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| AGENCY NAME: | Wil Lou Gray Opportunity School | | |
| AGENCY CODE: | H710 | SECTION: | 005 |



Fiscal Year 2013-14 Accountability Report

SUBMISSION FORM

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| AGENCY MISSION | <p>The Wil Lou Gray Opportunity School exists to serve those citizens of South Carolina between sixteen and nineteen years of age who are most at risk of:</p> <ol style="list-style-type: none"> 1. Being retained in their grade in school. 2. Dropping out of school and not completing their education. 3. Not making the transition from public schools to the work force. 4. Being truant from school, or whose home, school or community environment hinders rather than enhances the chance that they will stay in school and become prepared for employment. |
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Please identify your agency's preferred contacts for this year's accountability report.

| | <u><i>Name</i></u> | <u><i>Phone</i></u> | <u><i>Email</i></u> |
|---------------------------|--------------------|---------------------|--|
| PRIMARY CONTACT: | Pat G. Smith | 803-896-6484 | smithp@wlgos.sc.gov |
| SECONDARY CONTACT: | Shannan C. Woovis | 803-896-6485 | wooviss@wlgos.sc.gov |

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

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| AGENCY DIRECTOR (SIGN/DATE): | |
| (TYPE/PRINT NAME): | Pat G. Smith |
| BOARD/CMSN CHAIR (SIGN/DATE): | |
| (TYPE/PRINT NAME): | Russell E. Hart |

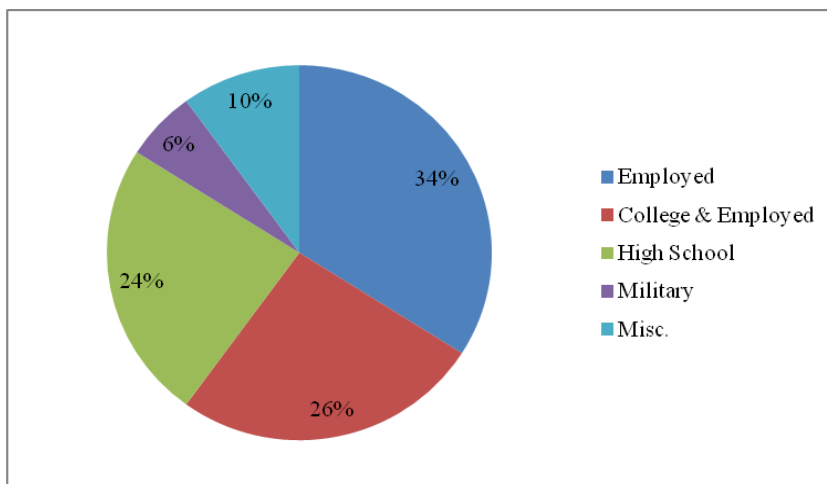
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AGENCY'S DISCUSSION AND ANALYSIS

FOR NINETY THREE (93) YEARS THE WIL LOU GRAY OPPORTUNITY SCHOOL HAS EDUCATED AND PROVIDED VOCATIONAL AND LIFE SKILLS TRAINING TO MORE THAN 31,000 CITIZENS OF SOUTH CAROLINA. OVER TIME THE AGENCY HAS ADAPTED ITS MISSION TO MEET THE CRITICAL NEEDS OF THE DAY THROUGH A DISCIPLINED AND QUASI- MILITARY STYLE ENVIRONMENT WITH AN EMPHASIS ON BECOMING SELF-RELIANT. BOTH THE EDUCATIONAL AND RESIDENTIAL COMPONENTS ARE PREMISED UPON LEADERSHIP, TEAMWORK AND SELF-DISCIPLINE AS TAUGHT AND MODELED WITHIN A -MILITARY FRAMEWORK. WHILE THE DELIVERY METHOD OF THE WIL LOU GRAY OPPORTUNITY SCHOOL HAS BEEN RESHAPED, OUR THEME OF MOTIVATING THE "AT-RISK" STUDENT INTO A PRODUCTIVE, EMPLOYABLE YOUNG ADULT HAS REMAINED UNCHANGED SINCE 1921.

PERFORMANCE

AS THE GENERAL EDUCATION DIPLOMA (GED) FORMAT OF TESTING CHANGED, SO DID THE RESULTS FOR OUR 2013-2014 ACADEMIC YEAR. THE ACADEMIC COMPONENT OF OUR PROGRAM WAS ENHANCED TO BETTER ACCOMMODATE THE NEW RIGOROUS STANDARDS OF THE GED. THE TEST ITSELF EXPANDED SUBJECT AREAS TO INCLUDE A MORE INTENSE LEARNING EXPERIENCE, WHICH HAS EXTENDED CLASS TIME AND USE OF ADDITIONAL EDUCATIONAL RESOURCES TO ACCOMMODATE STUDENT NEEDS. EVEN WITH THE NEW GED STANDARDS, 123 STUDENTS RECEIVED A GED DURING THE 2013-2014 ACADEMIC YEAR. WE ATTRIBUTE OUR SUCCESS RATE TO THE EXEMPLARY PERFORMANCE OF THE CADETS WHILE TAKING THE TABE, WHICH IS THE TEST FOR ADULT BASIC EDUCATION. DURING THE 14 WEEKS THAT THE STUDENTS ARE ON CAMPUS, THERE IS AN AVERAGE INCREASE OF 20 MONTHS IN READING ASSESSMENTS, AND 14 MONTHS IN MATH ASSESSMENTS. HOWEVER, WE HAVE WITNESSED A FIVE YEAR IMPROVEMENT BY SOME STUDENTS. IN ADDITION TO THE ACADEMIC COMPONENT OF OUR PROGRAM, THE STUDENTS ARE ALSO AFFORDED THE OPPORTUNITY TO TAKE THE WORKKEYS ASSESSMENT THROUGH LEXINGTON SCHOOL DISTRICT TWO ADULT EDUCATION CENTER. THIS TOOL IS USED TO EVALUATE A VARIETY OF EMPLOYMENT SKILLS POSSESSED BY EACH CADET AND IS USED THROUGHOUT SOUTH CAROLINA BY MANY EMPLOYERS AS A HIRING MEASUREMENT. IN THE CHART BELOW YOU WILL FIND A DETAILED ANALYSIS OF HOW OUR PROGRAM AFFECTED THE LIVES OF THE 342 STUDENTS WHO ATTENDED WIL LOU GRAY IN 2013-2014 AND THEIR POST GRADUATE STATUS.



IN ADDITION TO THE ELEVATED STANDARDS OF THE GED, OUR ADMISSIONS DEPARTMENT NOTED A SLIGHT DECREASE IN THE NUMBER OF APPLICATIONS RECEIVED. EMPLOYEE TURNOVER IN OUR ADMISSIONS DEPARTMENT IMPACTED OUR APPLICATION PROCESS, ALONG WITH A TECHNICAL HINDRANCE IN OUR ONLINE APPLICATION. REGARDLESS OF THE SLIGHT DROP IN OUR

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APPLICATIONS AND GED'S, WE STILL RECEIVED THE PALMETTO GOLD AWARD ON OUR SCHOOL REPORT CARD. AS OUR ACADEMIC DEPARTMENT PROVIDES THE END RESULT, IT IS IMPORTANT TO MENTION THE STRATEGIES BY WHICH THE STUDENTS ARE ENCOURAGED TO ENROLL AT WIL LOU GRAY. THE MARKETING EFFORTS REMAIN IN CONSTANT FOREFRONT AS THEY ARE HEAVILY RELIED UPON IN OUR ATTEMPT TO INFORM THE CITIZENS OF SOUTH CAROLINA ABOUT OUR AGENCY GOALS AND MISSION. THE ADMISSIONS PROFILE GIVES A BREAKDOWN OF ALL THE DATA RECORDED FOR THE PAST THREE YEARS THAT ARE INDICATIVE OF PROGRESSIVE MARKETING EFFORTS.

| | Applied | Accepted | Enrolled | Completed | GED's |
|------------------|----------------|-----------------|-----------------|------------------|--------------|
| 2011-2012 | 878 | 436 | 343 | 267 | 102 |
| 2012-2013 | 1204 | 512 | 400 | 274 | 130 |
| 2013-2014 | 1159 | 453 | 342 | 229 | 123 |
| 2014-2015 | 342** | 154** | 129** | | |

**ONGOING

AS OUR NUMBERS OF 2014-2015 ARE ONGOING, IT IS IMPORTANT TO NOTE THAT STUDENT ACCEPTANCE RATES HAVE INCREASED TO 45%, AND STUDENT ENROLLMENT TO 84%. A MORE IN-DEPTH ANALYSIS WILL ALSO REVEAL A SUBJECT THAT HAS BEEN PRESENT AT THE SCHOOL FOR MANY YEARS, AND THAT IS RETENTION. PROACTIVELY SEEKING RESOLUTION RESULTED IN THE EXPANSION OF OUR STUDENT ACTIVITIES AND THE ADDITION OF ON-SITE COUNSELORS. KEEPING THE STUDENTS INVOLVED IN OUR DIVERSE RECREATION PROGRAM HAS BEEN A HUGE ASSET. STATISTICS INDICATE THAT PARTICIPATION IN JROTC COLOR GUARD, COMMUNITY SERVICE EVENTS AND SELECT FIELD TRIPS HAVE ALSO BEEN AN EFFECTIVE TOOL IN STUDENT RETENTION.

BILLBOARDS, EXHIBITS, MASS MAILERS AND RADIO ADVERTISEMENTS HAVE PLAYED A HUGE ROLE IN OUR MARKETING STRATEGY TO INCREASE ENROLLMENT, BUT WE WOULD LIKE TO IMPROVE ON SCHOOL DISTRICT REFERRALS. EVERY STUDENT IS UNIQUE AND PRESENTS A CONSTELLATION OF NEEDS THAT REQUIRE RESOURCES BEYOND SIMPLE ACADEMICS. THE "NO CHILD LEFT BEHIND" ACT HAS PREVENTED POSITIVE RELATIONS BETWEEN SCHOOL DISTRICTS BECAUSE OF THE REQUIRED SUBMISSION OF DROP-OUT RATES. THE INTENTION OF THIS FEDERAL LAW WAS SUPPOSED TO SUPPORT THE STUDENT IN THEIR ACADEMIC SUCCESS, BUT IT HAS BECOME A TOOL USED AGAINST THEM. BARRIERS SUCH AS HOME LIFE, COMMUNITY ENVIRONMENT AND LEGAL INVOLVEMENTS EXTEND BEYOND THE RESOURCES THAT MOST PUBLIC SCHOOLS CAN HANDLE. THE WIL LOU GRAY OPPORTUNITY SCHOOL OFFERS A NEW BEGINNING IN AN ATMOSPHERE GEARED TOWARD INDIVIDUALIZED SUCCESS, REMEMBERING THE OVERALL MISSION OF DR. WIL LOU GRAY, "WHY STOP LEARNING?"

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FUTURE STRATEGIES

AS WE ENVISION THE FUTURE OF THE WIL LOU GRAY OPPORTUNITY SCHOOL, WE ARE REMINDED OF THE CHALLENGES OF 2013-2014. AS ALWAYS, ACADEMICS AND ADMISSIONS REMAIN TOP PRIORITIES FOR THE ENTIRE AGENCY. THE CHART ABOVE GIVES AN INDICATION THAT WE ARE ON TRACK TO SERVING MORE THAN 350 STUDENTS IN THE CURRENT YEAR AND REACHING OUR GOAL OF 348.8. WITH OUR MARKETING STRATEGY, THERE ARE STILL THREE MORE MASS MAILERS TO REACH OVER 90,000 HOMES THIS YEAR, AS WELL SCHEDULED DATES FOR SCHOOL EXHIBITS. IN ADDITION TO OUR RADIO ADVERTISEMENTS, BILLBOARDS ARE STRATEGICALLY PLACED THROUGHOUT SOUTH CAROLINA. THE MORE PEOPLE WE EDUCATE ABOUT THE OPPORTUNITIES AT WIL LOU GRAY, THE EASIER IT IS FOR OUR ADMISSIONS DEPARTMENT TO REACH THEIR GOAL

THE ACADEMIC DEPARTMENT REMAINS ON THE CUTTING-EDGE WITH TECHNOLOGY ASSISTED LEARNING TOOLS FOR OUR STUDENTS. KEEPING THE STUDENTS ALIGNED WITH EVERY AVAILABLE AND CURRENT TOOL IS WHAT WE STRIVE TO ACCOMPLISH EVERY YEAR. ALONG WITH INTENSE CLASS TIME, WE HAVE SEEN THESE TOOLS TO BE HIGHLY EFFECTIVE, ESPECIALLY WITH OUR TABE TESTING RESULTS. RESULTS FROM LAST YEAR REFLECT A 20 MONTH INCREASE IN READING SKILLS AND 14 MONTHS IN MATH. ALTHOUGH THESE ADVANCES ARE IMPRESSIVE, WE HAVE SET OUR GOAL TO 16 MONTHS IN MATH FOR 2014-2015.

EACH STUDENT LEAVES THE OPPORTUNITY SCHOOL WITH AN INDIVIDUAL GUIDANCE PLAN PREPARED TO ASSIST THEM IN THEIR FUTURE ENDEAVORS. AS THE PIE CHART INDICATES ABOVE, 34% OF OUR STUDENTS LEAVE THE SCHOOL AND JOIN THE SOUTH CAROLINA WORKFORCE. ONE OF THE MANY GOALS WE HAVE AT WIL LOU GRAY IS TO MAKE THESE STUDENTS EMPLOYABLE AND TO RETURN TO THE COMMUNITY AS PRODUCTIVE CITIZENS. WITH THE ASSISTANCE OF LEXINGTON SCHOOL DISTRICT II, EACH STUDENT IS GIVEN THE WORKKEYS ASSESSMENT TEST TO BETTER PREPARE THEM FOR FUTURE EMPLOYMENT. IN 2013-2014, 82% OF OUR STUDENTS RECEIVED A WORKKEYS CARD, 9 GOLD, 75 SILVER AND 70 BRONZE. WITH THE CONTINUED SUPPORT OF LEXINGTON II, WE HOPE TO INCREASE THIS TO 85% OF OUR STUDENT POPULATION IN 2014-2015.

REGULARLY SCHEDULED EMPLOYEE MEETINGS PROMOTE AGENCY SUCCESS THROUGH OPEN-FORUM DISCUSSIONS INVOLVING ALL ASPECTS OF THE PROGRAM. ANY CHANGES REQUIRING BOARD APPROVAL ARE PRESENTED AT THE QUARTERLY MEETINGS. ANY OTHER CHANGES REQUIRED IN OUR PROGRAM WOULD BE DICTATED BY FEDERAL AND STATE GOVERNMENT. CURRENTLY, OUR PROGRAM TEMPLATE HAS PROVED VERY SUCCESSFUL IN SERVING THE STUDENT POPULATION WE SERVE IN SOUTH CAROLINA.

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Strategic Planning

| Type | Item # | | | Description |
|------|--------|-------|--------|---|
| | Goal | Strat | Object | |
| G | 1 | | | Provide exemplary academic and support services for students between the ages of 16 and 19. |
| S | 1.1 | | | Align academic curriculum conducive to student success. |
| O | | | 1.1.1 | Increase math and reading TABE results by 1 month above average. |
| O | | | 1.1.2 | Increase GED pass-rate by 5 % in 2014-2015 academic year. |
| O | | | 1.1.3 | Identify and implement technology based learning tools |
| S | 1.2 | | | Establish and implement successful support services for students. |
| O | | | 1.2.1 | Expand community partnerships and vocational opportunities. |
| O | | | 1.2.2 | Increase retention rate through counseling services and extracurricular activities. |
| G | 2 | | | Provide safe and secure facility for students and employees |
| S | 2.1 | | | Conduct annual audits and safety inspections for each building. |
| O | | | 2.1.1 | Provide quality food products within SCDHEC guidelines |
| O | | | 2.1.2 | Maintain and upgrade buildings per regulations and codes |
| S | 2.2 | | | Expand security measures through computerized applications. |
| O | | | 2.2.1 | Monitor all student activity with video monitoring and window alarms |
| O | | | 2.2.2 | Provide and maintain safe work environment with keyless entry |
| S | 2.3 | | | Align employee and student standards with state mandates |
| O | | | 2.3.1 | Recertify 100% of cadre and medical staff on safety training |
| O | | | 2.3.2 | Provide all staff with vaccines and educational forums pertaining to education standards |
| G | 3 | | | Utilize campus facilities effectively |
| S | 3.1 | | | Increase admissions rate |
| O | | | 3.1.1 | Register at least 80% of accepted students. |
| O | | | 3.1.2 | Increase student applications by 5% |
| S | 3.2 | | | Promote agency mission throughout South Carolina |
| O | | | 3.2.1 | Host Legislative function to promote school |
| O | | | 3.2.2 | Maximize advertising efforts |
| O | | | 3.2.3 | Effectively utilize fiscal budget within specified parameters. |

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Program Template

| Program/Title | Purpose | <u>FY 2012-13 Expenditures</u> | | | | <u>FY 2013-14 Expenditures</u> | | | | Associated Objective(s) |
|---------------------------|--|--------------------------------|------------|-----------|--------------|--------------------------------|------------|---------|--------------|--|
| | | General | Other | Federal | TOTAL | General | Other | Federal | TOTAL | |
| I. Administration Program | Provides the executive leadership, support, policy development, personnel, financial, and other related administrative services. Includes reception and switchboard duties for the entire campus. School established under 59-51-10 et. seq. | \$ 367,358 | \$ 440 | \$ - | \$ 367,798 | \$ 386,073 | \$ 100 | \$ - | \$ 386,173 | 2.2.1, 2.2.2, 3.1.1, 3.1.2, 3.2.1, 3.2.2 |
| II. A Academic | Individualized course of study in Academics to prepare the student to take the GED. This program includes Admissions, the JROTC program and a Health Care Center. Provides Guidance Counselors that meet individually with each student to guide them through education and employment goals. School established under 59-51-10 et. seq. | \$ 1,449,962 | \$ 539,647 | \$ 11,546 | \$ 2,001,154 | \$ 1,663,751 | \$ 567,086 | \$ - | \$ 2,230,836 | 1.1.1, 1.1.2, 1.1.3, 1.2.2, 3.1.1, 3.1.2, 3.2.1, 3.2.2 |
| II. B Vocational | Provides Vocational training, Life Skills and Pre-employment training. Provides the student with opportunities to explore and evaluate various occupations through job shadowing and on-the-job training. School established under 59-51-10 et. seq. | \$ 176,443 | \$ 65,010 | \$ - | \$ 241,452 | \$ 167,651 | \$ 68,454 | \$ - | \$ 236,105 | 1.2.1 |

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| II. C Library | Provides the student with reference materials and computer stations for additional research and learning. Provides students with a knowledge of library systems to enable them to use public libraries as a resource to further their education. School established under 59-51-10 et. seq. | \$ 40,231 | \$ 42,876 | \$ - | \$ 83,107 | \$ 41,155 | \$ 43,990 | \$ - | \$ 85,145 | 1.1.1, 1.1.2, 1.1.3 |
| III. Student Services | Community service work, transportation of students and supervision of the dormitories 24 hours a day, 7 days a week are the responsibilities of the residential staff. The residential program reinforces what is learned in the Education Program by providing the students with an opportunity to observe and participate in a disciplined, structured, and positive community where goals, achievement and independence are stressed. School established under 59-51-10 et. seq. | \$ 1,545,479 | \$ - | \$ - | \$ 1,545,479 | \$ 1,563,888 | \$ - | \$ - | \$ 1,563,888 | 1.2.1, 1.2.2, 2.2.1, 2.2.2, |
| IV. Support Services | Procurement Staff- Provide procurement support to maintenance, warehouse and cafeteria, in addition to the rest of the campus Maintenance Staff - Maintain the physical facilities and grounds of the 88 acre campus. (Includes the school building, four residential dormitories, cafeteria, gymnasium, auditorium, three staff office buildings and a board room. The Cafeteria Staff - Plans and prepares 3 nutritional meals per day/7 days per week, plus 1 snack per day. The Technology Staff (1) provides all computer network maintenance for the campus. This includes two education computer labs, computers in all classrooms, and in all offices. Responsible for maintaining the telephone system. School established under 59-51-10 et. seq. | \$ 1,519,806 | \$ 66,653 | \$ 133,902 | \$ 1,720,360 | \$ 1,809,325 | \$ 131,953 | \$ - | \$ 1,941,278 | 2.1.1, 2.2.1, 2.2.2, 2.3.1, 2.3.2, |

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Performance Measurement Template

| Performance Measure | Last Value | Current Value | Target Value | Time Applicable | Data Source and Availability | Reporting Freq. | Calculation Method | Associated Objective(s) |
|-----------------------------|------------|---------------|--------------|-----------------|--|-----------------|--------------------------------------|-------------------------|
| TABE results for Math | 15 | ** | 16 | | TABE testing, annual | Annual | TABE scores/ # of testers | 1.1.1 |
| TABE results for Reading | 20 | ** | 19 | | TABE testing, annual | Annual | TABE scores/ # of testers | 1.1.1 |
| GED results | 123 | ** | 129 | | GED testing center, annually updated | Annual | compared to previous year | 1.1.2 |
| Community Service Hours | 3120 | ** | 3125 | | Activities Director Report, trimester | Annual | Compilation of all hours | 1.2.1 |
| School Report Card | Gold Award | Gold Award | Gold Award | | SCDOE, annual | Annual | SC Department of Education | 1.1 |
| CPI Training | 100% | 100% | 100% | | Residential Director Report, annual | Annual | Total employees | 2.3.1 |
| Student WorkKeys Assessment | 82% | ** | 85% | | Lexington School District 2, trimester | Annual | # cards received/# students tested | 1.2.1 |
| Student Enrollment | 342 | 129** | 348.8 | | Admissions Department, trimester | Annual | Compilation of students enrolled | 3.1.1, 3.2.2 |
| Applications for admission | 1159 | 342** | 1217 | | Admissions Department, trimester | Annual | Compilation of applications received | 3.1.2, 3.2.2 |