

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

**Fiscal Year 2016-2017
Accountability Report**

SUBMISSION FORM

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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AGENCY VISION	<p>In keeping with Dr. Wil Lou Gray’s motto of “Why Stop Learning”, The Opportunity School has remained committed to motivating the “at-risk” students of South Carolina into becoming productive, employable young adults through academic and vocational coursework.</p>
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Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

	Yes	No
RESTRUCTURING RECOMMENDATIONS:	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Please identify your agency’s preferred contacts for this year’s accountability report.

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

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I have reviewed and approved the enclosed FY 2016-2017 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	
	(TYPE OR PRINT NAME): Pat G. Smith

BOARD/CMSN. CHAIR (SIGN AND DATE):	
	(TYPE OR PRINT NAME): Russell E. Hart

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AGENCY’S DISCUSSION AND ANALYSIS

In 1921, The Wil Lou Gray Opportunity School was established as a means to educate the “under-educated” of South Carolina. Through the vision of the late Dr. Wil Lou Gray, more than 31,800 students have been provided the proper education to be transformed into productive citizens. While the delivery method of the academic and vocational classes has been adapted to meet the needs of the 21st century student, the discipline and life skills training have remained unwavering in producing self-reliant, young adults within a quasi-military atmosphere.

What better way to celebrate our 2015-2016 success than to surpass it with another impressive Academic Year in 2016-2017! As the previous year was monumental for Wil Lou Gray, increasing the GED results by 9, from 192 to 201, was very electrifying. Relying heavily on collective efforts of all departments, and with minor adjustments from the previous year, we created the perfect atmosphere for students to successfully pass their GED. Expanded recruitment techniques, captivating academic studies, perceptive cadre staff and engaging counseling sessions allowed for many goals of 2016-2017 to be attained and EXCEEDED. The goal was 130 GEDs for the academic year and we were honored to graduate 201 students with a GED, an increase of 5% from the previous year. **The most GEDs ever presented in the history of Wil Lou Gray!**

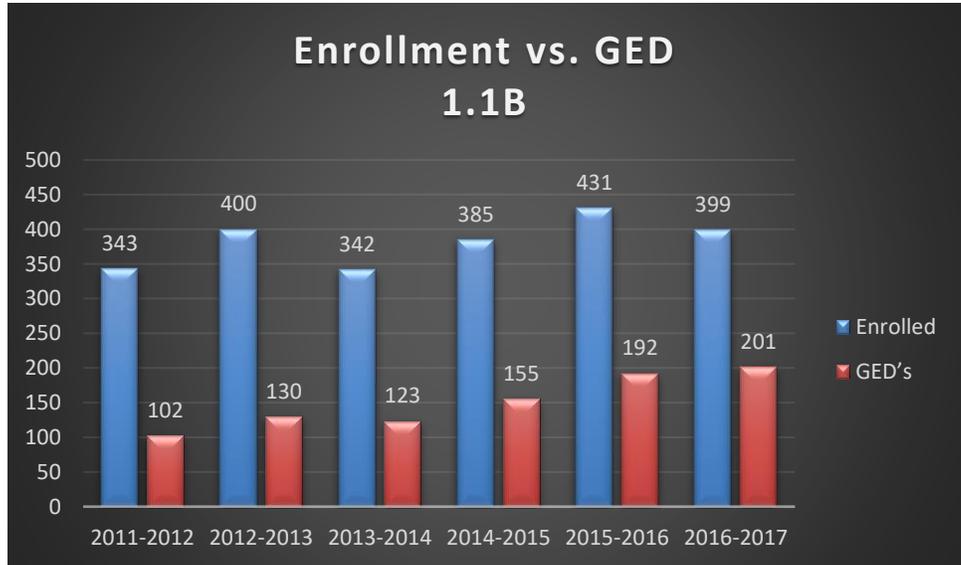
The success of Wil Lou Gray is, and always will be, a collective effort. The motto Dr. Gray conceived, “Why Stop Learning?”, applies to both the students and employees of The Opportunity School. As our goals remain constant, it is with this motto in mind that we develop our strategies and correlating objectives. As our marketing strategy has been very successful, updating our application process became the focus in 2016-2017. In doing so, we researched numerous software programs that allowed for easier transitions between all facets of our admissions process and capitalized on the program Info Snap. In addition to being very user-friendly, this program parallels the premise of PowerSchool, the program we began using in our academic department years ago. With both systems in place, student information is easily accessed and tracked and has allowed for a smoother admissions process by the families we serve at Wil Lou Gray.

Of the 479 students accepted, 399 enrolled throughout the 2016-2017 year, which was a slight percentage increase from the previous year. In addition, those students who completed the program experienced a slight percentage increase as well, resulting in another successful year at the Opportunity School. (See 1.1A and 1.1B).

**Admissions Profile
1.1A**

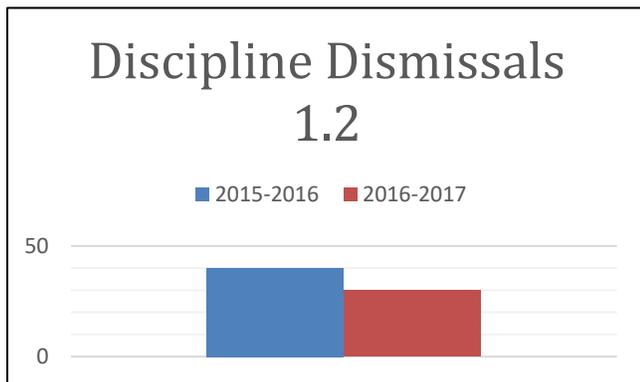
	Applied	Accepted	Enrolled	Completed	GED’s
2011-2012	878	436	343	267	102
2012-2013	1204	512	400	274	130
2013-2014	1159	453	342	229	123
2014-2015	966	463	385	292	155
2015-2016	1342	527	431	303	192
2016-2017	1229	479	399	290	201

Based on the number of students who enrolled in 2016-2017 and the number of GEDs successfully completed, it is overwhelmingly evident that the academic department has created the perfect balance of technology and personal instruction. With the addition of the Chromebooks and buddy-system, our students have benefited tremendously. The modest teacher-



student ratio is also another effective tool for the students with learning disabilities or who require additional academic accommodations. During 2016-2017, we served over 90 students who had either an IEP or 504. Amazingly, of the 201 GEDs achieved, 36 belonged to students with an IEP or 504. This is a huge accomplishment for these students, and this only confirms the success of the academic department at Wil Lou Gray, especially since it is acquired in 14 short weeks.

The Crisis and Social Work Counselors have been a proven asset to The Opportunity School. As you can see from chart 1.2, student discipline has declined over the past two years. As history has shown at Wil Lou Gray, we will lose one-fourth of our student population because of discipline and/or parent and student withdrawals. In addition to our Crisis and Social Work Counselors, The Opportunity School has partnered with four local universities to develop internships as a means to broaden the counseling department. With these internships, the students are required to maintain a standing appointment with their assigned counselor on a weekly basis. These sessions allow the students to voice any negative issues they are having that week, and most importantly, in an atmosphere designed to redirect specific



behaviors. As a result, we have witnessed a 25% decrease in student discipline-related dismissals since October of 2015. (Student Dismissals, 1.2)

Engaging students in extracurricular activities is another method we find advantageous in retention. Whether it is a sport, community project or after-school club, involving the students in any team-building or service learning project enhances their social skills and creates a sense of worthiness. This past year, the students were involved with the

Cayce-West Columbia Jaycees Halloween event, the American Red Cross blood drive, Habitat for Humanity, City Roots Sustainable Farm, Animal Mission of the Midlands, Saluda River Clean-up, Cayce Riverwalk Clean-up and various JROTC missions.

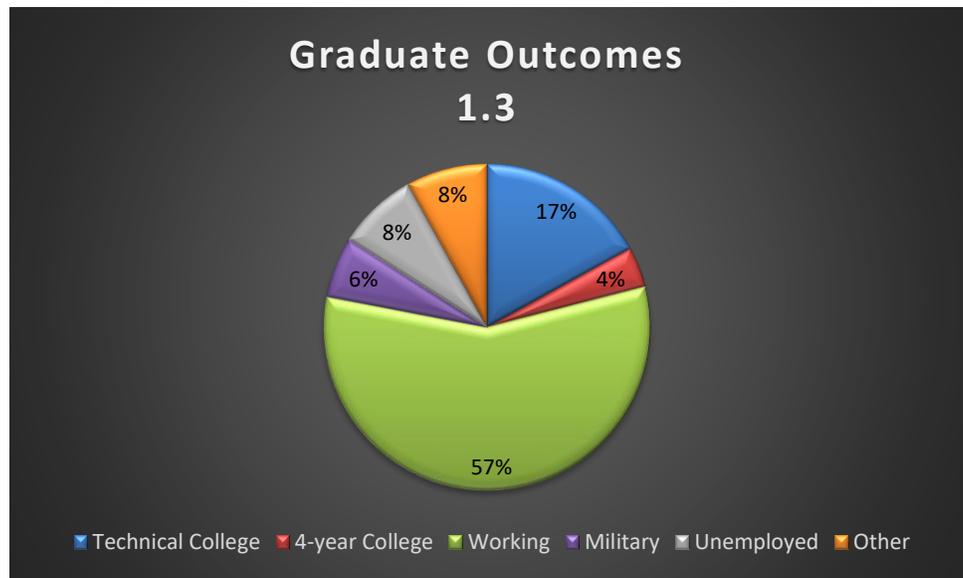
In preparing for their future, an academic counselor creates an individualized guidance plan for all students, including preferences of a career, post-secondary consideration, military aspirations and

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resume preparation. In conjunction with this, students are required to take the ASVAB and the WorkKeys Assessment. This tool is used throughout South Carolina by employers to evaluate a variety of employments skills possessed by each applicant. For those students who chose to focus on a vocational skill, OSHA 10, Forklift training, wood shop, automotive training and computer digital design are offered. During the 2016-2017 year, we added a driver’s training class for the students who desired to obtain a driver’s license. With this initial course, we had over 40 students participate. From the day of registration to the last day of school, our mission is to provide these students with the necessary tools to survive in today’s society. Making sure these students remain productive and active citizens is very important in that process as well, which is why we maintain contact with as many students as possible to track their journey in life. As you can see from chart 1.3, Graduate Outcomes, the students we served between 2014-2017 have made great strides in continuing their education and entering the work force.

Setting the perfect goals, strategies and objectives enabled Wil Lou Gray to make history in 2016-2017. Remembering the motto that Dr. Wil Lou Gray coined in 1921, “Why Stop Learning?”, kept each department focused while establishing the right strategies to achieve our overall goals. Every goal we made was accomplished and exceeded, and each department was

instrumental in the 201 GED success stories that we graduated on June 9, 2017. Through bi-weekly meetings, community partnerships, an expanded marketing campaign, quality leadership and well-trained staff, we have created an outstanding program for students who require more resources than those offered by the public school systems in South Carolina.



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RISK ASSESSMENT AND MITIGATION STRATEGIES

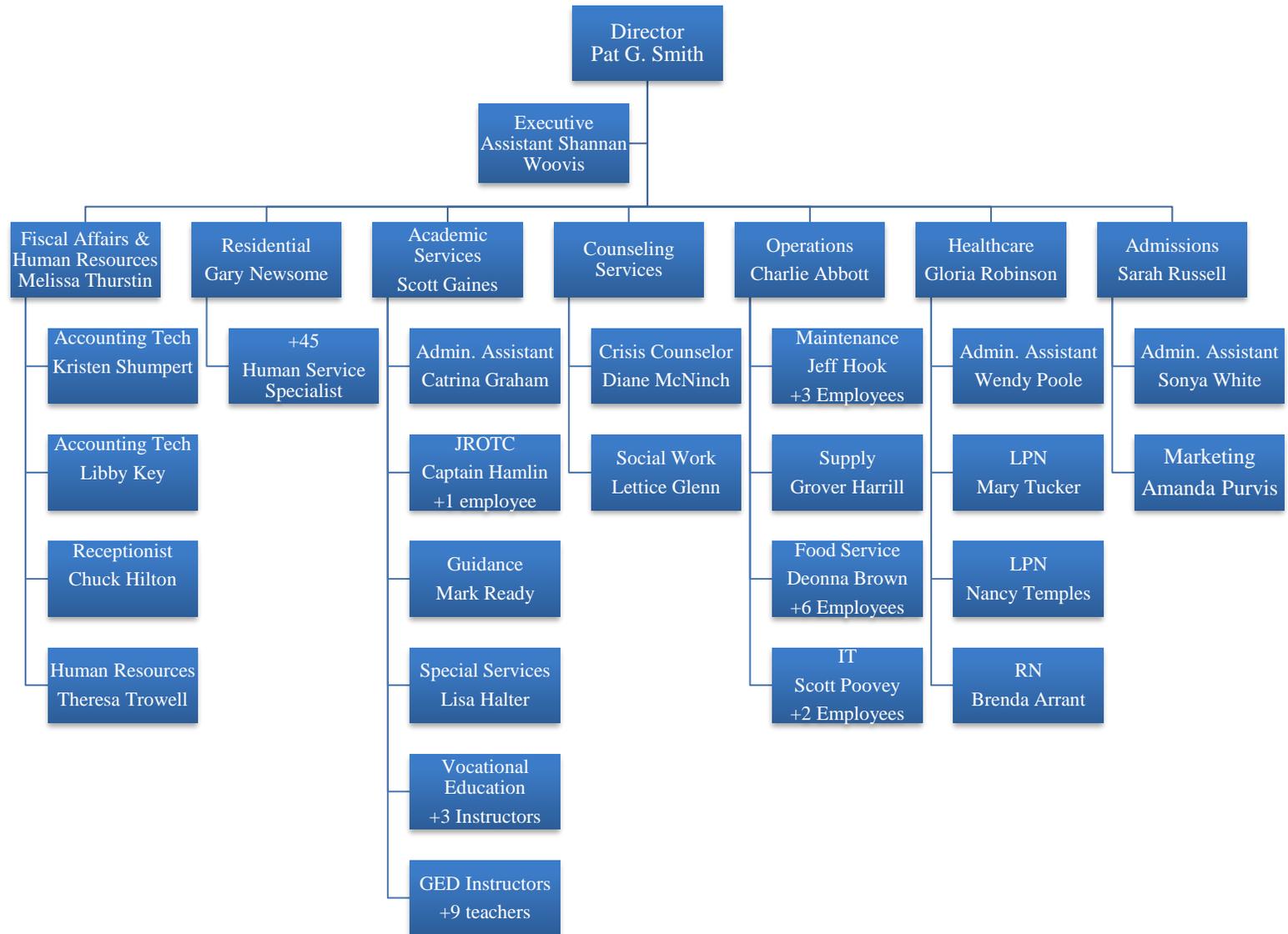
Since 1921, the Wil Lou Gray Opportunity School has served that student, who for whatever reason, became undereducated or below grade for age. Our focus has been to provide basic education to narrow their skills deficit in order for them to achieve success and independence. The Opportunity School has perfected an array of strategies to aid our students in becoming self-reliant. Should our mission objectives fall short, the students we serve would not fulfill their role as productive members of our workforce and society and consequently may fail to bridge the employment gap. In order to minimize this void of critical factors, it is imperative that a priority be placed on the continuation of the Wil Lou Gray Opportunity School as an effective alternative for the drop-out. Such support is based on the recognition of the General Assembly to ensure the school remains a viable way to prevent the liability of adult illiteracy.

RESTRUCTURING RECOMMENDATIONS

1. Establish a program geared toward intervention for students between the ages of 13-15 who may possibly become a drop-out.
2. More intensive, therapeutic counseling for kids who are at risk of dropping out and/or provide guidance for those who have dropped out.
3. Acquisition of statewide 16-18 dropout roster.

S.C. Code Ann. §59-65-470 (2004)
 Wil Lou Gray Opportunity School to have access to list of dropouts.

Wil Lou Gray Opportunity School Board of Trustees



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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Education, Training, and Human Development	Increase enrollment by 5% each trimester until maximum capacity is achieved.
S		1.1			Utilize admissions profiling to monitor enrollment
O			1.1.1		Examine dates of acceptance versus actual registration dates.
O			1.1.2		Register at least 80% of accepted students.
O			1.1.3		Maintain continuous communication through literature and phone calls.
S		1.2			Expand marketing techniques to influence positive enrollment.
O			1.2.1		Increase TV advertising and incorporate internet flagging
O			1.2.2		Track applications for origination and target those areas as needed
O			1.2.3		Broaden exhibit opportunities and personal presentations through additional personnel
O			1.2.4		Preserve communication with all public schools.
G	2			Education, Training, and Human Development	Increase student retention
S		2.1			Provide additional services to students to retain enrollment levels.
O			2.1.1		Assign each student a counselor and monitor academic progress
O			2.1.2		Increase student involvement in community service and extra curricular activities.
O			2.1.3		Preserve WorkKeys testing
S		2.2			Provide safe and secure facility for students.
O			2.2.1		Provide quality food products withint SCDHEC guidelines.
O			2.2.2		Recertify 100% of all cadre and medical staff on methods of managing an at-risk population.
O			2.2.3		Ensure student safety through keyless entry, video monitoring and window alarms.
G	3			Education, Training, and Human Development	Establish academic standards to facilitate GED pass rate of 80% tested.
S		3.1			Increase TABE results by 1 month above average in math and reading.
O			3.1.1		Maintain efficient and effective student:teacher ratio
O			3.1.2		Integrate technology based instruction in core cirriculum
O			3.1.3		Sustain buddy-system learning as well as on-site tutoring
S		3.2			Provide effective teaching staff

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Program Template

Program/Title	Purpose	FY 2016-17 Expenditures (Actual)				FY 2017-18 Expenditures (Projected)				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
Administration	Provides executive leadership, support, policy development, personnel, financial and other related administrative services. Includes reception and switchboard duties for the entire campus.	\$ 436,427	\$ -	\$ -	\$ 436,427	\$ 465,393	\$ -	\$ -	\$ 465,393	ALL
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.	\$ 1,753,752	\$ 627,890	\$ -	\$ 2,381,642	\$ 1,603,766	\$ 643,694	\$ -	\$ 2,247,460	2.1.1, 2.1.3, 2.1.3, 3.1.1, 3.1.2, 3.1.3, 3.2.1, 3.2.2 & 3.2.3
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.	\$ 226,810	\$ 79,566	\$ -	\$ 306,376	\$ 228,171	\$ 130,457	\$ -	\$ 358,628	2.1.2, 2.1.3, 3.1.1, 3.1.2 & 3.1.3
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.	\$ 56,587	\$ 40,700	\$ -	\$ 97,287	\$ 41,885	\$ 42,232	\$ -	\$ 84,116	2.1.3, 3.1.2 & 3.1.3
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.	\$ 1,840,044	\$ -	\$ -	\$ 1,840,044	\$ 2,008,034	\$ 33,000	\$ -	\$ 2,041,034	1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 1.2.3, 1.2.4, 2.1.2 & 2.2.2
Support Services	Procurement, Building & grounds maintenance & cafeteria operation for a school that operates 24 hours a day, 7 days a week. Technology staff operate & maintain computer, telephone, timekeeping and keyless entry systems.	\$ 1,920,866	\$ 104,321	\$ 117,435	\$ 2,142,622	\$ 1,828,237	\$ 744,821	\$ 240,000	\$ 2,813,058	1.1.3, 1.2.1, 1.2.2, 1.2.4, 2.1.3, 2.2.1, 2.2.3 & 3.1.2
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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
1	59-51-10	State	Statute	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.	No	No
2	59-51-20	State	Statute	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.	Yes	Yes
3	59-51-30	State	Statute	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.	No	Yes
4	59-51-40	State	Statute	Powers and duties of Board defined, as well as gifts and conveyances.	No	No
5	59-51-50	State	Statute	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.	No	Yes
6	5.1	State	Proviso	The Opportunity School will incorporate into its program services for students, ages fifteen and over, who are deemed truant; and will cooperate with the Department of Juvenile Justice, the Family Courts, and School districts to encourage the removal of truant students to the Opportunity School when such students can be served appropriately by the Opportunity School's program.	Yes	Yes
7	5.2	State	Proviso	Students attending school at the Wil Lou Gray Opportunity School that are sixteen years of age and are unable to remain enrolled due to the necessity of immediate employment or enrollment in post-secondary education may be eligible to take the General Education Development (GED) Test.	Yes	Yes
8	5.3	State	Proviso	Wil Lou Gray is authorized to carry forward into the current fiscal year the amount of the deferred salaries and employer contributions earned in the prior fiscal year for non-twelve month employees. These deferred funds are not to be included or part of any other authorized carry forward amount	No	No
9	5.4	State	Proviso	The Trustees of the Wil Lou Gray Opportunity School may carry out improved forestry practices on the timber holdings of the school property and apply the revenues derived from them and any other revenue source on the property for the further improvement and development of the school forest and other school purposes.	No	No

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Objective(s)
SC Department of Education	State Government	Define education guidelines for the academic department, including Office fo Exceptional Children.	1.2.4, 3.1.1, 3.1.2, 3.2.1, 3.2.2 and 3.2.3
SC Vocational Rehabilitation	State Government	Provide additional assistance in job training skills for those students who qualify.	2.1.2 and 2.1.3
Lexington County School District II	K-12 Education Institute	GED and WorkKeys testing services	1.2.4 and 2.1.4
South Carolina High Schools	K-12 Education Institute	Collaborative efforts to disseminate school records for admission to Wil Lou Gray.	1.2.3 and 1.2.4
South Carolina Middle Schools	K-12 Education Institute	Collaborative efforts to disseminate school records for admission to Wil Lou Gray.	1.2.3 and 1.2.4
South Carolina Private Schools	K-12 Education Institute	Collaborative efforts to disseminate school records for admission to Wil Lou Gray.	1.2.3 and 1.2.4
South Carolina DJJ	State Government	Collaborative efforts to disseminate school records for admission to Wil Lou Gray.	1.2.3, 1.2.4 and 2.1.2
USDA	Federal Government	National School Lunch and Breakfast Program	2.2.1
American Red Cross	Non-Governmental Organization	Community Service project for students to participate.	2.1.2
South Carolina DSS	State Government	Coordinate student placement and subsequent meetings.	1.2.4
National Safety Council	Non-Governmental Organization	ForkLift Driver Training	2.1.2
University of South Carolina	Higher Education Institute	Counseling Internships	2.1.1
Columbia International University	Higher Education Institute	Counseling Internships	2.1.1
South University	Higher Education Institute	Counseling Internships	2.1.1
Webster University	Higher Education Institute	Counseling Internships	2.1.1
Cayce-West Columbia Jaycees	Non-Governmental Organization	Provide retail work experiences	2.1.2
Lexington County Recreation Commission	Local Government	Team recreational opportunities	2.1.2
Cayce-West Columbia Chamber of Commerce	Professional Association	Marketing exposure	1.2.3
SC School Boards Association	Professional Association	Marketing exposure	2.2.2 and 3.2.2
SC Association of School Administrators	Professional Association	Marketing exposure	2.2.2 and 3.2.2
Occupational Safety Hazard Association	Federal Government	OSHA 10 Safety Training	2.1.2
Council for Exceptional Children	Professional Association	Updates on best practices for our special needs population	3.2.1 and 3.2.2
SC DHEC	State Government	Monitors food service operation and health care	2.2.1

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Report Template

Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	Accountability Report	SC Department of Administration	State	Annually	September 8, 2017	Detailed analysis of the WLGOS budget and pertinent documents related to the overall mission and vision of the agency.	scstatehouse.gov
2	Restructuring Report	House Legislative Oversight Committee	State	Annually	January 11, 2016	Overall agency summary	scstatehouse.gov
3	Agency Budget Plan	Executive Budget Office, Revenue and Fiscal Affairs Office and General Assembly	State	Annually	September 30, 2016	Fiscal year budget request	scstatehouse.gov
4	School Report Card	Education Oversight Committee	State	Annually	August 22, 2017	Overall school rating based on pre-determined criteria.	ed.sc.gov
5	Monthly Reimbursement Claim	(SC Department of Education) USDA	Federal	Monthly	End of each month	Daily meal count.	
6	WLGOS Review	Senate Education Oversight Subcommittee	State		March 1, 2016	Overall description of agency	scstatehouse.gov
7	Agency Head Evaluation						
7A	Planning Documents	Agency Head Salary Commission	State	Annually	August 25, 2017	Objective and Standards required of the Agency Director.	sfaa.sc.gov
7B	Evaluation Documents	Agency Head Salary Commission	State	Annually	July 13, 2017	Performance Review of the Agency Director.	sfaa.sc.gov
8	Statement of Economic Interest	SC State Ethics Commission	State	Annually	March 30, 3017	Individual ethics report	ethics.sc.gov
9	SC Managerial Position Description	Agency Head Salary Commission	State		August 16, 2016	Position description for the Agency Head	sfaa.sc.gov
10	MBE Report	Office of Minority Business	State	Quarterly	Quarterly	Summary report of expenditures with minority owned businesses	osmba.sc.gov
11	Procurement Reports	SC Materials Management Office	State	Quarterly	Quarterly	Emergency sole source and unauthorized procurements	procurement.sc.gov
12	Energy Use Report	SC Department of Energy	State	Annually	September 15, 2016	Report of agency energy consumption for the year	energy.sc.gov
13	Capitol Improvement Plan	State Fiscal Accountability Authority	State	Annually	June 30, 2017	Construction Planning	sfaa.sc.gov
14	Equal Employment Opportunity Commission	SC Human Affairs Commission	State	Annually	October 30, 2016	Report on employee demographics by race and sex	schac.sc.gov
15	Bonus and Salary Supplement Report	SC Division of State Human Resources	State	Annually	Quarterly	Agency bonus and salary supplements	admin.sc.gov
16	Agency Recycling Report	SC DHEC	State	Annually	September 1, 2017	Recycled material disposal	scdhec.gov
17	Employee Performance Management System	Department of Administration	State	Annually	January 1, 2017	Employee Performance Analysis	admin.sc.gov
18	Special Education Reports						
18A	Child Count and Environment	SC Department of Education	State	Annually	December 4, 2016	Student count and residential component discription	ed.sc.gov
18B	Personnel	SC Department of Education	State	Annually	February 21, 2017	Academic Personnel	ed.sc.gov
18C	Indicator 14-Outcomes	SC Department of Education	State	Annually	March 8, 2017	Student academic success	ed.sc.gov
18D	Table 5- Discipline Report	SC Department of Education	State	Annually	July 6, 2017	Student Discipline	ed.sc.gov
18E	Table 4-Exit Report	SC Department of Education	State	Annually	August 9, 2017	Exit review on students who graduate with high school diploma	ed.sc.gov

