3,997,791
Special Items	\$	\$	\$706,360	\$706,360	\$1,263,059	\$1,263,059
Permanent Improvements	\$6,367,981	\$	\$1,663,930	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$	\$	\$
Fringe Benefits	\$2,904,435	\$2,516,114	\$3,346,818	\$2,719,445	\$3,455,325	\$2,836,543
Non-recurring	\$341,972	\$341,972	\$	\$	\$	\$
Total	\$36,038,040	\$20,375,437	\$29,391,929	\$18,849,675	\$30,060,358	\$17,619,844

Other Expenditures

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	\$	\$706,360
Capital Reserve Funds	03,153	\$344,903
Bonds	\$2,921,479	\$1,177,723

4. Key Customers

SCETV provides direct service to viewing audiences through the wide variety of programming offered to our viewers. SCETV is in our schools and on the radio. Ready to Learn programming, KNOWITALL.ORG (our website of resources for students, teachers and parents), PBS Kids, Educational Radio, and ETV classics are just a few examples of our outstanding services. The critical stakeholder groups that benefit from our services include, but are not limited to:

PreK–12 – parents, caregivers and young children

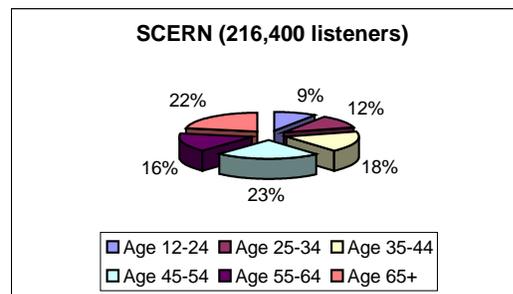
K-12 – students, teachers, parents, administrators, State Department of Education, School Technology Committee, school districts, Distance Education Learning Centers

Higher education – public and independent colleges, technical colleges

SCETV Employees – classified and temporary/part-time

Government – teleconferences and training for state, local and federal workers

Viewers/members and listeners of educational television and radio - (radio demographics listed in fig. 4.1).



(Fig 4.1)

5. Key suppliers

- State Department of Education
- Instructional Television
- ETV Endowment
- Colleges and Universities
- Satellite Educational Resources Consortium
- Public Broadcasting Service
- American Program Service
- National Public Radio
- Public Radio International

6. Major products and services

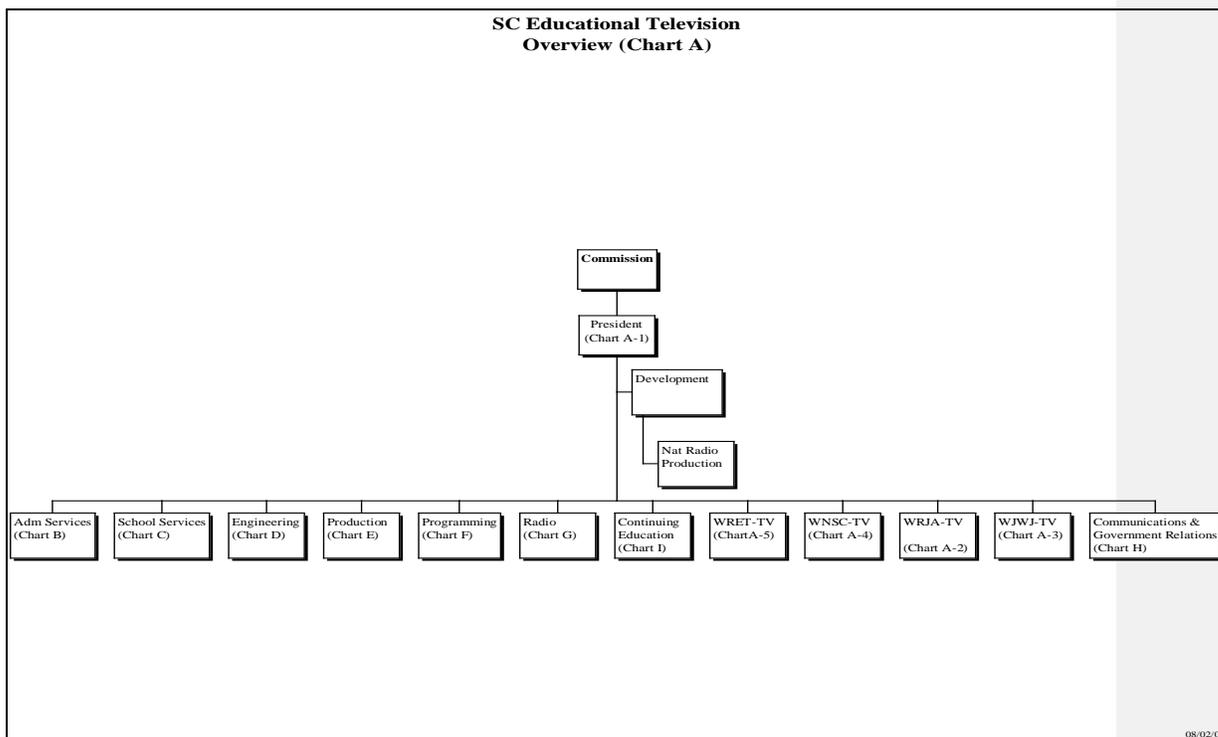
6.1 SCETV provides a wide variety of distance learning services to PreK-12, higher education, business and government using a diversity of technologies including satellite, microwave, wireless cable, digital television and the Internet. These distance learning products are live and interactive, taped, on-line or a combination thereof. SCETV has more than 2000 sites around the state that are capable of receiving distance learning by satellite transmission, plus the 40,000+ households in the Midlands that can receive the WRLK-DT signal, which has been broadcasting higher education classes from USC.

62 SCETV in Columbia and its regional stations produce local and nationally broadcast television and radio programs ranging from one-minute classroom inserts on character education to highly produced (and grant-funded) nationally broadcast documentaries.

SCETV's Production and Continuing Education Departments serve clients as diverse as the Department of Public Safety and documentary producer, Pulitzer prize-winner Hedrick Smith. Many video and audio productions are done in collaboration with SCETV's non-profit partner, the ETV Endowment. SCETV's Creative Services Department works in partnership with the State Department of Education to provide a wide array of on-line services that are based on the state's curriculum standards.

6.3 We are the primary means through which the Governor's Office of Emergency Preparedness will disseminate vital information in cases of evacuations or other emergencies. The SC Educational Radio Network has universal reach and extraordinary efficiency. Of our eight transmitters, five are 100,000 watts. Reception extends far into North Carolina and Georgia, and completely blankets this state— including all interstate highway corridors. Automation has also made possible a 24-hour broadcast schedule. Educational Radio produces local programs for and about South Carolina, plus the nationally acclaimed “Piano Jazz with Marian McPartland.” Each Wednesday evening at 6:30 p.m., the “Reading with Rachel” radio show airs on South Carolina Educational Radio statewide. The radio program has an average of 11,000 listeners each week. The 30-minute show also features literacy tips for parents and caregivers.

7. Agency Organizational Structure



Section III – Elements of Malcolm Baldrige Award Criteria

Category 1 – Leadership

1.1. How do senior leaders set, deploy and communicate:

a) Short and long term direction?

SCETV is guided by the SCETV Commission, which consists of a chairman at large, the state superintendent and 6 representatives of their congressional districts. The commission is appointed by the governor and sets policy for the network. The network's senior leaders in turn communicate direction through strategic goals and objectives, which are determined by SCETV's mission and input from stakeholders and customers. Senior leaders utilize both formal and informal forms of communication when providing direction to staff. A weekly vice presidents' meeting addresses short-term goals, current project status, and any newly developing items of concern. The minutes of the meeting are shared with the staff by means of email, with paper copy provided to those without Internet access. Additionally, routine emails are sent to all staff addressing current topics that may impact employees. The agency also employs the use of a video newsletter to inform employees of SCETV business.

b) Performance expectations?

SCETV operates by a "Lead by Example" philosophy, holding managers accountable for the cultural development of their employees. Planning stages, outlining the expectations and minimum requirements for acceptable performance, are agreed upon in August. Additionally, any personal goals, training requirements, or special objectives are outlined. The following July, an assessment of the past year's performance is conducted on all employees.

c) Organizational values?

SCETV's orientation program consists of three distinct segments, designed to ensure the organizations' mission, values, personnel policies, and training opportunities are understood. The first segment consists of employee benefits and policy/procedures, with the second part of the orientation job specific, conducted by the manager. The department's role in support of mission is covered and performance expectations are reiterated at that time. The final piece of staff orientation is conducted after the employee has settled in and has a feel for the agency. The agency's written policies and procedures are covered in-depth as a measure to reinforce organizational values.

d) Empowerment and innovation?

SCETV has an employee base with the average longevity of 15.5 years. Naturally, these seasoned employees are empowered to complete their work within broad parameters set by managers. The nature of SCETV's far-reaching coverage results in the need for many employees to work independently and at times, creatively. Outdated equipment has been salvaged to avoid downtime and save the agency the cost of equipment replacement.

e) Organizational and employee learning?

The agency has in place a policy that covers training and development of employees. This policy is reviewed during orientation, reviewed during supervisory training classes and distributed after any updates to required training have occurred. Senior leaders ask that employees participate in a minimum of ten hour of training each year.

f) Ethical behavior?

SCETV's concern for its image necessitates the careful screening of all job applicants prior to considering them for employment. Behavioral expectations are discussed during new employee orientation and also during any supervisory or managerial training courses.

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

Our key measures related to customer focus are monitored continuously and employees are sensitive to meeting customer needs. SCETV finds partnering with other state agencies helpful in establishing an understanding of mutual customers needs and desires. [SCETV partners](#) with the State Department of Education's ITV, Library Media Services, and Regional Technology Coordinators to provide more innovative resources for K-12 schools. These meetings provide feedback and suggestions for ways to improve SCETV's services to schools, from both an instructional and technical standpoint. The ETV Endowment monitors customer satisfaction and assists in determining customer interests. They provide feedback on program appeal.

1.3. What key performance measures are regularly reviewed by your senior leaders?

Several performance measures are monitored regularly at SCETV. The primary concern during this past year was our fiscal status. The SCETV commission is kept abreast of the budget and has input on the agency's budget request. The senior leaders at SCETV are responsible for planning ahead and keeping within their divisional budgets.

Another key measure is where we stand with K-12. We meet monthly with the Education Department and ITV. We monitor which programs are being produced, discuss the outcome of school visits, and monitor status of the teacher-training institute. The institute is a training program for classroom teachers that provide methodology and techniques for the effective use of video, the Internet and other technologies in the classroom.

We also monitor the DTV conversion progress. A DTV meeting is held monthly with the team who makes decisions regarding the buildout of our digital system.

1.4. How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?

The organizational performance review findings provide a measure of the volume and quality of service provided to our customers and the amount of revenue generated for the agency. Leadership effectiveness is tied to current and expanded services that meet customer needs, the degree to which the agency's projects came in "on time, on budget,"

and the rating our customers provide on the quality and effectiveness of the programs or services.

1.5. How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?
SCETV addresses the current and potential impact on the public of its products, programs and services through feedback provided via customers, the response by the press, community support of programs and services, and -by feedback provided throughout the state via community advisory boards. SCETV and the SCETV Commission attend an annual joint meeting with the 11 Community Advisory Board members (comprised of citizens of that committee's area), which provides an opportunity for citizens to address any issues they may have with SCETV. Our communications department keeps abreast of any potential risk to SCETV's image and addresses public issues as they occur.

1.6. How does senior leadership set and communicate key organizational priorities for improvement?

The senior agency leaders meet weekly to discuss current projects, issues and barriers. Depending on the urgency of the matter, an all-staff email may follow in an effort to gather additional facts and keep employees informed. Training key leaders in the process of Baldrige and process improvement results in a more uniform, common sense approach to priority setting .

1.7. How does senior leadership and the agency actively support and strengthen the community?

SCETV strengthens the community by offering educational opportunities to the people of South Carolina. The continuous improvement of our programming and community coverage of local events demonstrate our commitment to quality. We cover emergency weather notification on a statewide level, and assist local communities by keeping residents informed of news in their area.

Category 2 – Strategic Planning

1. *What is your Strategic Planning process, including participants, and how does it account for:*

SCETV currently operates through means of an informal strategic planning process. We have contacted a consultant who met with the vice presidents and outlined the process of creating an agency-specific strategic plan. The formation of strategic planning teams will begin this upcoming fiscal year. We are confident that there will be significant improvement to our current planning processes.

**Customer needs and expectations-* Customer needs and expectations are monitored through ratings, correspondence and external suppliers. Employees are responsible for understanding their role as customer service representatives.

**Financial, societal and other risks -* The agency has initiated a process to seek, investigate, and implement employee ideas to increase agency efficiency. As a result of this effort, the agency has reduced the cost of utilities, telephones and freight and mail services.

**Human resource capabilities and needs –*The key determinant to organizational success is skillful management, especially those competent in the management of people in the organization. The training opportunities provided to supervisors and managers are designed to update management skills and increase productivity and quality of product. Managers can refresh all basic supervisory skills within a 24-month training cycle.

**Operational capabilities and needs -* The President implemented a departmental visioning process to encourage long-term or strategic thinking among staff. The visioning process should benefit the coming strategic planning process. The visioning process involved answering two questions:

- 1) The year is 2011. SCETV's progress and growth has exceeded everyone's wildest expectations! The New York Times, Current and The Chronicle of Philanthropy are hailing SCETV's transformation as nothing short of remarkable. What happened?
- 2) Unfortunately, by 2011, a number of smaller public TV operations have been forced out of business. And a few state networks are operating at a fraction of their former capabilities. Where did they go wrong?

Departmental staff responded to these two questions using the nominal group technique process. The process allowed staff to think beyond the operational impact of the current budget cuts. As a result of this process, budget reductions were more strategic than may have occurred in the absence of the visioning process.

**Suppliers/contractor/partner capabilities and needs*

Suppliers, contractors, and partners have specific contact representatives at SCETV. This personalized approach to meeting the needs of our stakeholders reduces any confusion in business ventures and strengthens affiliations.

2.2 How do you develop and track action plans that address your key strategic objectives?

SCETV's informal approach to planning comes about by researching past successes and failures, technological improvements in education tools, an ever-changing society, and the people of South Carolina. Project managers monitor budgets and developmental needs to remain competitive and keep plans moving forward. Training is provided to ensure our employees can operate in the changing working environment. After determining the cost of projects, money is set aside to ensure, for an example, a three-year conversion plan of all camera equipment is completed as scheduled. As key strategic objectives are modified, shifts are made accordingly.

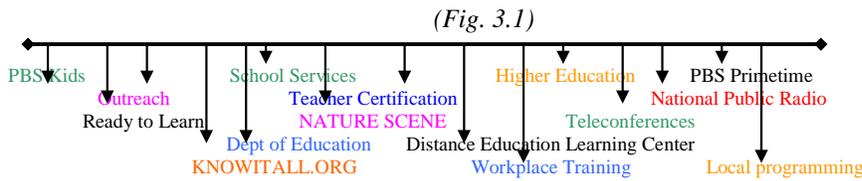
2.3 How do you communicate and deploy your strategic objectives, action plans and performance measures?

SCETV utilizes the PERFORMS system, video newsletters, an "Insider" daily internet bulletin board, emails and weekly meetings to deploy strategic objectives, action plans and performance measures.

Category 3 – Customer Focus

3.1 Identify Key customers and stakeholders

SCETV’s key customers and stakeholders include a wide-range of groups, cultures, businesses and individuals. To exemplify our involvement in the education of South Carolinians, Figure 3.1 portrays SCETV services for stakeholders to take advantage of, with key customers and stakeholders listed.



- K-12
- Higher education
- Business
- ETV Endowment
- Granters/Funders
- Elected Officials/Policy makers
- PBS, NPR
- State and Federal Government
- Citizens of South Carolina
- Viewers and listeners

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

SCETV understands the people of South Carolina are our key customers. When determining the customer’s key requirements for television and radio, we use rating demographics as well as mail and phone calls to ascertain a viewer likes and dislikes. Generally, the rating services are accurate in predicting the popularity of a program. While this may not be a perfect gauge, it does provide a beginning point that, when coupled with additional information, tends to paint an accurate picture of program acceptability. Continuous interaction with customers and data analysis are also invaluable when determining key requirements.

3.3 How do you keep your listening and learning methods current with changing customer/business needs?

Seeking information about programs is a constant request from our customers. Phone, letters and e-mail provide this information. SCETV maintains active communication with many community leaders and organizations that are primary service for the community. Where possible, SCETV works with outside organizations and individuals to provide broadcast access in order to get their concerns out. Significant media attention, press conferences and direct requests from concerned individuals all serve as identification markers for community concern

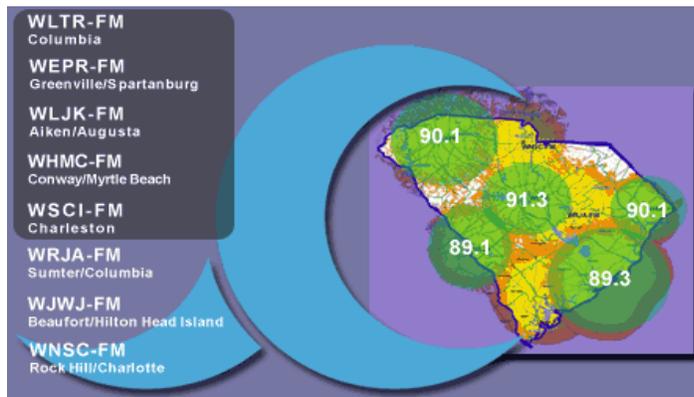
3.4 How do you use information from customers/stakeholders to improve services or programs?

Customer information can be used as the basis for renewing or dropping a program. It can also serve as a call to add new programs to the schedule. For example, if we examine our viewer demographics and find a particular age group is viewing certain programs, we may adjust our schedule with programs more suited to the viewer in an attempt to expand their viewing time span. We offer certification programs for state agencies, through teleconferencing and uplinks for training. The content is updated depending on certification requirements of agencies and businesses.

3.5 How do you measure customer/stakeholder satisfaction?

We measure customer/stakeholder satisfaction by ratings, reviews, continued support from viewers and listeners, letters, customer surveys, and number of stations that carry the programs. For example, the children's program **Dooley** was very well received. **Dooley** remains the network's highest rated local program. We have received over 1000 letters to **Dooley** from viewers. The workbook written for the series to enhance its educational use is widely used by both day care providers and parents. These workbooks and other materials are used and distributed by Ready to Learn personnel at workshops around the state.

SCERN listeners blanket the majority of the state. The local radio stations provide an



informal tool to gather information concerning customer satisfaction. By keeping track of listener phone calls and inquiries within local radio station listening ranges, we are better able to determine our successes. Radio stations and areas are shown (Fig 3.2).

(Fig 3.2)

3.6 How do you build positive relationships with customers and stakeholders?

SCETV builds positive relationships with customers and stakeholders by giving the customer what they expect and want. SCETV understands that establishing a rapport with customers is vital for customer satisfaction. If the customer is not interested in what we have to offer, there is often no second chance to capture attention. When underwriting for programs, for example, the stakeholder must feel we are listening to his concerns, acting on their needs and desires, and know they are directly impacting our success. Finally, SCETV keeps communications open to ensure potential problems are identified early on and prevented, which assists in maintaining a solid and loyal customer base.

Category 4 – Information and Analysis

4.1. How do you decide which operations, processes and systems to measure?

The agency uses a variety of ways to determine which operations, processes and systems will be measured. We ask five questions when determining whether it should be measured. “Is it vital to our mission? Can goals be set based on the data? Is it controllable? Can we learn from comparing these measures? Do these measures mean anything?” We continue to improve our measures in an effort to make them objective, timely, easy to calculate and easy to understand.

4.2. How do you ensure data quality, reliability, completeness and availability for decision-making?

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

With our budget ever tightening, we monitor product in terms of quality, cost, need, and mission significance, as well as short and long-term job implications. We use a process called Program Information Exchange Group to track and document projects, which gives an accurate picture of how our time, space and money are utilized. The accounting department provides monthly reports to ensure managers keep track of available funds. The free flowing information improves communication among departments and allows for better budget accountability.

4.3. How do you use data/information analysis to provide effective support for decision-making?

SCETV was forced to reduce its workforce this past fiscal year. In an effort to reduce the impact on staff, the decision to trim certain areas resulted from analysis of work processes and data/information provided by managers. For example, after reviewing time sheets and repair logs, the decision was made to reduce the workforce of our technical support staff. The information used to reach this decision was provided by the managers involved and was very objective by nature.

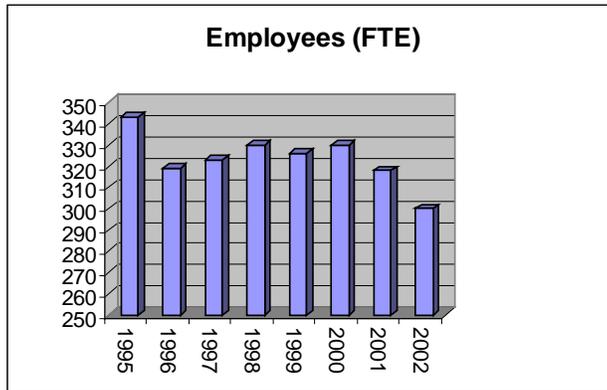
4.4. How do you select and use comparative data and information?

SCETV selects key measures based on the agency’s long-term goals and objectives. We use our comparative data to keep current with our peer stations and ensure mission success. For example, we monitor our operating expenses, revenue, gifts and cost of technology as compared to similar stations. If we note a significant difference in our data, we can examine the reasons behind the difference and may find an opportunity for improvement in future endeavors.

Category 5 – Human Resources

5.1 *How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?*

Unfortunately, the shrinking budget is a challenge when working to motivate employees. We combat the shrinking workforce by offering additional training, continuous improvement of work methods, development of supervisory skills and internal promotional opportunities. Evolving technology keeps employees in a learning environment, which motivates them through encouragement and growth. Although the drastic budget reduction has limited our hiring of employees, we continue to reward skill development through use of Additional Skills pay increases. Figure 5.1 is a portrayal of SCETV's classified employee workforce.



(Fig 5.1)

Employees are eligible to win the Spirit of Excellence Award and participate in the agency's annual service recognition ceremonies and employee recognition month in May. The agency started the Expanding Your View Suggestion program online to let employees make suggestions directly to the President.

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

We identify and address key developmental needs through a variety of avenues. Training is discussed at departmental budget meetings. The senior leaders provide input on what training is needed for their divisions and the budget reflects training needs as appropriate. The face-to-face performance evaluation (PERFORMS) offers identification of training needs, with the employees providing input on what they feel they need to maintain skills for optimum job performance. Our computer-training lab enables us to offer classes to staff when new software is purchased. These classes are in high-demand and receive positive feedback from the participants. A total of 182 employees participated in classes, with 100 percent of the participants stating they would recommend the courses to a coworker. Supervisor core training is offered annually. This year we focused on improvement of conflict management and communication skills. All employees are

encouraged to attend ten hours of training annually. Diversity training continues to be included in the Employee Orientation program, which also covers mandatory safety training and the agency's opportunities for training and development. A needs assessment was conducted informally to determine training deficiencies and select topics of interest for future training classes.

5.3 How does your employee performance management system, including feedback to and from employees, support high performance?

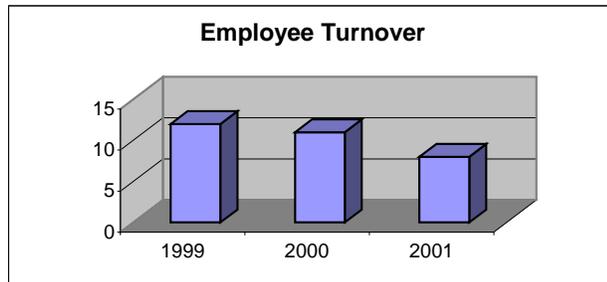
SCETV's universal agency review system continues to receive positive feedback from managers and staff. The common review date triggers anticipation among the employees, which influences managers to dedicate time to take care of this administrative managerial tool. The face-to-face review of the planning stages encourages employees to provide input on how their job is changing and what they would like to see as part of their duties. Supervisors make revisions based on what the employee does with his time. Our [changing workforce](#) requires that position descriptions be reviewed routinely. For an example, an employee has assumed duties of a terminated employee. Although we understand the work was redistributed, the act of changing the position description and evaluating the employee for the work performed shows acknowledgement of the act and makes for a more accepting attitude for future assignments and challenges. This change in the planning stage is reviewed and approved by Human Resources, which updates both the position description and the planning stage, providing an accurate, updated assessment of the employee.

5.4 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?

The president has been meeting informally with employees since his arrival at SCETV. During this casual "lunch with the president," current SCETV topics are discussed and employees have an opportunity to voice opinions and concerns. The president addresses their concerns, asks for feedback and opinions, thereby gaining some understanding of staff perception. For an example, one topic that came up was regarding the looming budget cuts. Mr. Bresnahan was able to dispel some rumors that [caused](#) fear in some areas of the agency.

SCETV has always used a formalized exit interview system to gather information regarding the performance of departments/managers. The HR manager meets with each employee and goes over a questionnaire, allowing for other input from the employees who might not be covered in the questionnaire. The information is used in situations where it can provide managerial guidance. In the last year, exit interviews were looked at in instances of employee terminations, employee disgruntlement and employee hire. The data provided useful insight into decisions necessary in each situation SCETV's turnover has decreased in recent years (Fig. 5.2), a dependable measure of the workforce's stability. Increased turnover would reflect instability and perhaps causative factors based on the unhappiness of the workforce.

(Fig. 5.2)



This year SCETV also held focus groups with supervisors. These focus groups were intended to let supervisors bring up concerns about how the agency was handling its downsizing efforts. From these focus groups, the President was able to hear firsthand the experiences, activities and concerns of the entire management team.

5.5 How do you maintain a safe and healthy work environment?

After the September 11 tragedy, SCETV created a crisis management team to enhance the safety of our workplace. This team identified security weaknesses and reviewed current processes involving emergency procedures. After the weaknesses were identified, managers were empowered to strengthen our security measures. SCETV has 29 percent of the staff CPR/First aid qualified. OSHA conducted a courtesy walkthrough inspection of the Columbia facilities, assisting the Safety Director in ensuring work place safety and reviewing the agency's safety programs for compliance. The agency encourages participation in the Spring Wellness Walk, Weight Watchers, employee awareness workshops, Driver Improvement Program (conducted on-site), and OSHA voluntary program workshops. The health-screening program available for *State Health Plan* participants is advertised and stress management assistance is encouraged as needed.

5.6 What is the extent of your involvement in the community?

As a state agency, SCETV's presence in South Carolina communities is to the point of saturation. We reach the residents through the television, radio, local programming, news, weather service, the Internet, through our schools and training programs. We are at the State Fair, we provide assistance to football patrons, and we cover hurricane emergencies. Our regional stations are intricately involved in their communities, as noted in the executive summary.

Category 6 – Process Management

6.1. What are your key design and delivery processes for products/services, and how do you incorporate new technology, changing customer and mission-related requirements, into these design and delivery processes and systems?

SCETV is continuously updating and improving key design and delivery processes for products and services. The Programming Division now uses software to upgrade the process of completing client invoices for underwriting services. This method has allowed us to go from a manual to a completely computer-generated process. The process has eliminated 16 hours that was required for completion and has sped up the remittance of unpaid invoices. The traffic area now uses technology to deliver schedule information to newspaper and research firms. Information gathered from the Pro-Trac system is used to create a file that is e-mailed to media outlets, thereby eliminating the need for paper copies. The schedule is also forwarded on-line to the Nelsen Media Research firm. Both processes have significantly cut the time needed to accomplish these tasks.

The production resource tracking process, *ScheduAll*, continues to improve data collection and is more widely used by the agency. Any room/studio reservation must be made from a central location, and is documented in *ScheduAll*. Fee-based reservations cannot be made without having a control number, which shows the production input and exchange group has approved it. This group meets weekly to review and approve projects and room/studio reservations, based on information collected by *ScheduAll* and budgetary allowances. The money is set-aside at that time, and a control number is issued, which ensures accountability for projects and keeps accurate records for future data collection. One week prior to scheduled events, a confirmation is required on all room/studio reservations. At that time, fees are finalized, reservations are cancelled, and any other last minute adjustments are made. *ScheduAll* continues to increase efficiency and reduce lost time in the studios.

6.2. How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?

Agency financial management has been closely monitoring the state's fiscal situation since the beginning of the fiscal year, when the first in a series of unprecedented budget reductions took place. Senior management has been kept fully informed about potential budget reductions, which they in turn shared with their staff. The agency immediately began implementing cost savings measures prior to any decision being made regarding the cut. Some measures included combining job duties as positions became vacant, reducing all but essential travel costs, lengthened equipment replacement schedules, increasing operational efficiency through elimination of unneeded phone and data circuits, and reduced utility costs at our eleven television transmitters.

The President established cross-agency budget teams to make recommendations for cost savings and revenue-generating ideas. As part of the learning process, team members as well as all agency staff were provided detailed information about agency finances, including funding sources, and expenditure data. As a result, agency staff made more knowledgeable recommendations and were more accepting about the financial decisions

made **by executive management**. An electronic “suggestion box” is also available for staff to send cost-saving ideas directly to the president, if desired.

Studio Operations has implemented an Equipment Trouble Reporting program on the computer network. This will allow Studio Operations to track the time and money invested into the maintenance of each piece of equipment. Record Room and Master Control are currently using the program. Soon all studios and edit suites will be on line.

Studio Operations has also implemented a Discrepancy Reporting System that compliments the one used by Master Control. The system is designed to inform individuals of problems or errors via email. Studio Ops will be able to generate reports to categorize discrepancies, which will help identify problem areas that need to be addressed.

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

Our key support processes, listed below, span the agency and make a smooth, timely completion of goals and objectives possible.

- Festival
- Administration
- Accounting
- Legislative and Public Affairs
- Marketing
- Underwriting
- Communications
- Information Systems
- School Services

Marketing contracted an outside service to advise system modifications and streamline sales and marketing processes. After review, results concluded that we should modify the marketing system. The new data base system offers an improved method for tracking trends, problems and opportunities. The incorporation of an on-line store taps a broader market, and consists of a toll free answering service that is available 24 hours, 7 days a week. The new system has improved responsiveness to customer needs as it allows us to access a customer’s order in a matter of seconds for status and inquiries.

In February 2002, Studio Operations began technically evaluating every open circuit program prior to air. Over 3,000 evaluations were completed by the end of the 2001-02 fiscal year. The process is one last quality control check of the program before being transmitted to the viewers. When errors are found, the program is either corrected or replaced for open circuit playout.

6.4. How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance?

SCETV works closely with the Department of Education and Instructional Television (ITV) when producing materials for use in K-12. Specific curriculum content is adhered to and special concerns are taken to ensure our product fills a void and is useful to the teachers. ITV also acquires educational programming from a variety of suppliers and in turn allows SCETV to broadcast it to 32 Distance Education Learning Centers (DELCS) around the state. DELCS are small TV studios run in partnership with local school

districts. The DELCs also provide formal classroom instruction in foreign language, natural sciences, and other subjects where rural schools are impacted by the teacher shortage. We are assisting in reducing the impact of South Carolina's teacher shortage by devoting many hours in teacher certification through conferences, distance learning courses, and closed circuit television.

Another key supplier for SCETV is the Public Broadcasting System (PBS). We purchase their full schedule for all SCETV stations and pledge programming. Working with the ETV Endowment, our non-profit partner in Spartanburg, we purchase the primetime PBS schedule with dollars raised through membership and underwriting dollars. One example of support to PBS is the promotion of programs in the schools such as Ready to Learn. As a member of PBS, we attend meetings to give feedback on what our viewers like, at which time comparisons are made of similar companies with comparable demographics. We produce and promote national programming. We also provide feedback to PBS through Nielson ratings, which is documented and analyzed to show viewing trends.

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

Category 7-Business Results

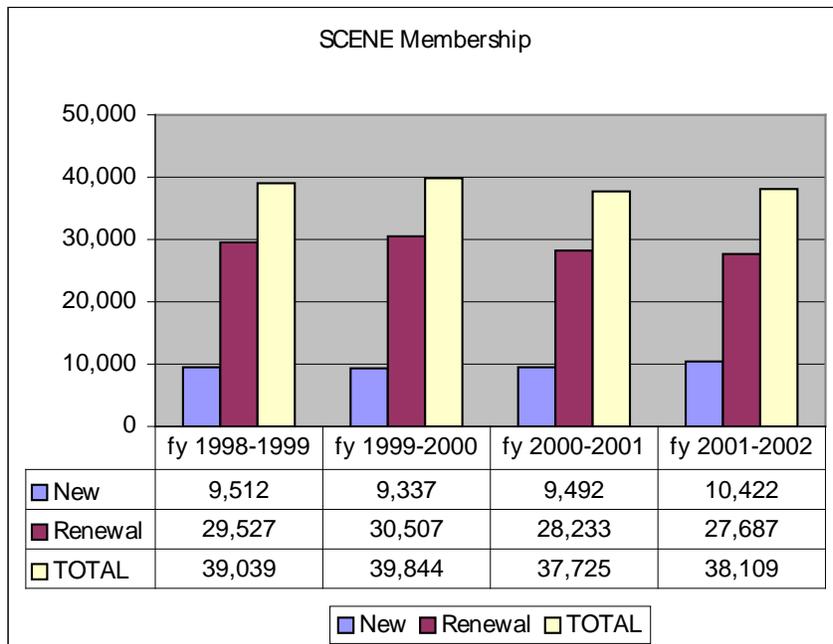
7.1 What are your performance levels and trends for key measures of customer satisfaction?

Some key measures SCETV relies on tend to be department-specific and obtained through means of partnerships and key suppliers. SCETV relies on Arbitron to measure customer satisfaction (Figure 7.1). SCERN's total audience service is just slightly less than the #10 public radio station, WETA-FM Washington, and greater than the #11 station, KPCC Los Angeles, if SCERN was counted as a single station. (Based on Summer 2001 Arbitron, the latest showing nationally ranked stations). Founded in 1949, Arbitron Ratings is one of the leading radio ratings companies in the United States. It measures radio listening across the country. The radio ratings estimate how many people listen to each station. Radio stations use the ratings to learn what people like to hear on the radio.

SCERN Fall 2001 Arbitron Ratings			
Cumulative	- total unduplicated listeners		age 12+, total listening area, M-Sun 24 hrs
<i>All stations – statewide</i>	<i>Fall 2000</i>	<i>Fall 2001</i>	<i>Change</i>
	250,000	316,500	+27%
Classical stations (5)	Spring 2001	Fall 2001	Change
Ratings benchmark begins in Spring due to format changes 9/00 – 2/01	182,500	201,200	+10%
News stations (2)	Spring 2001	Fall 2001	Change
	58,700	76,000	+29%
Jazz station (1)	Spring 2001	Fall 2001	Change
	52,700	58,400	+11%
AQH – average quarter hour listening	age 12+, total listening area M-Sun 6a-mid		
<i>All stations – statewide</i>	<i>Fall 2000</i>	<i>Fall 2001</i>	<i>Change</i>
	13,100	17,800	+36%
Classical stations	Spring 2001	Fall 2001	Change
	7900	8400	+6%
News stations	Spring 2001	Fall 2001	Change
	1900	3500	+84%
Jazz station	Spring 2001	Fall 2001	Change
	1600	2000	+25%

(Fig 7.1)

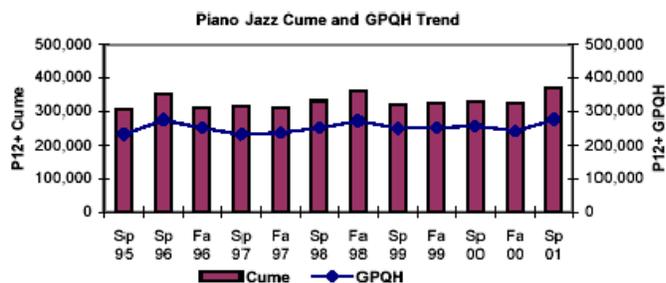
The ETV Endowment provides information on the SCETV SCENE subscribers (figure 7.1), which is a key measure in customer satisfaction.



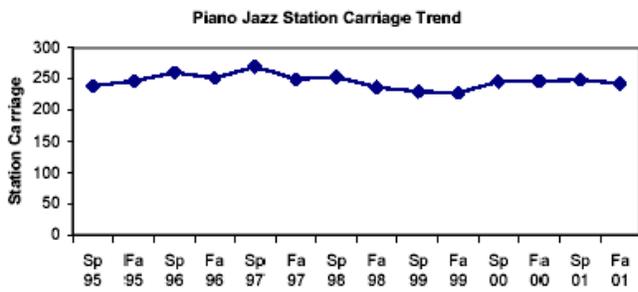
(Fig 7.2)

National Programming - Piano Jazz is the most popular and longest-running music program in public radio. Piano Jazz is regularly scheduled by 242 stations each week and is heard by 387,400 listeners. The series is also broadcast weekly to an international audience in over 24 countries. (International audiences are not reflected in the graphs)

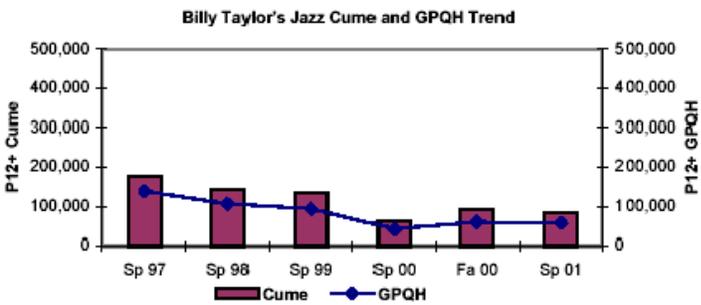
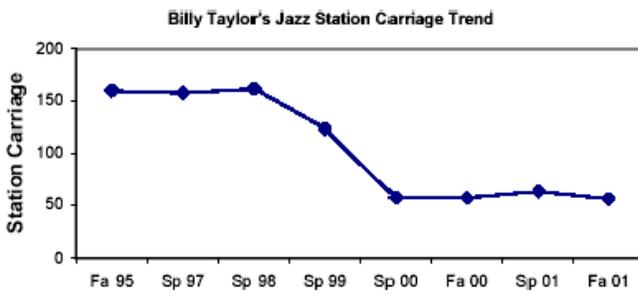
Piano Jazz Station Carriage Report



Source: Arbitron / RRC (Spring 1995 - Spring 2001)



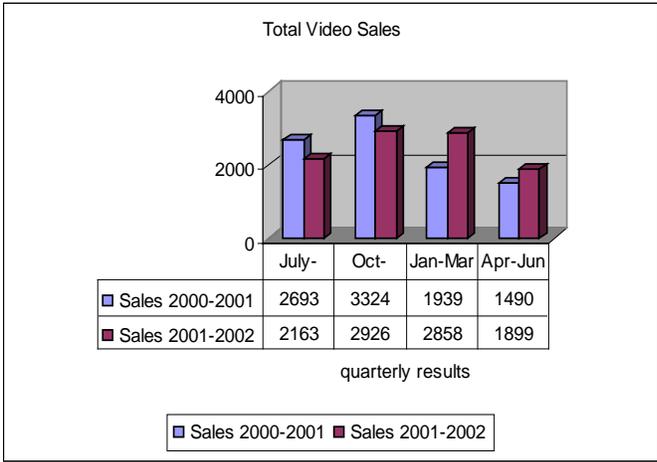
Source: NPR Carriage Reporting Center (Spring 1995 - Fall 2001)



(Fig 7.3) Source: Arbitron / RRC (Spring 1997 - Spring 2001)

Billy Taylor's Jazz, produced and distributed by NPR Vs. Piano Jazz produced by SCETV and distributed by NPR.

Marketing (Figure 7.4) shows customer satisfaction through consistency in sales for the past two fiscal years.



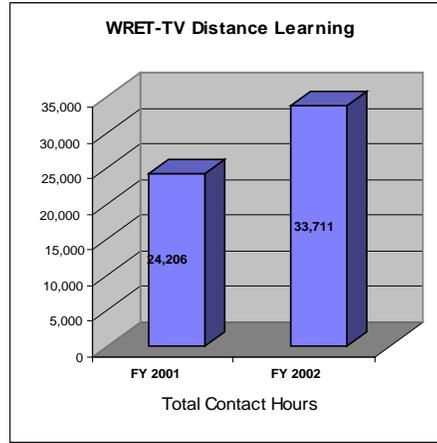
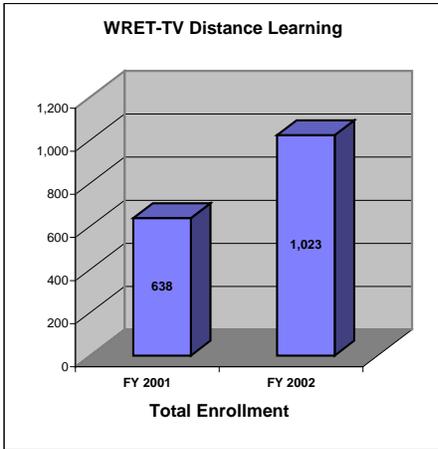
The graph also reflects the popularity of product during the holiday season. Our customers are home video buyers, Early Childhood through Higher Education, and business/corporate training. Prompt, courteous, customer service is provided to assure repeat business.

(Fig 7.4)

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

WNSC-TV, SCETV's regional station in Rock Hill, SC produced 425 hours of live and taped Spanish instructional programs for public school students from elementary through high school level. **A total of 366** students used these programs. Of these, 115 students were in out-of-state schools. Tuitions paid by out-of-state students resulted in more than \$48,000 in revenue for SCETV.

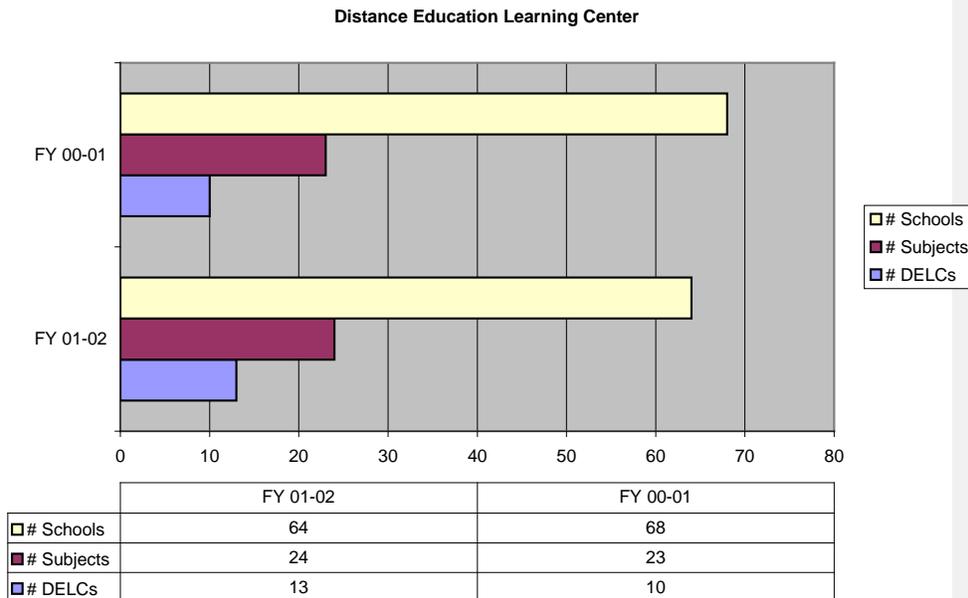
WRET-TV Spartanburg, partnering with higher education institutions and professional organizations, offered undergraduate, graduate, and continuing education distance learning courses. WRET continued to increase productivity in distance learning, Figure 7.5 shows with an increase of 60 percent in the number of students enrolled and an increase of 39 percent in the number of instructor-to-student contact hours from the previous year.

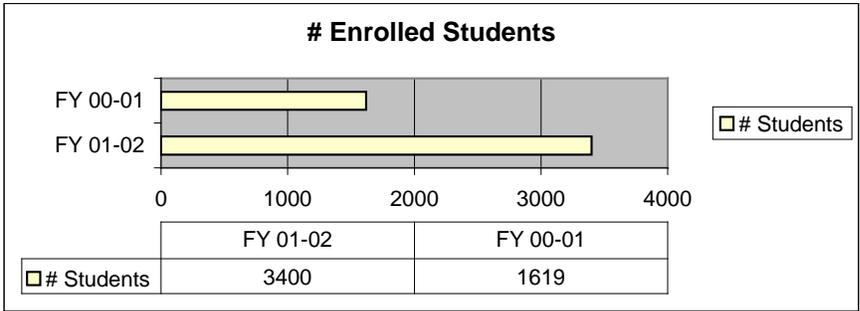


(Fig 7.5)

In one graduate-level Gifted Education class alone, 450 students from 28 sites across the state participated. This demonstrates the true potential of distance learning as a real means of maximizing resources and bringing efficiency to the educational process.

K-12 learning is enhanced through the Distance Education Learning Centers (DELCS). Although the budget directly impacted our service, we show only a slight reduction in numbers of DELCS in use. Figure 7.6 shows a summary of the learning opportunities offered.





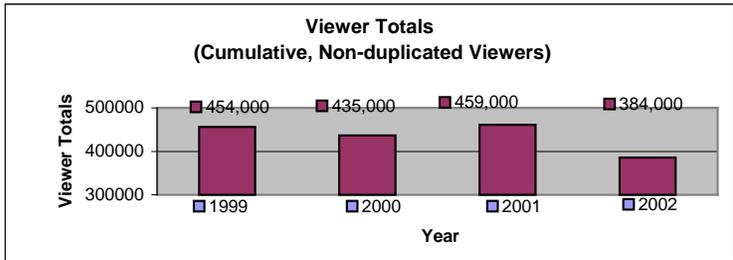
Note: The significant increase in enrollment is the result of the Chesterfield DELC offering Elementary Spanish to five schools.

7.3 What are your performance levels and trends for the key measures of employee satisfaction, involvement and development?

The key measures for employee satisfaction continue to be turnover levels, participation in agency events, discipline, days of sick leave used, number of employees forced into a leave without pay status, and number of employees donating to the agency's leave pool. Figure 5.2, reported in Category five illustrates a reduction in turnover for SCETV.

7.4 What are your performance levels and trends for key measures of supplier/ contractor/ partner performance?

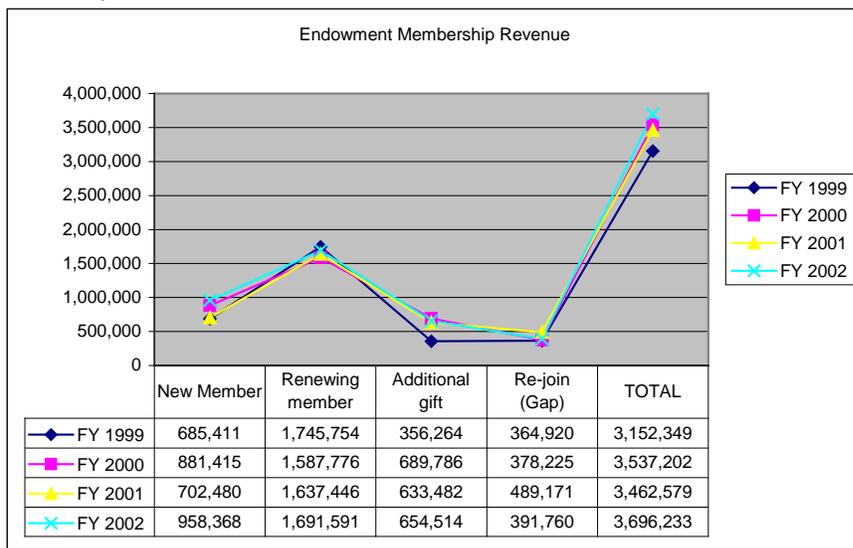
Television Programming: Television viewers decreased 16 percent (Figure 7.7) (Feb 01 to Feb 02) (Cumulative, non-duplicated viewers) There were several factors contributing to this decline in viewers, to include an overall decline in the National PBS AA average. The events of September 11th certainly had an impact on the overall numbers as well as the continued onslaught brought about by look-alike cable channels.



(Fig. 7.7)

Note: The explosion in the number of cable offerings has impacted overall air broadcasters. New programming initiatives at both the national and local level are being developed to stem this downward trend.

The ETV Endowment continues to see an increase in revenue (Figure 7.8). This increase in revenue for the Endowment helps to partially offset increased costs of services provided by PBS.



(Fig 7.8)

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

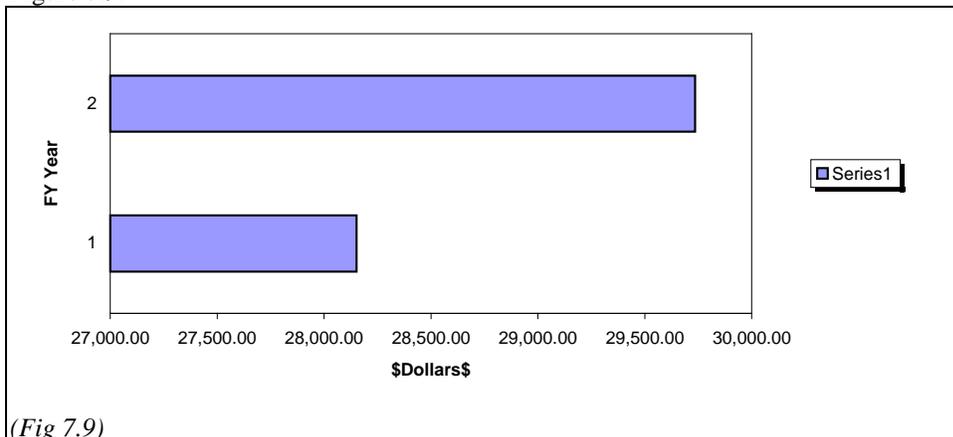
As a state agency and a public broadcasting entity, SCETV operates in a complex, and sometimes conflicting, regulatory environment. Under the state regulations, SCETV undergoes annual financial and compliance audits, and procurement audits every three years. In the most recent audits, only minor problems have been cited. SCETV also must comply with operational provisions that are in the annual appropriations act. There are no instances of non-compliance by SCETV with any of these provisions.

As a public broadcasting entity, SCETV must abide by the rules, regulations and guidelines of the Federal Communications Commission (FCC), the Corporation for Public Broadcasting (CPB), a major funding source, and the Public Broadcasting Service (PBS), a major provider of television programming. We closely monitor agency activities and initiatives to ensure compliance with all requirements, particularly the FCC. The first audit of SCETV by CPB - Office of Inspector General in more than ten years has improved our understanding of requirements for compliance with CPB guidelines.

7.6 What are your current level and trends of financial performance?

Does the agency bill and collect payments for the services provided? The agency has made a concerted effort to bill for services and make sure that bills are paid. These efforts have resulted in an 8 percent increase in operating revenue to over \$5 million in FY 01-02. The increase in operating revenue has helped the agency partially offset the loss of state funds.

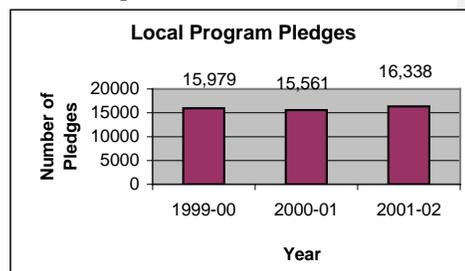
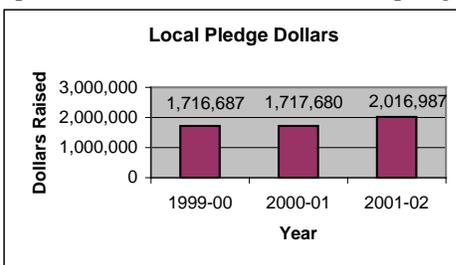
Production measures mission accomplishment through production resources, shown in Figure 7.9.



(Fig 7.9)

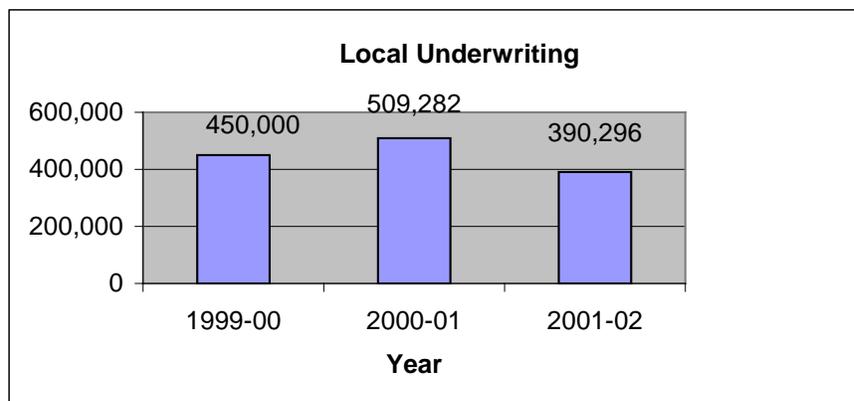
Educational Radio: For the third fiscal year, SCERN operated without requiring any state tax funds, obtaining operating funds from memberships and underwriting, and by an annual grant from the Corporation for Public Broadcasting, a private agency which receives and allocates federal appropriations for public broadcasting.

Festival (Radio and Television): Radio and Television pledging continued to show increases (Figure 7.10). The total TV pledges were 9,971 and radio 6,367, which represent a total of 16,338. Creative pledge approaches helped account for the increase.



(Fig 7.10)

Television Underwriting: The events of September 11 also had a direct impact upon television underwriting. Non-profits were doubly impacted by a major downturn in the economy. SCETV's overall sales were off by 12 percent from projected goals (Figure 7.11). The economic effects were felt system-wide and caused for downsizing of staff in many major markets. The department has added an additional underwriter.



(Fig

7.11)

The Continuing Education Division, working with other SCETV/ERN divisions, provides program and services to our audiences, using appropriate technology and cost effective services to meet their needs. Objectives include to increase and diversify the funding and production of Continuing Education programs and services and increase the distribution and marketing programs and services by funding the production of local, state and national projects, expansion of video, audio and web based resources, increases the distribution of services via satellite receive sites, to local state and national partnerships for our customers, provide customer service and trouble shooting support and outreach for state and national program and services.

Continuing Education Fiscal Year 2001-2002

Service	Events	Revenue	Hours	Contributed Value	Transmission s	Productions
BusinessLink	232	61,992.00	240	2,700.00	232	58
Higher Ed/Med	5,889	59,003.83	12,246	137,767.50	5,892	3
Outreach	44	349,786.00	N/A	N/A	N/A	N/A
PSN	17,970	489,894.19	609	6,851.25	18,011	41
Scripted Services	21	146,551.23	N/A	N/A	N/A	N/A
State Agencies	377	84,323.28	N/A	N/A	N/A	51
Business & Government Bridge	1,369	98,122.37	N/A	N/A	1,369	N/A
Higher Ed/Med Bridge	371	24,954.70	N/A	N/A	371	N/A
K12 Bridge	2008	N/A	N/A	17,670.00	2008	N/A
Totals	28,281	\$ 1,314,627.60	13,095	164,988.75	27,883	153

Contributed Hours = represents time for services rendered that are at no cost to the client. These services may include video transmission, audio transmission, consulting services

Contributed Value = number of non-invoiced transmission hours * 11.25/hour

Continuing Education Fiscal Year 2000-2001

Service	Events	Revenue	Hours	Contributed Value	Transmissions	Productions
BusinessLink	353	47,195.71	332.5	3,740.63	353	36
Higher Ed/Med	7,315	55,357.55	15,687	176,478.75	7,315	34
Outreach	45	694,067.00	n/a	n/a	n/a	n/a
PSN	202	295,000.00	1,461	16,436.25	199	58
Scripted Services	55	158,284.00	n/a	n/a	n/a	n/a
State Agencies	427	74,320.00	n/a	n/a	n/a	74
Business & Government Bridge	1,542	96,360.03	n/a	n/a	1,542	n/a
Higher Ed/Med Bridge	130	22,712.80	n/a	n/a	130	n/a
K12 Bridge	1999	0.00	n/a	17,604.48	1999	n/a
Totals	12,068	\$ 1,443,297.09	17,481	\$ 214,260.11	11,538	202

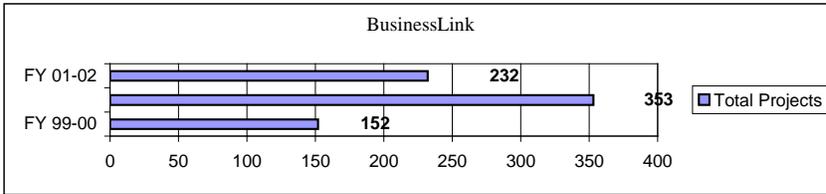
Contributed Value = number of non-invoiced transmission hours * 11.25/hour –
 Figures for Outreach were not in this spreadsheet for last year.

Continuing Education Fiscal Year 1999-2000

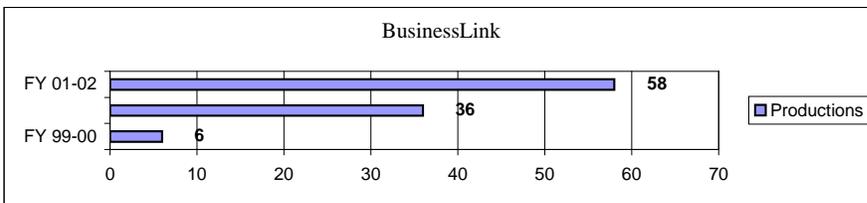
Service	Events	Revenue	Hours	Contributed Value	Transmissions	Productions
BusinessLink	152	73,093.00	0	0	152	6
Higher Ed/Med	7,365	57,743.00	11,618	130,702.50	7,365	27
PSN	896	254,684.00	900	10,125.00	896	47
Scripted Services	62	126,739.10	0	0	0	62
State Agencies	352	56,542.00	0	0	352	37
Business & Government Bridge	1,047	76,763.00	0	0	1,047	0
Higher Ed/Med Bridge	170	26,870.00	0	0	170	0
K12 Bridge	391	0	0	14,149.02	391	0
Totals	10,435	\$ 672,434.10	12,518	\$ 154,976.52	10,373	179

BusinessLink serves the distance education needs of the private sector. BusinessLink also has oversight of some federal government agencies. Customers include: The Society of Plastics Industries, the Polymer Center for Excellence, the Naval Facilities Command, and SCANA.

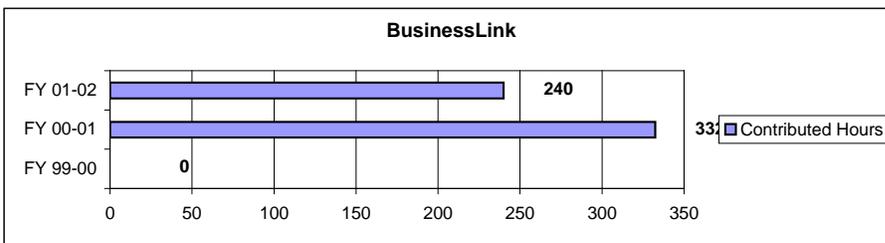
Services	FY 99-00	FY 00-01	FY 01-02
Total Projects	152	353	232
Productions	6	36	58
Contributed Hours	0	332.5	240
Revenue	\$ 73,093	\$ 47,196	\$ 61,992



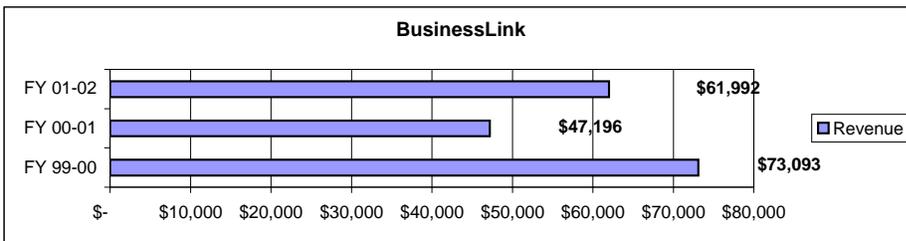
NOTE: BusinessLink projects declined due to reduced spending by business for satellite based training and a reduction in BusinessLink staff. During the past fiscal year BusinessLink has moved from pure satellite delivery to a blended online and satellite broadcast delivery system.



Note: The increase in productions reflects the increase in Internet based projects. Internet productions include the use of Learning Management Systems, the Computer Learning Lab, and multimedia productions.



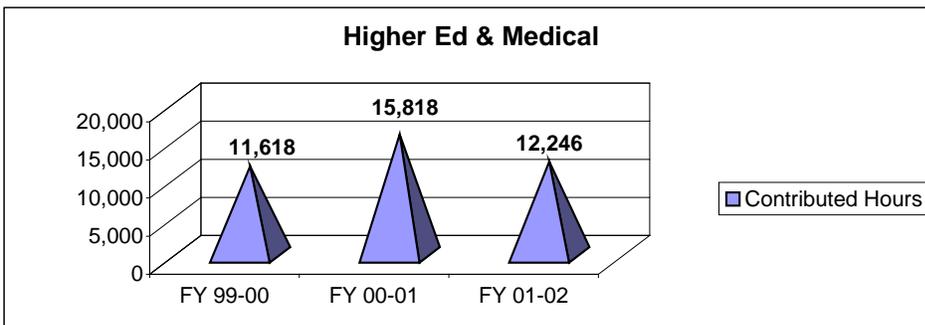
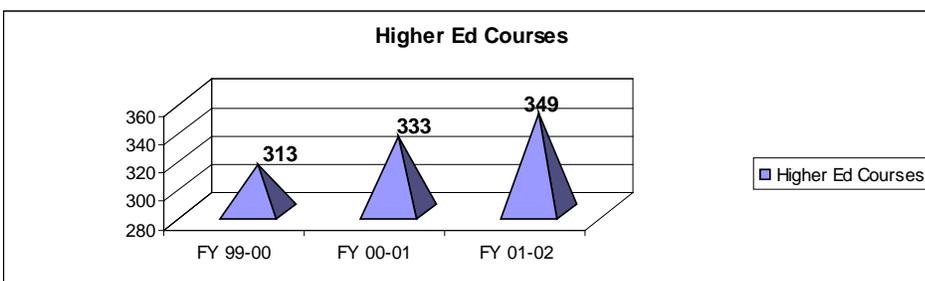
Note: The decrease in contributed hours reflects the agency's decision to eliminate in-kind contributed services for production.



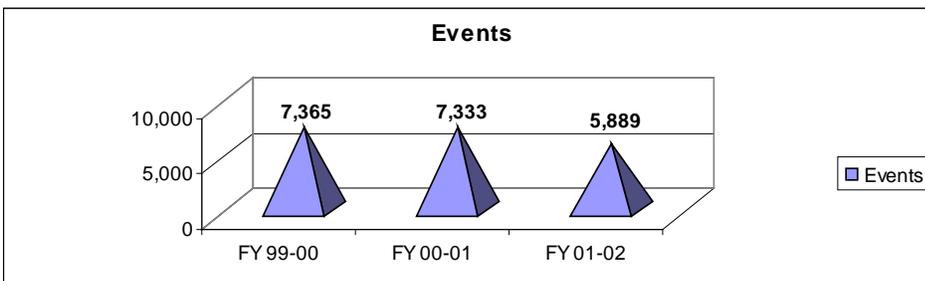
Our **Higher Ed/Medical** department provides healthcare programming to digital satellite partners with over fifty sites. All of South Carolina's 33 public and 18 independent colleges are equipped with satellite dishes to receive the SCETV digital satellite schedule. College credit courses for associate, four year and graduate level courses are offered. Our Higher Ed/Medical department provides healthcare programming to digital

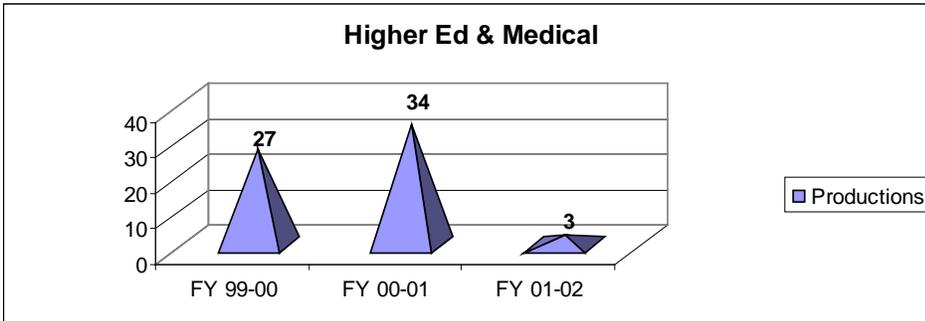
satellite partners with over fifty sites. Sites are located in hospitals, clinic, medical universities, state health institutions, area health education centers, health insurance businesses and nursing care centers.

Services	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Events		7,365	7,333	5,889
Productions		27	34	3
HE Courses	277	313	333	349
Contributed Hours		11,618	15,818	12,246
Revenue		\$ 57,743.00	\$ 55,357.55	\$ 59,003.83

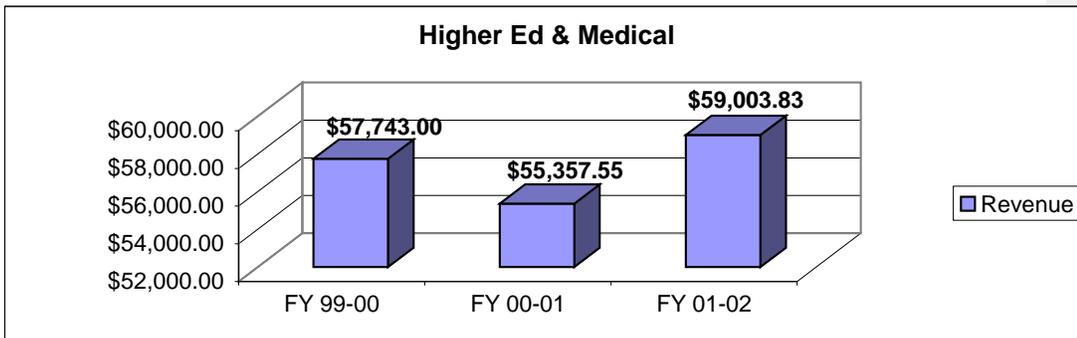


Note: Health Communications Network from MUSC was discontinued on June 30, 2001 - resulting in the reduction of total events and contributed hours for FY01-02.



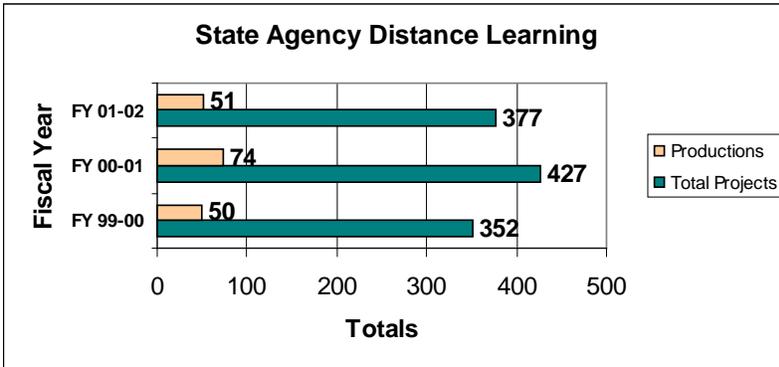


Note: Plastic Learning Network productions are now reflected in BusinessLink aggregate numbers for FY01-02 resulting in the reduction of total productions.

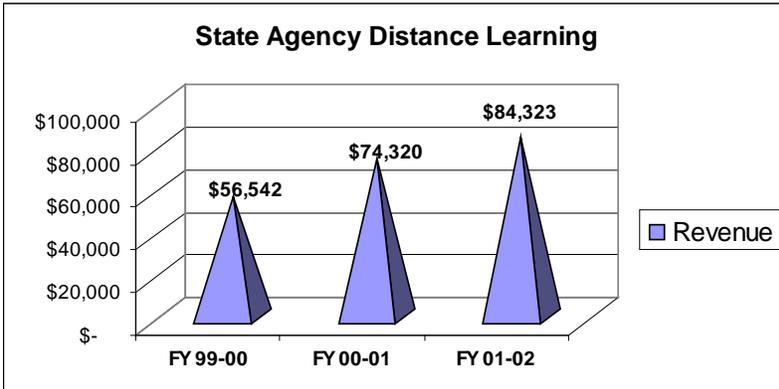


The State Agency Distance Learning department helps state agencies, city and county governments “move ideas, instead of people” using SCETV telecommunication technologies including live and interactive digital satellite and teleconferencing for state and national distribution. Teleconferences are designed and produced from SCETV’s studios. This department manages the use of TV’s satellite uplink and downlink resources, and satellite viewing rooms by state and community clients, scheduling for teleconference producers in other state agency studies and promotion and managing the installation of SCETV satellite training networks by state agencies.

Services	FY 99-00	FY 00-01	FY 01-02
Total Projects	352	427	377
Productions	50	74	51
Revenue	\$ 56,542	\$ 74,320	\$84,323



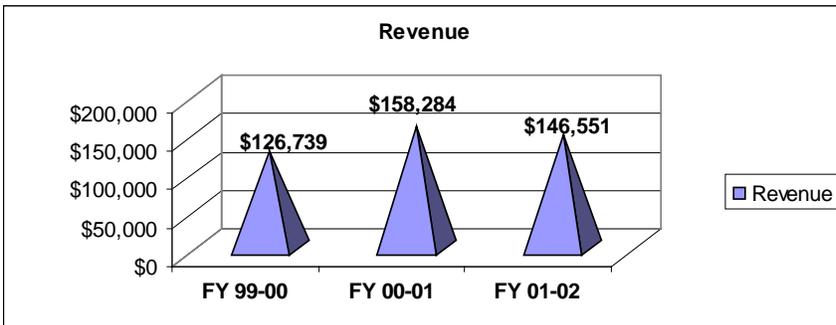
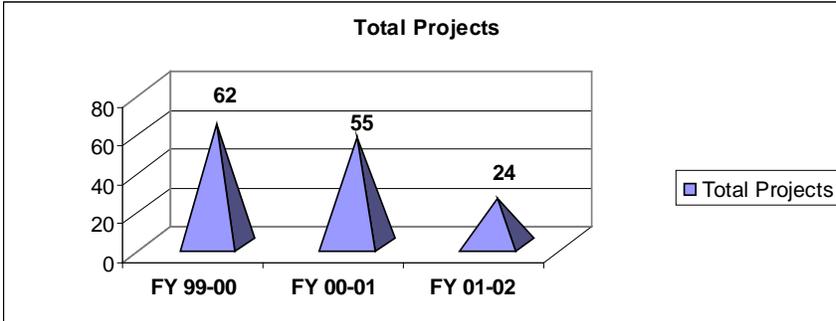
Note: The reduction in the number of projects from 01-02 was a result in the reduction in requests for service and SCETV's decision to eliminate the discounted rates. Many clients who contract with ETV either reduced or eliminated projects because of their own budget cuts throughout the year.



Note: More than 150 state agency locations have installed ETV digital satellite systems to benefit from distance learning.

Scripted Services provides project management to include research, writing, editing and coordinating the production for video and audio productions for state agencies, not-for-profit groups, federal agencies, regional, city and county governments. Programs range from public service announcements to documentaries and multiple-part video training units that are distributed statewide and nationally.

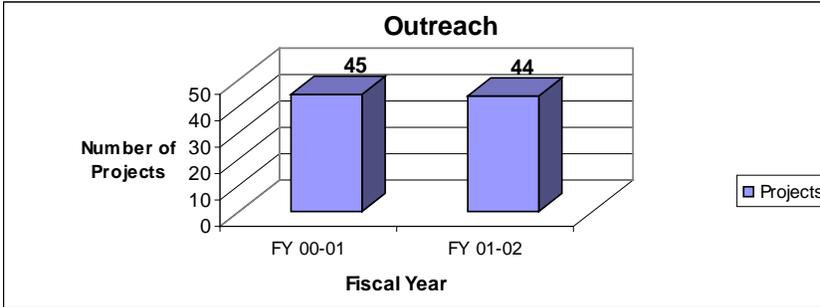
Services	FY 99-00	FY 00-01	FY 01-02
Total Projects	62	55	24
Revenue	\$126,739	\$158,284	\$146,551



Note: The reduction in project and revenue from FY01 to FY02 was a result in reduction in requests for service and SCETV's decision to eliminate the discounted rates. Many agencies, not for profit organizations and city and county groups that use SCETV's scripted services either reduced or eliminated projects because of the statewide budget cuts throughout the year.

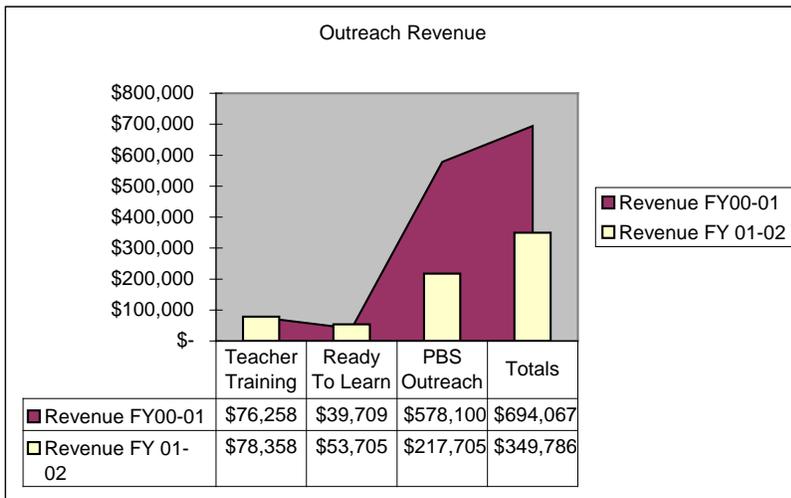
The Outreach Department creates materials to extend the value of programs being presented on PBS by SCETV for use by local partners and other PBS stations, Another major outreach effort is Ready To Learn, which provides workshops to childcare providers, teacher and parents in the effective use of PBS program in combination with hands on activities and books to teach children. Use of this triangle has proven to assist in literacy and other developmental skills necessary for children to be ready for first grade.

Category	FY 00-01	FY 01-02
Total Projects	45	44
Revenue	\$ 694,067	\$ 349,786



Note: The reduction in PBS Outreach from 01 to 02 was a result of reduced federal and corporate funding. Outreach has provided 44 training events for teachers, early childhood providers and community

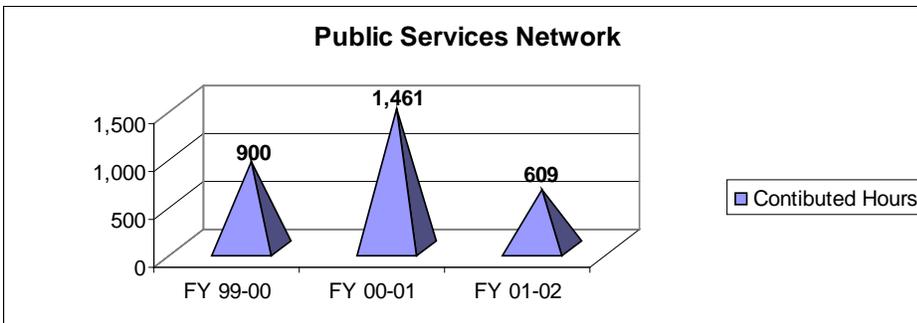
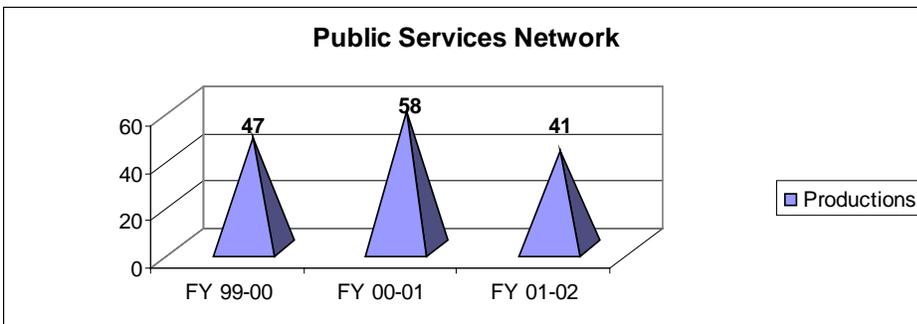
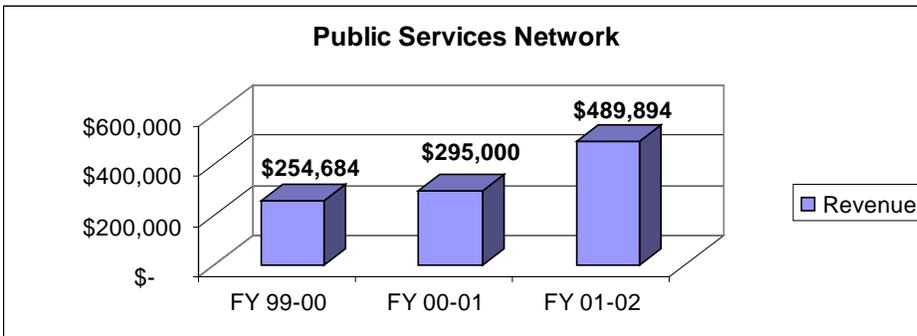
groups including five Teacher Training, 36 Ready to Learn workshop, and training for PBS offerings Juggling Working Families, Dooley and Pals, and American Family.



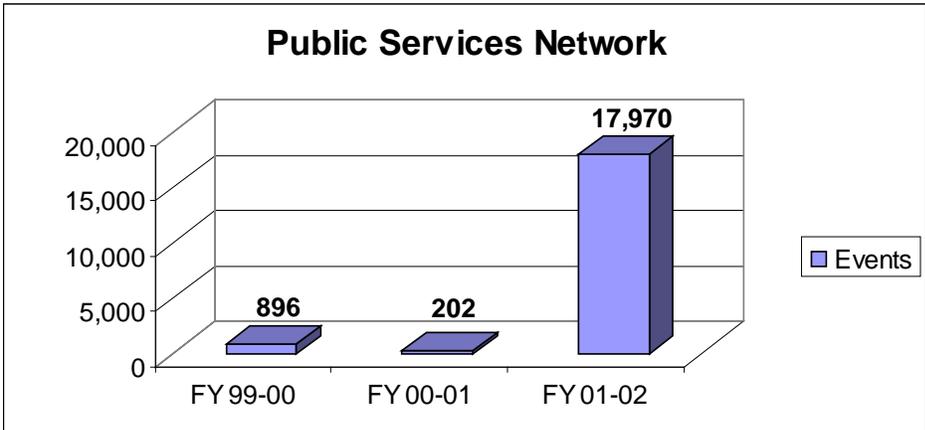
Note: Outreach has been coordinating the Teacher Training Institute, now in its eleventh year. Teacher Training Institute grants total \$78,358, Ready to Learn grants totaled \$53,705 and PBS Outreach grants totals \$217,705.

The Public Service Network department provides services to local municipal and county governments with a special emphasis on law enforcement, fire service, emergency medical service and other public safety functions along with state level public safety entities. Projects are developed for state, regional and national distribution. The Public Services Network director also produces the **Deputy Billy Show**, a children's program related to law enforcement and safety, which airs on ETV.

Service	FY 99-00	FY 00-01	FY 01-02
Events	896	202	17,970
Productions	47	58	41
Contributed Hours	900	1,461	609
Revenue	\$ 254,684	\$ 295,000	\$ 489,894



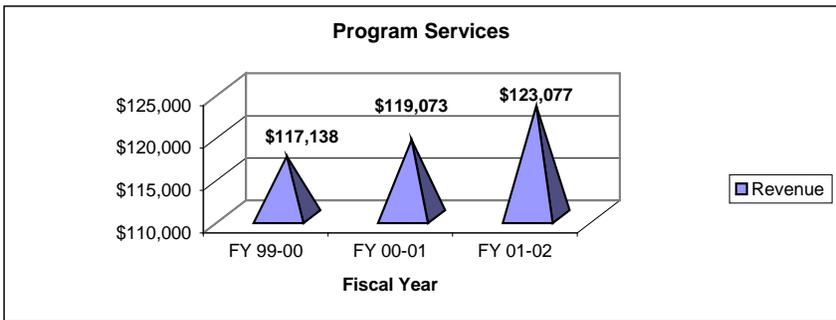
Note: The reduction in contributed hours was a result of the law enforcement community no longer subscribing to the Law Enforcement Training Network, which was distributed by SCETV's satellite.

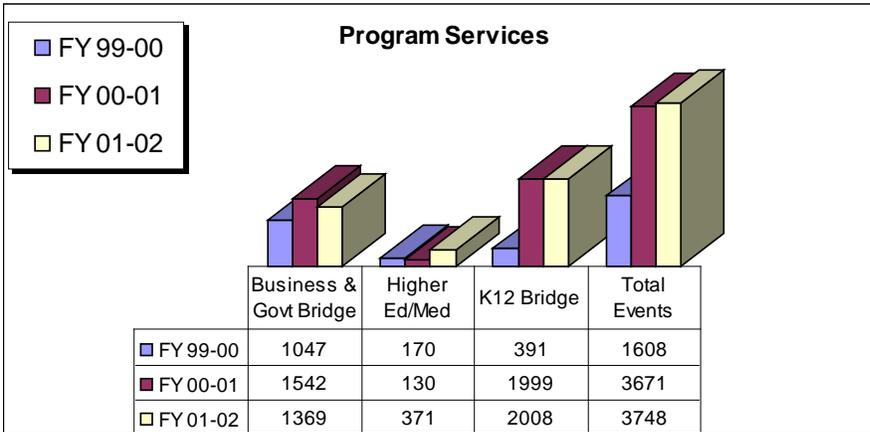


Note: The significant increase in events from 01 to 02 was a result of SCETV's successful bid to Phoebus Communications to provide state and national satellite distribution for Safety Net.

The Program Services department provides the "last mile" in customer service for SCETV's Continuing Education division staff and clients. Services include scheduling, quality control and customer support services for all client video and audio programming needs. A toll-free customer service line enables clients to contact ETV if there are technical problems, schedule inquires or if they are seeking information about programs and services.

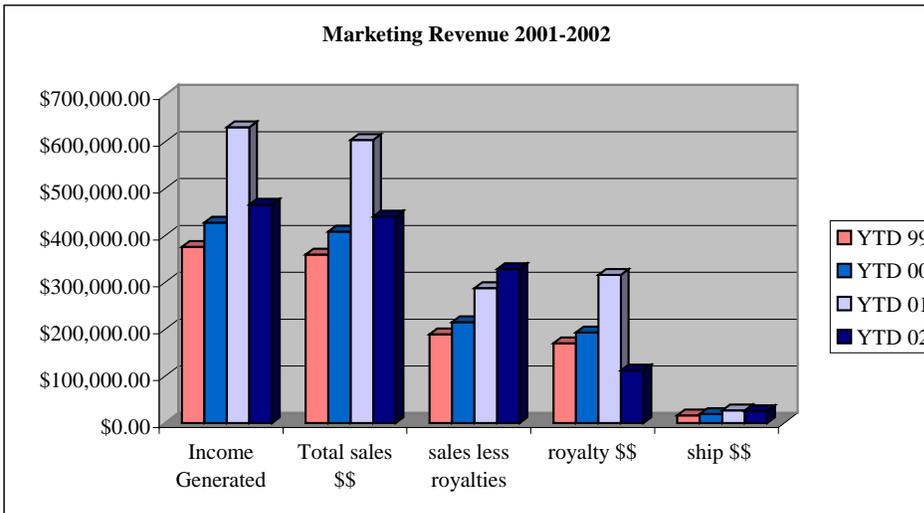
Services	FY 99-00	FY 00-01	FY 01-02
Business & Government			
Bridge	1047	1542	1369
Higher Ed & Medical Bridge	170	130	371
K12 Bridge	391	1999	2008
Total Events	1608	3671	3748
Revenue	\$117,138	119,073	123,077





Note: Program Services schedules and operates SCETV's 144-line digital audio bridge conferencing system and public videoconferencing service. Program Services also books public meeting and training rooms at ETV and supports the division with basic computer software support, web page design and development services.

Marketing video tape revenue:

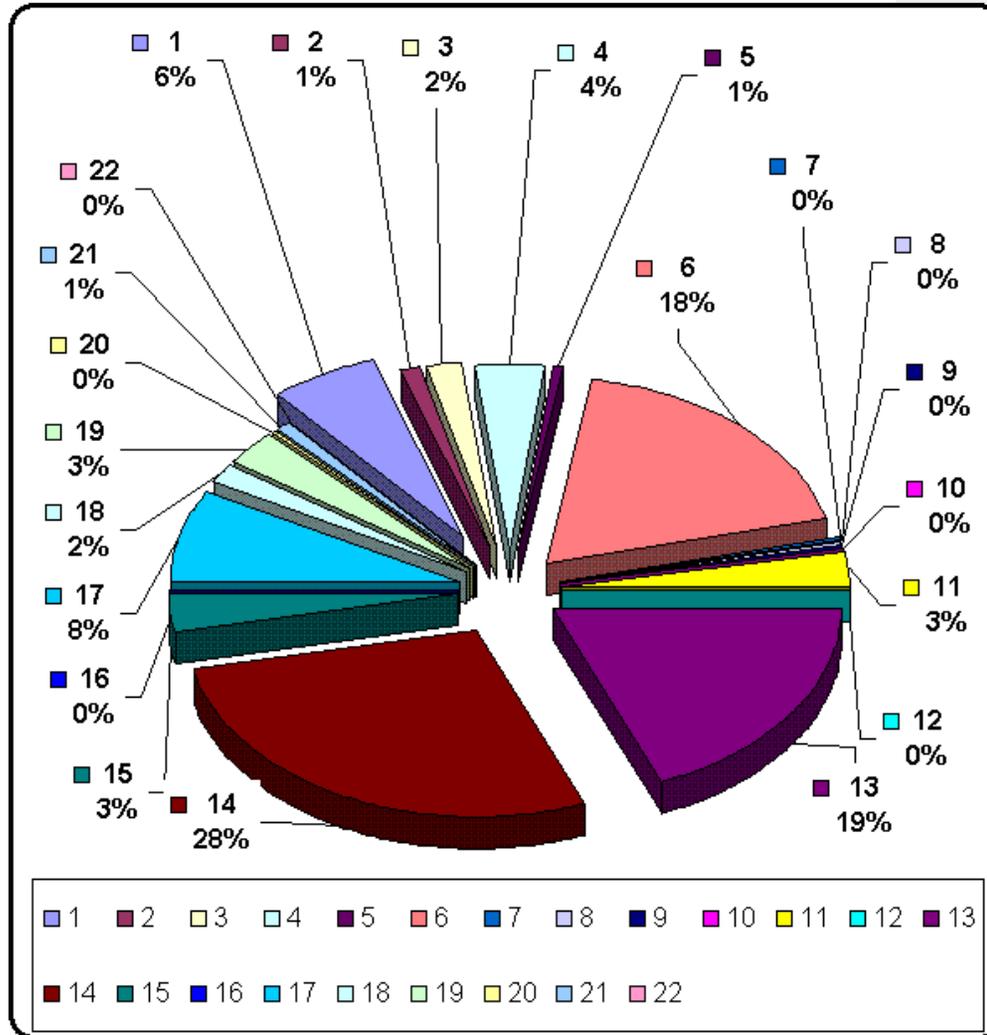


Note: Although the department shows a decline in total sales and generated income, we paid fewer royalties. Our net revenue reflects that increase.

Production Department suffered setbacks due to the midyear budget cuts, but was able to meet clients' needs as well as generate revenue for the agency. Room usage is shown below.

Actual Production Room Usage Per Fiscal Year by Hours

Agency	FY: 01-02
1 Administration	1,842.25
2 Business Link	275.25
3 Communications	570.92
4 Continuing Education	1,163.92
5 Early Childhood	224.00
6 Education, Dept of (ITV)	5,481.67
7 Higher Ed & Medical	146.00
8 Marketing Department	8.00
9 MIMS HUB	119.50
10 Multi Media Dept.	39.00
11 National Programming	874.75
12 NETA	6.50
13 Production	5,591.85
14 Programming	8,309.03
15 Public Service Network	927.00
16 Radio	12.00
17 SCETV Endowment	2,381.35
18 School Services	563.00
19 Teleconference	880.75
20 WNSC (Rock Hill)	50.25
21 WRET (Spartanburg)	255.00
22 WRJA (Sumter)	13.75
Total Hours	29,735.74



*NOTE: Agencies with less than 100 hours of usage are shown as 0%. Those Agencies equal 129.5 hours total or 1% overall.

