

**Legislative Oversight Committee**

South Carolina House of Representatives

Post Office Box 11867

Columbia, South Carolina 29211

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



# **Extension Request Guidelines**

## **Restructuring & Seven-Year Plan Report**

March 11, 2015

# EXTENSION REQUEST GUIDELINES

## *Background*

Section 1-30-10(G) requires agencies to submit an Annual Restructuring Report and Seven-Year Plan. Legislative Oversight Standard Practices 4.1 and 6.1 state the Legislative Oversight Committee (“Committee”) shall provide agencies with a uniform format for submitting their Annual Restructuring Report and Seven-Year Plan to the House.

The Committee provided agencies the uniform format for these reports. The correspondence with the Report Guidelines, and the actual Report Guidelines, stated the deadline for agencies to submit their completed reports.

The Committee has received a request from the agency for an extension in which to provide the agency’s completed report. Pursuant to the Committee’s Standard Practice 1.2 and Committee Rule 7.1, the following procedures apply to these types of Requests for Extension:

4.1.1 The Chairman may, for reasons he determines as good cause, provide an agency an extension to submit its Annual Restructuring Report.

4.1.2 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

4.1.3 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

6.1.1 The Chairman may, for reasons he determines as good cause, provide an agency an extension to submit its Seven-Year Plan.

6.1.2 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

6.1.3 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

## *Submission Process*

Please complete the Extension Request Form included on the following pages. All forms should be submitted electronically to the House Legislative Oversight Committee ([HCommLegOv@schouse.gov](mailto:HCommLegOv@schouse.gov)) in both the original format (Word) and saved as a PDF for online reporting. The signed copy of the complete Extension Request Form should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson ([jenniferdobson@schouse.gov](mailto:jenniferdobson@schouse.gov)) or Charles Appleby ([charlesappleby@schouse.gov](mailto:charlesappleby@schouse.gov)).

**Note the Extension Request Forms will be published online.**

# EXTENSION REQUEST FORM

## RESTRUCTURING & SEVEN-YEAR PLAN REPORT

### *Wil Lou Gray Opportunity School*

#### *I. Extension Requested*

1. List the Sections for which the Agency is Requesting an Extension  ENTIRE REPORT	<b>ENTIRE REPORT</b>
2. State the date the agency originally received the report guidelines:	<b>MARCH 3, 2015</b>
3. State the date the agency submitted this request for an extension:	<b>MARCH 26, 2015</b>
4. State the original deadline for the report:	<b>MARCH 31, 2015</b>
5. State the number of additional days the agency is requesting:	<b>30 DAYS</b>
6. State the new deadline if the additional days are granted:	<b>APRIL 30, 2015</b>

#### *II. History of Extensions*

1. List the years in which the agency previously requested an extension, putting the years the extension was granted in bold:	<i>Insert each year in which the agency requested an extension. Put the years the extension was granted in bold.</i>  <b>0</b>
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# EXTENSION REQUEST FORM

## RESTRUCTURING & SEVEN-YEAR PLAN REPORT

### *III. Organizational Knowledge*

Please attach an agency organization structure. Below, and if needed attach additional pages, list all individuals considered upper management at the agency with the section(s) of the agency they oversee and their date of hire.

Position	Section of Agency	Date of Hire	Name
Agency Director	AGENCY DIRECTOR	7/21/1997	PAT G. SMITH
<i>Add as many as needed</i>	ADMINISTRATION	4/2/2007	SHANNAN CONE WOOVIS

### *IV. Good Cause*

As Agency Director of the Wil Lou Gray Opportunity School, I am requesting approval for a 30-day extension to permit the time I believe is needed in order to compile a more precise report, as required by the Restructuring & Seven-Year Plan Report, in compliance with Section 1-30-10(G), and the Legislative Oversight Committee.

Certain mitigating factors necessitate this request. First, an untimely family death/funeral out-of-state required my presence for several days and now, a key staff member, who has been involved in the development of the report, has to be on personal leave for a few additional work days. More importantly, without previous technical training, the extension will permit a much needed opportunity to pursue the Legislative Committee's guidance on two particular sections of the report, essential for a more accurate, conclusive report. As the Opportunity School is unique to South Carolina State Government, additional time is needed to identify comparable programs that could provide the analysis the report requires.

Wil Lou Gray Opportunity School's report history is indicative of the agency's desire to exceed expectations in meeting all reporting requirements and deadlines. While this request is being considered, the agency will, of course, continue to seek technical assistance from the Committee toward satisfactory completion of the report.

Thank you for your consideration.

# EXTENSION REQUEST FORM

## RESTRUCTURING & SEVEN-YEAR PLAN REPORT

### *V. Verification*

I have reviewed and approved the information provided in this Extension Request Form. The information contained in this form is complete and accurate to the extent of my knowledge.

**Current Agency Director**  
(Sign/Date):

PAT G. SMITH MARCH 26, 2015

(Type/Print Name):

PAT G. SMITH

### *VI. Committee Response*

Leave this Section blank. The Chairman will complete this Section after fully considering the agency's request.

Sections for which an Extension is Granted:	<b>Entire Report</b>
Number of Additional Days Granted:	<b>30 days</b>
New Deadline for Agency Response:	<b>April 30, 2015</b>

**Legislative Oversight Committee**

South Carolina House of Representatives

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Columbia, South Carolina 29211

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# **Restructuring & Seven-Year Plan Report Guidelines**

February 27, 2015

# COMMITTEE INFORMATION

## *Committee Information*

### **House Legislative Oversight Committee**

Post Office Box 11867

Columbia, South Carolina 29211

**Telephone** 803-212-6810

**Fax** 803-212-6811

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

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

# OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

## *Background*

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

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

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

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

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

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

## *Submission Process*

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

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



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

## OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

### *Efforts to Avoid Duplication*

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

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

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

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

### *Looking Ahead*

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

# RESTRUCTURING & SEVEN-YEAR PLAN

## *Wil Lou Gray Opportunity School*

Date of Submission: *March 31, 2015*

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

	Name	Date of Hire	Email
<b>Agency Director</b>	Mr. Pat G. Smith	7-21-1997	<a href="mailto:smithp@wlgos.sc.gov">smithp@wlgos.sc.gov</a>
<b>Previous Agency Director</b>	Dr. Mary Catherine Norwood	1988	

	Name	Phone	Email
<b>Primary Contact:</b>	Mr. Pat G. Smith	803-896-6484	<a href="mailto:smithp@wlgos.sc.gov">smithp@wlgos.sc.gov</a>
<b>Secondary Contact:</b>	Mrs. Shannan Cone-Woovis	803-896-6485	wooviss@wlgos.sc.gov

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

**Current Agency Director**  
(Sign/Date):

(Type/Print Name):

Pat G. Smith

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

(Type/Print Name):

Russell E. Hart

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# EXECUTIVE SUMMARY

## *I. Executive Summary*

### A. Historical Perspective

See page 31, attached.

Wil Lou Gray Opportunity School Historical Perspective		
Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
2007	Partnered with Workforce Investment Act.	Every student is given the opportunity to acquire a WorkKeys card necessary to pursue careers within industries across South Carolina.
2008	Replace two academic sessions with three, 14-week enrollment trimesters.	Increase number of students served in South Carolina. 2014-2015 Academic Year ranked the 2nd highest enrollment success since 1998-1999.
2011	PowerSchool replaced all paper student records	Streamlined all student records for easy access among agency employees.
2012	Partnered with Lexington School District II for WorkKeys Assessment	Every student is given the opportunity to acquire a WorkKeys Job Ready card necessary to pursue careers within industries across South Carolina.
2012	Offered OSHA 501 course	Incorporated OSHA 501 into student curriculum for those over 18.
2014	All student testing transferred from paper to on-line technology.	On-line testing for pre-GED, GED, TABE and WorkKeys resulted in more defined academic restructuring to insure student success.

## B. Purpose, Mission and Vision

See page 32, attached.

Wil Lou Gray Opportunity School				
Purpose, Missions and Vision				
Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
1957	Provide an alternative education to at-risk students in South Carolina.	Serve at-risk students between the ages of 16 to 19 with educational, vocational and life-skills training necessary to become productive citizens in South Carolina.	Maintain traditional priority of the Opportunity School, while integrating today's education requirements necessary to achieve a successful product.	Purpose: Section 59-51-10 Mission: Section 59-51-20 Vision:
1957	Management of The Opportunity School provided by 12 elected members and 2 appointed.	Board Members will manage and control The Opportunity School through the hiring of a Director, who shall serve under conditions as prescribed by the board themselves.	Establish and maintain successful program at The Opportunity School	Purpose: Section 59-51-30 Mission: Section 59-51-40 Mission: Section 59-51-50

## C. Key Performance Measure Results

- Palmetto Gold School Awards, 2005-2014
- Over 100 GED's, 2010-2015
- Increased Enrollment
- TABE Improvement

# ORGANIZATIONAL PROFILE

## *II. Organizational Profile*

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
  - a. Please see the Key Deliverables Chart on page 33, attached.
2. The agency's key customers and their requirements and expectations;  
See page 34, attached.

Wil Lou Gray Opportunity School Key Customers and Expectations			
Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
1	Students in South Carolina between the ages of 16 and 19.	Acquire GED and/or vocational services, along with basic life-skills necessary to become productive citizens of South Carolina and our nation.	1, 2 & 3

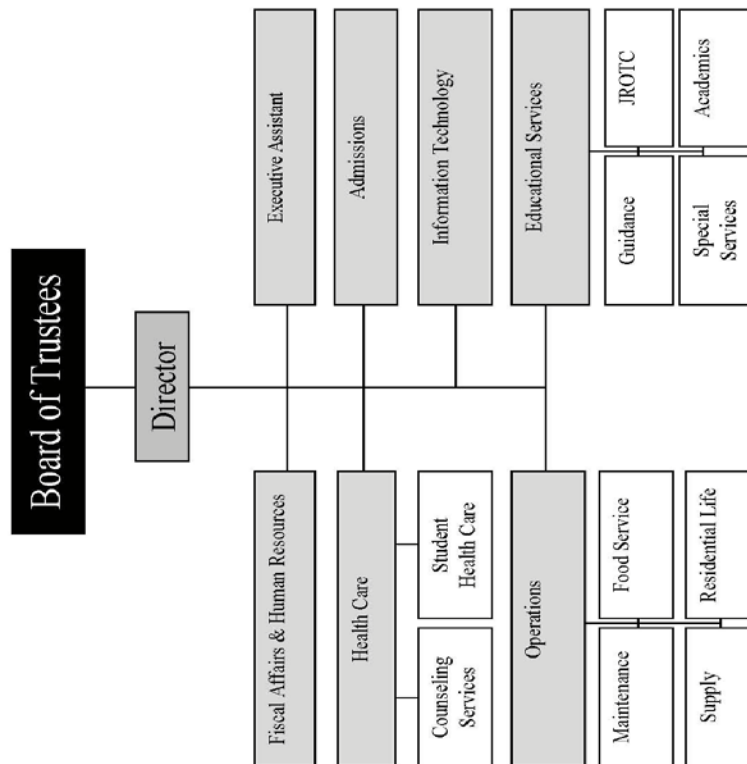
3. The agency's key stakeholders (other than customers);  
See page 35, attached.

<p style="text-align: center;"><b>Wil Lou Gray Opportunity School</b></p> <p style="text-align: center;"><b>Key Stakeholders and Expectations</b></p>			
<b>Item #</b>	<b>Stakeholder Group</b>	<b>Requirements/Expectations</b>	<b>Deliverables Cross References</b>
1	South Carolina students between ages of 16 and 19.	To obtain necessary education, vocation and everyday life skills to function as productive citizens in South Carolina and our nation.	1, 2, & 3
2	Employees of Wil Lou Gray Opportunity School	Maintain original purpose of The Opportunity School, while integrating current and future goals necessary to produce a successful student.	1, 2 & 3
3	Wil Lou Gray Opportunity School Board of Trustee Members	Provide leadership and oversight of The Opportunity School.	1, 2 & 3
4	SC General Assembly	Provide funding and oversight of The Opportunity School.	1, 2 & 3
5	Families and parents of key customers	Provide structured educational environment.	1, 2 & 3
6	Business in South Carolina	Prepared, entry-level workforce	1, 2 & 3

4. Other state agencies which have the biggest impact on the agency's mission success;  
See page 36, attached.

<p style="text-align: center;"><b>Wil Lou Gray Opportunity School</b></p> <p style="text-align: center;"><b>Key Partner Agencies</b></p>			
<b>Agency w/ Impact on Mission Success</b>	<b>Partnership Arrangement Established</b>	<b>Performance Measures Routinely Reviewed Together</b>	<b>Major Program Areas Cross Reference</b>
SC Department of Education	Define education guidelines for our academic department.	Annual School Report Card	Academics
SC Vocational Rehabilitation	Provides additional assistance in job training skills for those students who qualify.	Annual Case Closure	Vocational
SC Department of Education, Lexington School District II	GED and WorkKeys testing services.	Annual School Report. GED Success Rate. Annual WorkKeys cards granted.	Academics

5. The agency's performance improvement system(s);
  - EPMS
  - GED pass rate
  - School Report Card
  - WorkKeys assessment
  - Budget
  - TABE Improvement
6. The agency's organizational structure in flow chart format;





7. Details about the body to whom the Agency Head reports;  
See page 37, attached.

**Wil Lou Gray Opportunity School**  
**Overseeing Body**

<b>Type of Body (i.e. Board, Commission, etc.)</b>	<b># of Times per Year Body Meets</b>	<b>Total # of Individuals on the Body</b>	<b>Are Individuals Elected or Appointed?</b>	<b>Who Elects or Appoints?</b>	<b>Length of Term</b>	<b>Limitations on Total Number of Terms</b>	<b>Limitations on Consecutive Number of Terms</b>	<b>Challenges imposed</b>
Board	4	12	Elected	General Assembly	4 years	No	No	No challenges.

# Wil Lou Gray Opportunity School

## Board of Trustees

<b>Name</b>	<b>Contact Information</b>	<b>Profession</b>	<b>Date First Served</b>	<b>Last Date Served</b>	<b>Time on Board</b>	<b>Major Program Areas Cross Reference</b>
Ms. Doris Adams	7913 Exeter Lane Columbia, SC 29223 H(803)-788-2801	Retired Educator	2008	Expires 2016	7	Administration Program
Dr. Earle Bennett	2433 Owl Circle West Columbia, SC 29169 H(803)739-9269	Retired Educator	2006	Expires 2015	9	Administration Program
Mr. Stewart Cooner	333 Broadleaf Drive Lexington, SC 29073 H(803)926-8081	SC State Housing Finance and Development Authority	2005	Expires 2016	10	Administration Program
Mr. Bryan England	PO Box 1983 Georgetown, SC 29442	Retired Educator	2000	Expires 2016	15	Administration Program
Mr. Thomas Hamilton	133 West End Street Chester, SC 29706 H(803)581-1576	Sales Consultant	2010	Expires 2018	5	Administration Program
Mr. Russell E. Hart	859 Otts Shoals Road Roebuck, SC 29376 H(864)576-2473	Retired Educator	1994	Expires 2017	21	Administration Program
Ms. Frankie Newman	1206 Jessamine Street Cayce, SC 29033 H(803)926-9994	Retired Educator	1996	Expires 2016	19	Administration Program
Mrs. Sandra Dooley Parker	180 Payne Lane Lexington, SC 29072 H(803)359-0863	Attorney	2007	Expires 2015	8	Administration Program
Mr. Wayne Sims	408 Law Street Hartsville, SC 29550 H(843)332-5742	Retired Educator	2005	Expires 2017	10	Administration Program
Mrs. Marilyn Edwards-Taylor	413 Aiken Hunt Circle Columbia, SC 29223 H(803)699-7268	Sales Representative	2006	Expires 2018	9	Administration Program
Mrs. Elizabeth Thraikill	PO Box 64 Fort Lawn, SC 29714 H(803)872-4617	Retired Educator	1981	Expires 2017	34	Administration Program
Ms. Inease Williamson	121 Jumpy Lane Salley, SC 29137 H(803)564-5076	Retired Educator	2007	Expires 2015	8	Administration Program

8. Please complete the Major Program Areas Chart on page 38, attached.
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.
  - The “No Child Left Behind” Act of 2001. The NCLB Act has prevented supportive relationships between school districts because of the required submission of drop-out rates affecting each school’s AYP (Adequate Yearly Progress).
  - Recent and future changes in GED requirements would possibly affect academic program and student success rate.

# ORGANIZATIONAL PROFILE

## III. Laws (Statutes, Regulations, Provisos)

1. Please see the Legal Standards Chart.  
Also attached on page 39.

<p style="text-align: center;"><b>Wil Lou Gray Opportunity School</b></p> <p style="text-align: center;"><b>Legal Standards</b></p>			
<b>Item #</b>	<b>Statute/Regulation/Provisos</b>	<b>State or Federal</b>	<b>Summary of Statutory Requirement and/or Authority Granted</b>
1	59-51-10	State	Establishment of Wil Lou Gray Opportunity School in Lexington County, located on property formerly occupied by the Army Air Force, also known as the Columbia Air Base, which the State received by quitclaim deed in September 1947 for the joint use of the Opportunity School and the South Carolina Area Trade School.
2	59-51-20	State	The services and duties are outlined for The Wil Lou Gray Opportunity School. The school must serve as an alternative form of education, cooperate with other agencies and organizations in providing the necessary skills to produce effective citizens. All information concerning proven and effective practices must be disseminated to those requesting information.
3	59-51-30	State	Board of Trustees to be elected by General Assembly, composed of 12 elected members and 2 appointed by the Governor and SC Department of Education. Members will serve a four year term.
4	59-51-40	State	Powers and duties of Board defined, as well as gifts and conveyances.
5	59-51-50	State	Board of Trustees will hire and oversee Director of Wil Lou Gray. The Director shall prescribe the courses of study and make all rules and regulations for the government of the school. He/She will maintain school's operation and management within the limitations of appropriations provided by the General Assembly.
6	5.1	State	Truants.
7	5.2	State	GED Testing.
8	5.3	State	Deferred Salaries Carried Forward.
9	5.4	State	Improved Forestry Practices.
10	5.5	State	Educational Program Initiatives.
11	5.6	State	Lease Revenue
12	5.7	State	USDA Federal Grants.
13	5.8	State	By-Products revenue carry forward
14	5.9	State	Capacity.

#### *IV. Reports and Reviews*

1. Please see the Agency Reporting Requirements Chart on page 40, attached.
2. There are no Internal Audit results to submit.

# RESTRUCTURING REPORT

## *V. Key Performance Measurement Processes (cont.)*

### A. Results of Agency's Key Performance Measurements

## 5.1 Mission Effectiveness

### 5.1.1 GED success (General Equivalency Diploma)

The most important performance level at Wil Lou Gray is the GED success rate of our students. In the 2013-2014 academic year, The Opportunity School awarded 123 GED's, which is an 87% completion rate for the agency. See Table 5.1.1

## Admissions Profile

### 5.1.1

	Applications Received	Accepted	Enrolled	GED
2010-2011	428	318	295	116
2011-2012	878	436	343	102
2012-2013	1204	512	400	130
2013-2014	1159	453	342	123
2014-2015	966	463	385	93 (Ongoing)

a) Benchmarks

- i. These programs listed contain many similarities, but do not duplicate the exact mission of program at The Opportunity School.

Camden Military Academy  
Oak Hill Military Academy  
Hargrave Military Academy

- ii. We are a GED curriculum based program, but the three listed above offer a high school diploma. Based on research findings, there were no indications of a program similar to the Wil Lou Gray Opportunity School.

- iii. David B. Stout, Ed.D.  
GED Coordinator, SC Department of Education.

b) Senior Leaders

Pat G. Smith, Director WLGOS, annual review  
Scott Gaines, Principal WLGOS, annual review

c) Trends

As the GED standards were changed in January 2014, the difficulty of subject matter increased. This, in turn, has affected student passing success and the frequency of testing.

d) Control

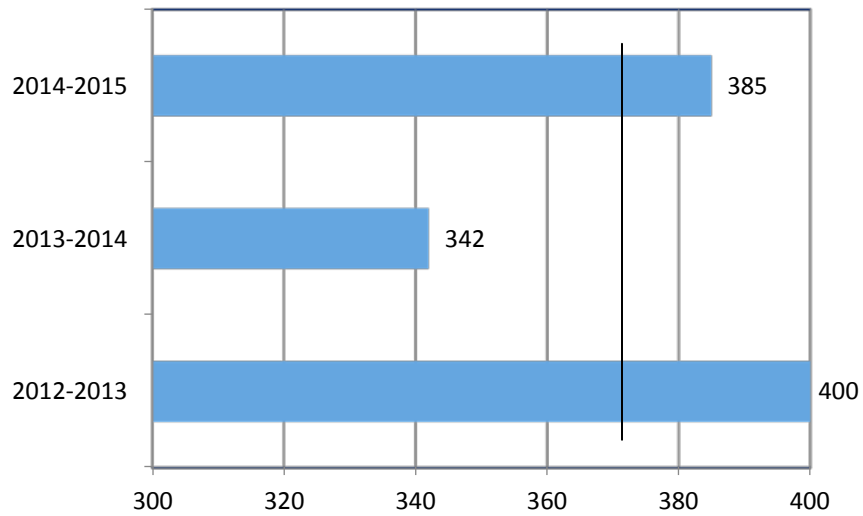
Due to the level of academic progress a student has when they arrive at Wil Lou Gray, it is unlikely that we can predict the success of a student's GED success. As students arrive at The Opportunity School, they are given the TABE (Test for Adult Basic Education) which gives us an academic snapshot of their strengths and weaknesses. Based upon these results, classes are then individualized to better prepare them to take the GED.

## 5.1.2 Student Enrollment

Over the past 3 years, our enrollment has steadily increased with our program success and marketing efforts. We now average 376 students served per academic year (see Table 5.1.2a) which encompasses every county in South Carolina. The map below contains the counties we have served over the past 3 years. (see Map 5.1.2b)

# Students Served

## 5.1.2a





# Students Served by County

## Map 5.1.2b



### a) Benchmarks

- i. The programs listed below contain many similarities, but do not duplicate the exact mission of the program at Wil Lou Gray.

Camden Military Academy

Oak Hill Military Academy  
Hargrave Military Academy

- ii. The agency goal is enrollment, which is our most critical core function.
  - iii. We have found that each entity has its own enrollment process which is specific to their needs. In our search for increased enrollment, we have modeled our process from several different schools.
- b) Senior Leaders
- Pat G. Smith, Agency Director, Wil Lou Gray Opportunity School  
Sheryl Beeler, Admissions, Wil Lou Gray Opportunity School
- c) Trends
- As we offer 3, fourteen-week sessions, we have noticed a decline in enrollment during our October session. We attribute this trend to the limited time between our July and October class.
- d) Control
- The “No Child Left Behind” Act provision that requires public schools to classify students as drop-outs upon entering a GED program limits the number of referrals we receive.

### **5.1.3 TABE (Test of Adult Basic Education)**

Students are administered the TABE in order to determine their academic abilities in the categories of reading and mathematics. Based on these results, an individualized academic plan is prepared for each student in order to ensure studies are aligned accordingly and student success is obtainable.

- a) Benchmarks
- i. Local Adult-Education programs
  - ii. TABE assessment is universal in determining academic levels prior to the administration of the GED. It is the results of TABE testing that we use as a tool for academic improvement.
  - iii. CTB McGraw Hill, Monterey, CA
- b) Leaders
- Scott Gaines, Principal, Wil Lou Gray Opportunity School  
Pat G. Smith, Director, Wil Lou Gray Opportunity School

c) Trends

Over the past 7 years we have seen two noteworthy trends of the students we serve:

- ⇒ Stabilization in TABE improvements in reading and math
- ⇒ General deficiency in student grade-level upon enrollment.

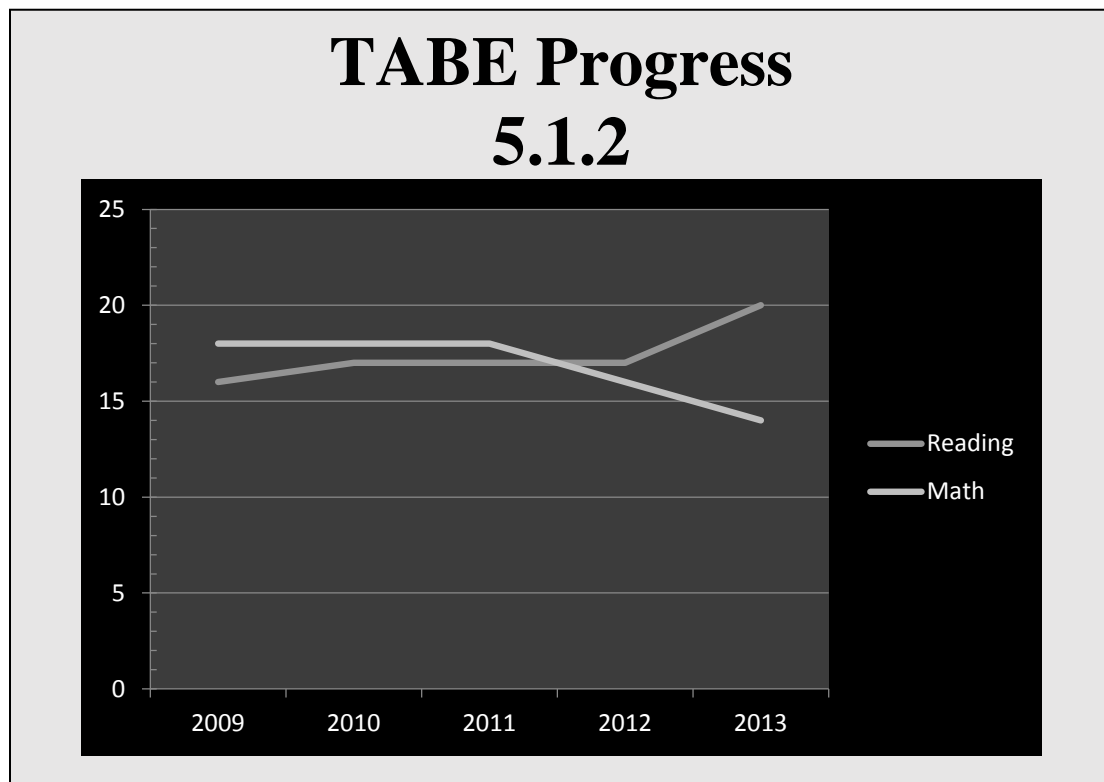
d) Control

Our academic curriculum has proven successful through the evidence of several months' progress in reading and math, which is remarkable considering the educational foundation these students possess upon entering our program. See Chart 5.1.2

## 5.2 Mission Efficiency

### 5.2.1 TABE testing (Test of Adult Basic Education)

The students are given the TABE test during the first week they arrive on campus and then at the end of the program. In 2014, there was a 14 month increase in Math skills and a 20 month increase in Reading, which is equivalent to 2.5 years progress. See 5.2.1



a) Benchmarks

- i. Local Adult-Education programs
- ii. TABE assessment is universal in determining academic levels prior to the administration of the GED. It is the results of TABE testing that we use as a tool for academic improvement.
- iii. CTB McGraw Hill, Monterey, Ca

b) Senior Leaders

Scott Gaines, Principal, Wil Lou Gray Opportunity School  
Pat G. Smith, Director, Wil Lou Gray Opportunity School

c) Trends

Over the past 7 years we have seen two noteworthy trends of the students we serve:

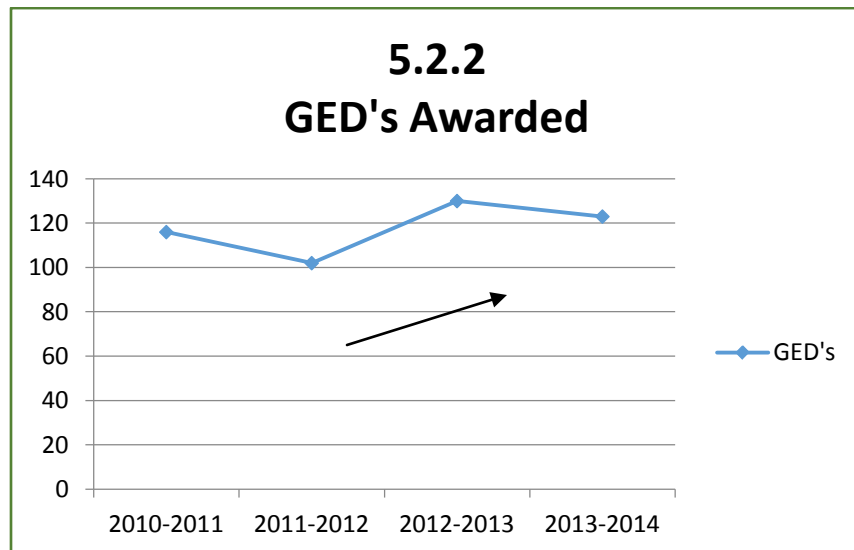
- ⇒ Stabilization in TABE improvements in reading and math
- ⇒ General deficiency in student grade-level upon enrollment.

d) Control

Our academic curriculum has proven successful through the evidence of several months' progress in reading and math, which is remarkable considering the educational foundation these students possess upon entering our program. See Chart 5.1.2

## 5.2.2 GED success (General Equivalency Diploma)

The most important performance level at Wil Lou Gray is the GED success rate of our students. In the 2013-2014 academic year, The Opportunity School awarded 123 GED's, which is an 87% completion rate for the agency. Thanks to the incredible academic program and support staff, The Wil Lou Gray Opportunity School obtained the most GED's in South Carolina. See Graph 5.2.2



a) Benchmarks

- i. These programs listed contain many similarities, but do not duplicate the exact mission of program at The Opportunity School.

Camden Military Academy  
Oak Hill Military Academy  
Hargrave Military Academy

- ii. We are a GED curriculum based program, but the three listed above offer a high school diploma. Based on research findings, there were no indications of a program similar to the Wil Lou Gray Opportunity School.

- iii. David B. Stout, Ed.D.  
GED Coordinator, SC Department of Education.

b) Senior Leaders

Scott Gaines, Principal, Wil Lou Gray Opportunity School, annual  
Pat G. Smith, Director, Wil Lou Gray Opportunity School, annual

c) Trends

As the GED standards were changed in January 2014, the difficulty of subject matter increased. This, in turn, has affected student passing success and the frequency of testing.

d) Control

Due to the level of academic progress a student has when they arrive at Wil Lou Gray, it is unlikely that we can predict the

success of a student's GED success. As students arrive at The Opportunity School, they are given the TABE (Test for Adult Basic Education) which gives us an academic snapshot of their strengths and weaknesses. Based upon these results, classes are then individualized to better prepare them to take the GED.

## 5.3 Quality (Customer Satisfaction)

### 5.3.1 GED success rate

The most important performance level at Wil Lou Gray is the GED success rate of our students. In the 2013-2014 academic year, The Opportunity School awarded 123 GED's, which is an 87% completion rate for the agency. Thanks to the incredible academic program and support staff, The Wil Lou Gray Opportunity School obtained the most GED's in South Carolina.

a)      Benchmarks

- i. The programs listed below contain many similarities, but do not duplicate the exact mission of program at The Opportunity School.

Camden Military Academy  
Oak Hill Military Academy  
Hargrave Military Academy

- ii. We are a GED curriculum based program, but the three listed above offer a high school diploma. Based on research findings, there were no indications of a program similar to the Wil Lou Gray Opportunity School.

- iii. David B. Stout, Ed.D.  
GED Coordinator, SC Department of Education.

b)      Senior Leaders

Pat G. Smith, Director WLGOs, annual review  
Scott Gaines, Principal WLGOs, annual review

c)      Trends

As the GED standards were changed in January 2014, the difficulty of subject matter increased. This, in turn, has affected student passing success and the frequency of testing.

d) Control

Due to the level of academic progress a student has when they arrive at Wil Lou Gray, it is unlikely that we can predict the success of a student's GED success. As students arrive at The Opportunity School, they are given the TABE (Test for Adult Basic Education) which gives us an academic snapshot of their strengths and weaknesses. Based upon these results, classes are then individualized to better prepare them to take the GED

### **5.3.2 School Report Card**

The Education Oversight Committee awarded The Opportunity School the Palmetto Gold School award for the ninth consecutive year. This tool is used to measure the delivery of our academic services, which includes parent, student and teacher surveys. See insert 5.3.1

# Wil Lou Gray Opportunity School

## 2014 School Report Card

### Insert 5.3.1

#### Wil Lou Gray Opportunity School

3300 West Campus Road  
West Columbia, SC 29170-2195

Grades GED

Enrollment 342 Students

Principal Mr. Scott Gaines

Board Chair Mr. Russell Hart

## THE STATE OF SOUTH CAROLINA

# 2014

## ANNUAL SCHOOL

## REPORT CARD

#### RATINGS OVER 5-YEAR PERIOD

Year	Absolute Rating	Growth Rating
2014	Excellent	Good
2013	Excellent	Excellent
2012	Excellent	Good
2011	Excellent	Good
2010	Excellent	Good

#### ADEQUATE YEARLY PROGRESS

N/A

Definition: As required by the United States Department of Education, Adequate Yearly Progress specifies that the statewide target is met for "All Students" and for the following subgroups: Racial/Ethnic, Subsidized Meals, Disability, and Limited English Proficiency in the areas of English/Language Arts and Mathematics, as well as meeting the statewide target for "All Students" for attendance or graduation rate.

#### DEFINITIONS OF SCHOOL RATING TERMS

- Excellent – School performance substantially exceeds the standards for progress toward the 2020 SC Performance Vision
- Good – School performance exceeds the standards for progress toward the 2020 SC Performance Vision
- Average – School performance meets the standards for progress toward the 2020 SC Performance Vision
- Below Average – School is in jeopardy of not meeting the standards for progress toward the 2020 SC Performance Vision
- At-Risk – School performance fails to meet the standards for progress toward the 2020 SC Performance Vision

#### SOUTH CAROLINA PERFORMANCE VISION

By 2020 all students will graduate with the knowledge and skills necessary to compete successfully in the global economy, participate in a democratic society and contribute positively as members of families and communities.



## Attachment 5.3.1 (continued)

Wil Lou Gray Opportunity School	
PERFORMANCE CRITERIA	DATA
GED Completion Rate & # of Credentials	87% & 123 GEDs
Program Completion	73%
Program Dismissal	27%
Test of Adult Basic Education (TABE) gains. Average Growth in Reading for those ineligible to participate in GED Testing	20 months
Test of Adult Basic Education (TABE) gains. Average Growth in Math for those ineligible to participate in GED Testing	14 months
Post Secondary Skill Completion	90%
END OF COURSE TESTS	
N/A	
N/A–Not Applicable   N/AV–Not Available   N/C–Not Collected   N/R–Not Reported   I/S–Insufficient Sample	

- a) Benchmarks
  - i. Other educational programs that fall under the Education Oversight Rating System.
  - ii. The selective performance criteria align with our stated criteria for the education oversight report card ratings.
  - iii. Mrs. Melanie Barton, Director of Education Oversight Committee
- b) Senior Leaders
  - Scott Gaines, Principal, Wil Lou Gray Opportunity School
  - Pat Smith, Director, Wil Lou Gray Opportunity School

c) Trends

Survey results indicate that 100% of our parents are satisfied with their student's learning environment. Within the past three years, we have seen a gradual increase in parent satisfaction.

d) Control

The Wil Lou Gray Opportunity School has reasonable control over the outcome based on the program format and the families we serve.

## 5.4 Workforce Engagement

### 5.4.1 Employee Retention

a) Benchmarks

- i. John De La Howe  
SC School for Deaf and Blind  
Other State Agencies
- ii. Similar state agencies with similar program styles serving students on a 24 hour basis.
- iii. Stephen R. Covey and W. Edwards Deming,  
Authors of books related to management effectiveness.

b) Seniors Leaders

Pat G. Smith, Director, Wil Lou Gray Opportunity School  
Melissa R. Thurstin, Human Resource, Wil Lou Gray Opportunity School

c) Trends

The employee satisfaction and retention at Wil Lou Gray is attributed to peripheral benefits, which has contributed to an astounding 42% of workforce having more than 5 years of service and 23% with more than 10 years of service.

d) Control

We do have some sort of control based upon salary, peripheral benefits and working environment.

## 5.4.2 Employee Training

- a) Benchmarks
  - i. Office of Human Resources  
Midlands Technical College-Continuing Education  
Various Colleges and & universities for teacher recertification
  - ii. These entities provide pertinent and relevant training to the needs of our workforce.
  - iii. Mr. Sam Wilkins, Office of Human Resources  
Dr. Ron Rhames, President of Midlands Technical College
- b) Senior Leaders
  - Pat Smith, Agency Director
  - Gary Newsome, Residential Director
  - Gloria Robinson, Medical Director
  - Scott Gaines, Principal
  - Melissa Thurstin, Finance/HR Director
  - Charlie Abbott, Procurement
- c) Trends

Continuous training and recertification processes promote a more educated workforce familiar with modern practices and new technologies.
- d) Control

Employees are mandated to participate and attend relevant training annually.

## 5.5 Operational/Work System Performance

### 5.5.1 Student Enrollment

- a) Benchmarks
  - i. Camden Military Academy  
Hargrave Military Academy  
Oak Hill Military Academy
  - ii. We have adopted and modified various admissions processes to meet our particular needs.

- iii. Accumulation of ideas from a host of admitting agencies.
- b) Seniors Leaders
  - Pat G. Smith, Agency Director
  - Sheryl Beeler, Admissions Director
  - Shannan Woovis, Executive Assistant
- c) Trends
  - A more streamlined admissions process has resulted in a steady increase in student enrollment. See 5.1.1
- d) Control
  - Quarterly monitoring of admissions processes and student enrollment allows for agency control.

## 5.5.2 Procedures Audit

- a) Benchmarks
  - i. All state agencies
    - Local governments
    - Federal Departments
  - ii. Each governmental entity is required to follow similar financial regulations.
  - iii. Richard H. Gilbert, JR., CPA
    - South Carolina State Auditor
- b) Senior Leaders
  - Pat G. Smith, Director
  - Melissa Thurstin, Finance/HR Director
- c) Trends
  - Constant monitoring and weekly meetings serve as preventive measures reflective in positive audit results pertaining to budget analysis.
- d) Control
  - Remaining current with all state guidelines and adhering to budget management as set forth by state law.

# RESTRUCTURING REPORT

## *V. Key Performance Measurement Processes (cont.)*

### B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?

GED success rate  
Student Enrollment  
TABE results

### C. Databases/Document Management

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

- PowerSchool
- Advanced Imaging Systems, off-site database for student records.
- SNAP
- Graymars, in-house student database for admissions and residential departments.
- SCEIS
- USDA
- CARES

### D. Recommended Restructuring

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

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

The Opportunity School is in a constant state of program redesign in order to achieve the most effective and consolidated method of service delivery.

## VI. Seven-Year Plan

### A. General

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

No, but we are in a constant state of cost avoidance and cost saving strategies.

### C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?
  - Technology based curriculum aligned to student academic progress and success.
  - Promote agency mission throughout South Carolina
  - Student enrollment
2. What are the fundamentals required to accomplish the objectives?
  - Competent workforce, adequate funding and program awareness.
3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?

[www.willougray.org](http://www.willougray.org)

[www.wlgosstudents.com](http://www.wlgosstudents.com)

[www.facebook.com](http://www.facebook.com)

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

We are a Palmetto Gold school for the 9<sup>th</sup> consecutive year and we have produced 100 GED's for 5 consecutive years.

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

- b. Complete this Report  
50 Hours
- 6. Please complete the Personnel Involved Chart on page 41, attached.

# CHARTS APPENDIX

## *VII. Excel Charts*

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

Similar Information Requested Chart _____	30
Historical Perspective Chart _____	31
Purpose, Mission Chart _____	32
Key Products Chart _____	33
Key Customers Chart _____	34
Key Stakeholders Chart _____	35
Key Partner Agency Chart _____	36
Overseeing Body Chart (General and Individual Member) _____	37
Major Program Areas Chart _____	38
Legal Standards Chart _____	39
Agency Reporting Requirements Chart _____	40
Personnel Involved Chart _____	41



## Similar Information Requested Chart

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

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
Wil Lou Gray Opportunity School	Major Program Areas	Agency Budget Plan	Program Area	Governor's Executive Budget Office and Revenue and Fiscal Affairs Office	Annual
Wil Lou Gray Opportunity School	Major Program Areas	Accountability Report	Program Area	Executive Budget Office	Annual
Wil Lou Gray Opportunity School	Organizational Profile, #5	Accountability Report	Goals	Executive Budget Office	Annual

## Historical Perspective Chart

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

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
Wil Lou Gray Opportunity School	2007	Partnered with Workforce Investment Act.	Every student is given the opportunity to acquire a WorkKeys card necessary to pursue careers within industries across South Carolina.
	2008	Replace two academic sessions with three, 14-week enrollment trimesters.	Increase number of students served in South Carolina. 2014-2015 Academic Year ranked the 2nd highest enrollment success since 1998-1999.
	2011	PowerSchool replaced all paper student records	Streamlined all student records for easy access among agency employees.
	2012	Partnered with Lexington School District II for WorkKeys Assessment	Every student is given the opportunity to acquire a WorkKeys Job Ready card necessary to pursue careers within industries across South Carolina.
	2012	Offered OSHA 501 course	Incorporated OSHA 501 into student curriculum for those over 18.
	2014	All student testing transferred from paper to on-line technology.	On-line testing for pre-GED, GED, TABE and WorkKeys resulted in more defined academic restructuring to insure student success.

## Purpose/Mission/Vision Chart

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

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
Wil Lou Gray Opportunity School	1957	Provide an alternative education to at-risk students in South Carolina.	Serve at-risk students between the ages of 16 to 19 with educational, vocational and life-skills training necessary to become productive citizens in South Carolina.	Maintain traditional priority of the Opportunity School, while integrating today's education requirements necessary to achieve a successful product.	Purpose: Section 59-51-10 Mission: Section 59-51-20 Vision:
Wil Lou Gray Opportunity School	1957	Management of The Opportunity School provided by 12 elected members and 2 appointed.	Board Members will manage and control The Opportunity School through the hiring of a Director, who shall serve under conditions as prescribed by the board themselves.	Establish and maintain successful program at The Opportunity School	Purpose: Section 59-51-30 Mission: Section 59-51-40 Mission: Section 59-51-50

Agency Name: Wil Lou Gray Opportunity School  
 Agency Code: H710  
 Agency Section: 005

## Key Partner Agencies Chart

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

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
Wil Lou Gray Opportunity School	SC Department of Education	Define education guidelines for our academic department.	Annual School Report Card	Academics
Wil Lou Gray Opportunity School	SC Vocational Rehabilitation	Provides additional assistance in job training skills for those students who qualify.	Annual Case Closure	Vocational
Wil Lou Gray Opportunity School	SC Department of Education, Lexington School District II	GED and WorkKeys testing services.	Annual School Report. GED Success Rate. Annual WorkKeys cards granted.	Academics

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

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
Wil Lou Gray Opportunity School	1	Service	GED Education	Instruction by Certified Teachers, technology based tools and individualized lesson plans for each student.	More individualized attention and smaller classroom settings.	Acquiring GED, life-skill or vocation.	Constraints of the "No Child Left Behind" federal regulation prevents South Carolina school districts from referring potential students.	Academics, Library and Support Services.
Wil Lou Gray Opportunity School	2	Service	Vocational Skills	Instruction by Certified Teachers, utilization of technology based hardware and direct hands-on approach. Wood working, automotive technology, digital marketing. OSHA 10 and forklift training.	Outside sources offering WorkKeys assessment, OSHA 501 Certification and Forklift Training.	Obtaining certificates in OSHA 501 or Forklift Training. Maintaining WorkKeys Card in either Bronze, Silver, Gold or Platinum.		Vocational
Wil Lou Gray Opportunity School	3	Service	Life Skills	Direct instruction from staff. Consumer education, resume design, interview technique and career planning.	Life skills and consumer education.	Learning life-skills necessary to function every day.		Student Services

Agency Name: Wil Lou Gray Opportunity School  
 Agency Section: H710  
 Agency Code: 005

## Key Customers Chart

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

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
Wil Lou Gray Opportunity School	1	Students in South Carolina between the ages of 16 and 19.	Acquire GED and/or vocational services, along with basic life-skills necessary to become productive citizens of South Carolina and our nation.	1, 2 & 3

## Key Stakeholder Chart

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

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
Wil Lou Gray Opportunity School	1	South Carolina students between ages of 16 and 19.	To obtain necessary education, vocation and everyday life skills to function as productive citizens in South Carolina and our nation.	1, 2, & 3
Wil Lou Gray Opportunity School	2	Employees of Wil Lou Gray Opportunity School	Maintain original purpose of The Opportunity School, while integrating current and future goals necessary to produce a successful student.	1, 2 & 3
Wil Lou Gray Opportunity School	3	Wil Lou Gray Opportunity School Board of Trustee Members	Provide leadership and oversight of The Opportunity School.	1, 2 & 3
Wil Lou Gray Opportunity School	4	SC General Assembly	Provide funding and oversight of The Opportunity School.	1, 2 & 3
Wil Lou Gray Opportunity School	5	Families and parents of key customers	Provide structured educational environment.	1, 2 & 3
Wil Lou Gray Opportunity School	6	Business in South Carolina	Prepared, entry-level workforce	1, 2 & 3

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

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
Wil Lou Gray Opportunity School	Board	4	12	Elected	General Assembly	4 years	No	No	No challenges.	



## Overseeing Body - Individual Members Chart

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

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
Wil Lou Gray Opportunity School	Ms. Doris Adams	7913 Exeter Lane Columbia, SC 29223 H(803)-788-2801	Retired Educator	2008	Expires 2016	7		Administration Program
Wil Lou Gray Opportunity School	Dr. Earle Bennett	2433 Owl Circle West Columbia, SC 29169 H(803)739-9269	Retired Educator	2006	Expires 2015	9		Administration Program
Wil Lou Gray Opportunity School	Mr. Stewart Cooner	333 Broadleaf Drive Lexington, SC 29073 H(803)926-8081	SC State Housing Finance and Development Authority	2005	Expires 2016	10		Administration Program
Wil Lou Gray Opportunity School	Mr. Bryan England	PO Box 1983 Georgetown, SC 29442	Retired Educator	2000	Expires 2016	15		Administration Program
Wil Lou Gray Opportunity School	Mr. Thomas Hamilton	133 West End Street Chester, SC 29706 H(803)581-1576	Sales Consultant	2010	Expires 2018	5		Administration Program
Wil Lou Gray Opportunity School	Mr. Russell E. Hart	859 Otts Shoals Road Roebuck, SC 29376 H(864)576-2473	Retired Educator	1994	Expires 2017	21		Administration Program
Wil Lou Gray Opportunity School	Ms. Frankie Newman	1206 Jessamine Street Cayce, SC 29033 H(803)926-9994	Retired Educator	1996	Expires 2016	19		Administration Program
Wil Lou Gray Opportunity School	Mrs. Sandra Dooley Parker	180 Payne Lane Lexington, SC 29072 H(803)359-0863	Attorney	2007	Expires 2015	8		Administration Program
Wil Lou Gray Opportunity School	Mr. Wayne Sims	408 Law Street Hartsville, SC 29550 H(843)332-5742	Retired Educator	2005	Expires 2017	10		Administration Program
Wil Lou Gray Opportunity School	Mrs. Marilyn Edwards-Taylor	413 Aiken Hunt Circle Columbia, SC 29223 H(803)699-7268	Sales Representative	2006	Expires 2018	9		Administration Program
Wil Lou Gray Opportunity School	Mrs. Elizabeth Thrailkill	PO Box 64 Fort Lawn, SC 29714 H(803)872-4617	Retired Educator	1981	Expires 2017	34		Administration Program
Wil Lou Gray Opportunity School	Ms. Inease Williamson	121 Jumpy Lane Salley, SC 29137 H(803)564- 5076	Retired Educator	2007	Expires 2015	8		Administration Program

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

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

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

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

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

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

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Key Performance Measures Cross Reference	Legal Standards Cross References
			General	Other	Federal	TOTAL	General	Other	Federal	TOTAL		
Wil Lou Gray Opportunity School	I. Administration	Provides executive leadership, support, policy development, personnel, financial, procurement, and other related administrative services. Includes reception and switchboard duties for the entire campus.	\$ 367,358	\$ 440	\$ -	\$ 367,798	\$ 386,073	\$ 100	\$ -	\$ 386,173	5.1.1 5.1.2 5.3.1	1, 3, 4, 5, 8, 9, 11, 13, 14
Wil Lou Gray Opportunity School	II-A. Academics	Individualized course of study in academics to prepare students for GED exam. Includes JROTC program & 24/7 medical center. Provides guidance counselors that meet with each student privately to guide them through education and employment goals.	\$ 1,449,962	\$ 539,647	\$ 11,546	\$ 2,001,154	\$ 1,663,751	\$ 567,086	\$ -	\$ 2,230,836	5.1.1 5.1.2 5.3.1	2, 6, 7, 10
Wil Lou Gray Opportunity School	II-B. Vocational	Provides vocational training, life skills and preemployment training. Includes a mandatory basic computer literacy course. Provides students with job shadowing and on-the-job training opportunities.	\$ 176,443	\$ 65,010	\$ -	\$ 241,452	\$ 167,651	\$ 68,454	\$ -	\$ 236,105		10
Wil Lou Gray Opportunity School	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	5.1.2	2, 7
Wil Lou Gray Opportunity School	III. Student Services & Residential	Admissions, community service work, student transportation, & dorm supervision 24 hours a day, 7 days a week. Provides disciplined, structured & positive community for students where goals, achievement & independence are nurtured.	\$ 1,545,479	\$ -	\$ -	\$ 1,545,479	\$ 1,563,888	\$ -	\$ -	\$ 1,563,888	5.1.1	6,10, 14
Wil Lou Gray Opportunity School	IV. Support Services	Building & grounds maintenance & cafeteria operation for a school that operates 24 hours a day, 7 days a week. Technology staff operate & maintain computer, telephone and keyless entry systems.	\$ 1,519,806	\$ 66,653	\$ 133,902	\$ 1,720,360	\$ 1,809,325	\$ 131,953		\$ 1,941,278		1, 2, 6, 12

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

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
Wil Lou Gray Opportunity School	1	59-51-10	State	Establishment of Wil Lou Gray Opportunity School in Lexington County, located on property formerly occupied by the Army Air Force, also known as the Columbia Air Base, which the State received by quitclaim deed in September 1947 for the joint use of the Opportunity School and the South Carolina Area Trade School.
Wil Lou Gray Opportunity School	2	59-51-20	State	The services and duties are outlined for The Wil Lou Gray Opportunity School. The school must serve as an alternative form of education, cooperate with other agencies and organizations in providing the necessary skills to produce effective citizens. All information concerning proven and effective practices must be disseminated to those requesting information.
Wil Lou Gray Opportunity School	3	59-51-30	State	Board of Trustees to be elected by General Assembly, composed of 12 elected members and 2 appointed by the Governor and SC Department of Education. Members will serve a four year term.
Wil Lou Gray Opportunity School	4	59-51-40	State	Powers and duties of Board defined, as well as gifts and conveyances.
Wil Lou Gray Opportunity School	5	59-51-50	State	Board of Trustees will hire and oversee Director of Wil Lou Gray. The Director shall prescribe the courses of study and make all rules and regulations for the government of the school. He/She will maintain school's operation and management within the limitations of appropriations provided by the General Assembly.
Wil Lou Gray Opportunity School	6	5.1	State	Truants.
Wil Lou Gray Opportunity School	7	5.2	State	GED Testing.
Wil Lou Gray Opportunity School	8	5.3	State	Deferred Salaries Carried Forward.
Wil Lou Gray Opportunity School	9	5.4	State	Improved Forestry Practices.
Wil Lou Gray Opportunity School	10	5.5	State	Educational Program Initiatives.
Wil Lou Gray Opportunity School	11	5.6	State	Lease Revenue

Agency Name: Wil Lou Gray Opportunity School

Agency Code: H710

Agency Section: 005

Legal Standards Chart

Wil Lou Gray Opportunity School	12	5.7	State	USDA Federal Grants.
Wil Lou Gray Opportunity School	13	5.8	State	By-Products revenue carry forward
Wil Lou Gray Opportunity School	14	5.9	State	Capacity.

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

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit the Report	Cost to Complete Report			Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email;	Format in which Report Template is Sent to Agency	Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form;	Format in which Agency Submits Completed Report (word, excel, pdf)
											# of Staff Members Needed to Complete Report	Approx. Total Amount of time to Complete Report	Approx. total Cost to Agency to Complete (considering staff time,					
Wil Lou Gray Opportunity School	1	Restructuring Report	House Legislative Oversight Committee	1-30-10(G)(1)	Increased Efficiency	2015	Annually	30	March	March	4			TBD	Email	Word and Excel	Email and Hardcopy	Word and Excel
Wil Lou Gray Opportunity School	2	Accountability Report	Executive Budget Office	\$1-1-820 Proviso 117.31	Agency Goals, Strategies and Objectives	Circa 2000	Annually	59	July	September	2	40 hours	\$686	TBD	Email	Word and Excel	Email and Hardcopy	Word, Excel and PDF
Wil Lou Gray Opportunity School	3	Agency Budget Plan	Executive Budget Office and Revenue and Fiscal Affairs Office	SECTION 11-11-30	Detailed operating budget request	1957	Annually	30	September	October	2	20 hours	\$759	TBD	Email	Word and Excel	Email and Hardcopy	PDF
Wil Lou Gray Opportunity School	4	Capacity Proviso 5.9	Chairman of Senate Finance and Chairman of House, Ways and Means	Proviso 5.9	Progress report for student enrollment	2012	Annually	365	n/a	December	2	3	\$105	TBD	n/a	n/a	Hardcopy	
Wil Lou Gray Opportunity School	5	School Report Card	Education Oversight Committee	59-18-100	Performance Criteria	2002-2003	Annually	365	March	August	2	20 hours	\$663	Palmetto Gold School Award	Mail	Word and Excel	Email and Hardcopy	Word and Excel

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

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

Agency Submitting Report	Does agency have internal auditors? Y/N	Date Internal Audits Began	Individuals responsible for hiring internal auditors	Individuals to whom internal auditors report	Name and contact information for head Internal Auditor	General subject matters audited	Who makes decision of when an internal audit is conducted	Information considered when determining whether to conduct an internal audit	Do internal auditors conduct an agency wide risk assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's performance measurement and improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SCSIAA or other entity (if other entity, name of that entity)
Wii Lou Gray Opportunity School	N														

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

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
Wil Lou Gray Opportunity School	Pat G. Smith	803-896-6484	<a href="mailto:SmithP@wlqos.sc.gov">SmithP@wlqos.sc.gov</a>	Administration	Director	Entire report	Referral for report accuracy.
Wil Lou Gray Opportunity School	Shannan Cone Woovis	803-896-6485	<a href="mailto:WoovisS@wlqos.sc.gov">WoovisS@wlqos.sc.gov</a>	Administration	Executive Assistant	Entire report	Compilation of entire report, including searching agency documents and consulting additional departments for specific information regarding administrative and budget reports.
Wil Lou Gray Opportunity School	Scott Gaines	803-896-6566	<a href="mailto:GainesS@wlqos.sc.gov">GainesS@wlqos.sc.gov</a>	Academics	Principal	5.1.1, 5.1.2, 5.1.3, 5.1.4, 5.2.2, 5.3.1, 5.3.2,	Provided information regarding School Report Card requirements and reporting.
Wil Lou Gray Opportunity School	Melissa Thurstin	803-896-6486	<a href="mailto:ThurstinM@wlqos.sc.gov">ThurstinM@wlqos.sc.gov</a>	Administration	Finance Director	5.4.1	Supplied copy of 2014-2015 Budget Report.