

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

**Fiscal Year 2017-18
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.

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

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

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

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I have reviewed and approved the enclosed FY 2017-18 Accountability Report, which is complete and accurate to the extent of my knowledge.

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

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

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AGENCY'S DISCUSSION AND ANALYSIS

The 2017-2018 academic year at Wil Lou Gray almost paralleled the record-breaking results of 2016-2017. As our goal remains delivering productive and successful academia to at-risk youth, 194 students, of the 399 enrolled, received their GED as a result of these collective efforts. The annual goal for acquired GEDs is 165, so we were once again more than elated to achieve results of 49% greater than our target. For the past five years we have seen a remarkable increase in our productivity of GEDs, which we attribute to the perfect balance of technology and personal instruction. In accomplishing results such as these, it should be noted that 18% of the students did so while having an IEP. (See 1.1A and 1.1B).

Admissions Profile 1.1A

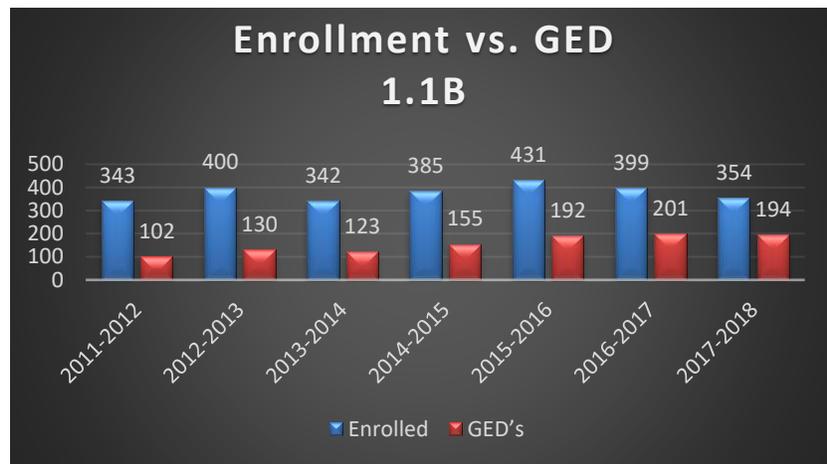
	Applied	Accepted	Enrolled	GEDs	IEPs
2011-2012	895	436	343	102	
2012-2013	1204	512	400	130	
2013-2014	1159	453	342	125	
2014-2015	966	463	385	155	
2015-2016	1342	527	431	192	33
2016-2017	1229	479	399	201	36
2017-2018	1013	414	354	194	34

Over the past two years, the Opportunity School has noticed a downward trend in the number of students who apply. There are more competing alternative schools which we attribute this to, along with charter schools and on-line academic sources.

Although these sources may affect our applications, it hasn't affected our GED success rate.

Actually, our GED success rate has increased dramatically since

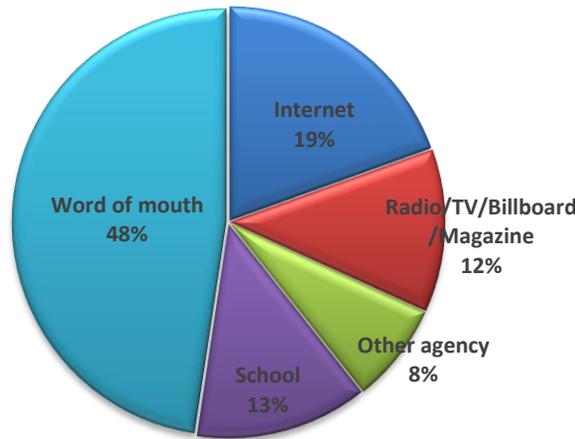
the 2014-2015 academic school year. To counteract the possibility of further ramifications, the Admissions Department amended the student application to question how each student discovered the program at Wil Lou Gray. Of the 651 students who responded to this question, word of mouth is the biggest referral source for our program. See 1.1C



During this past academic year, the Counseling Department focused on an objective which has always been a concern at the Opportunity School, retention. Purchased entirely with the intent of tracking resiliency assessment and academic risk, Scholar Centric has proven to be a great asset for the entire school. With this new software program, the counselors are capable of projecting a student's success

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Students Referrals 1.1C

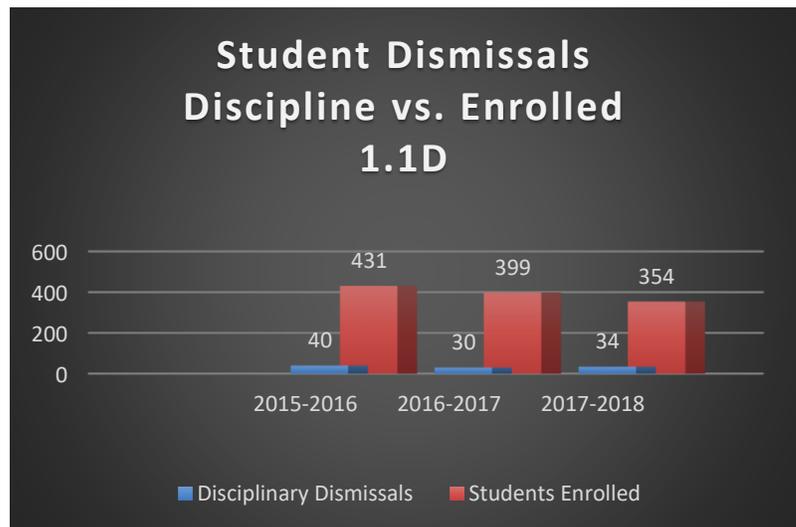


rate in completing the program and obtaining their GED. More importantly, it allows for prevention counseling among these specific students and promotes a healthier retention rate at Wil Lou Gray. Additionally, and with cooperation from the Academic Department, a more detailed lesson plan can be adapted to meet the needs of these students and effectively prepare them to test with successful results, and with nearly 30% of the student population requiring special education services this tool has been

very helpful. This program self-identified 28 students in the population who were 60% or more at risk of academic failure. In doing so, 13 of these students received their GED with the added counseling.

Not only has the Counseling Department helped identify those students more susceptible to being at-risk academically, but they have also assisted in decreasing discipline dismissals. In cooperation with several colleges and universities in the Columbia area, the counseling department is more equipped with interns capable of handling student issues requiring more in-depth sessions. With five interns, the Opportunity School provided 74 hours of therapy a week during the previous academic year. It is mandatory that each student participate in a regularly scheduled weekly session, which has proven to be advantageous with student dismissals. Since 2015, and with the assistance of additional counselors, we have seen a dramatic decrease in student discipline dismissals. During the 2017-2018 academic year, we only lost 34 students due to discipline issues, only 9.6% of our population. See 1.1D

Another objective which the Opportunity School deems important is student post-graduation success. Previous years have proven to be a challenge in student communication once program completion is achieved, so in 2017-2018 a strategy was created to revamp the benchmarks. The at-risk students served at Wil Lou Gray come

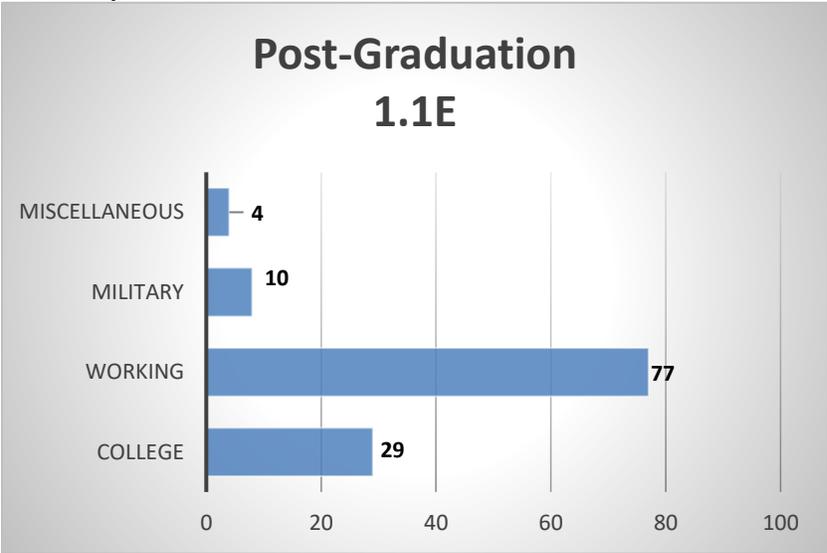


from very diverse social backgrounds, becoming a hindrance in maintaining personal contact throughout

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the year. Determined to achieve better results, students are individually questioned as they return for graduation exercises. The inception of this questionnaire allowed the Opportunity School to validate the location and careers of 58% of our students from 2017-2018. See 1.1E. It is important to know the positive roles these students are offering society, not only for Wil Lou Gray, but also the citizens of South Carolina. Of the 354 students who attended during 2017-2018, we provided services to student from 39 counties, which represents 85% of South Carolina. See Map 1.1F

In preparation for life after Wil Lou Gray, the academic portion of the program provides each student with options for career advancement in society. An academic counselor creates an individualized guidance plan for all students to assist them in their future endeavors, whether it is to pursue a job, post-secondary schooling, military aspirations or basic resume preparation. Students are required to take the ASVAB and the WorkKeys Assessment, which is a tool used throughout South Carolina by employers to evaluate a variety of employment skills. During 2017-2018, over 46% of the students received a WorkKeys card, silver and above, and more than 35% passed the ASVAB with a 31 or greater. For those students who chose to focus on a vocational skill, OSHA 10, forklift training, wood shop, driver’s training, automotive training and computer digital design are offered. From the day of registration to the last day of school, our mission is to provide these students with the necessary tools to succeed in today’s society.



The Opportunity School is fortunate to have partnerships with entities who are proactive in assisting at-risk youth as well. We are in the fifth year of working with Lexington School District Two and Lexington District Four Adult Education. With this partnership Wil Lou Gray students are provided educational guidance, technical assistance, assessment materials and student services. By doing this, the students are given direct access to an instructor who provides diploma and GED instruction. The partnership provides many opportunities offered in an Adult Education program within our highly structured school program.

Always in search of new ideas, we are pleased to announce a new partnership to our program starting 2018-2019. The two-year partnership with Wil Lou Gray is with South Carolina Youth Lead, a non-profit organization. South Carolina Youth Lead empowers at-risk youth who have been affected by poverty, psychological and educational barriers through school and community-based services. For an hour, students work on empowerment activities that lead to improved self-worth and instilled with a self-sense of future achievement. Continuing into the weekend, leadership is conducted through a spiritual curriculum, which is voluntary for faith-based students.

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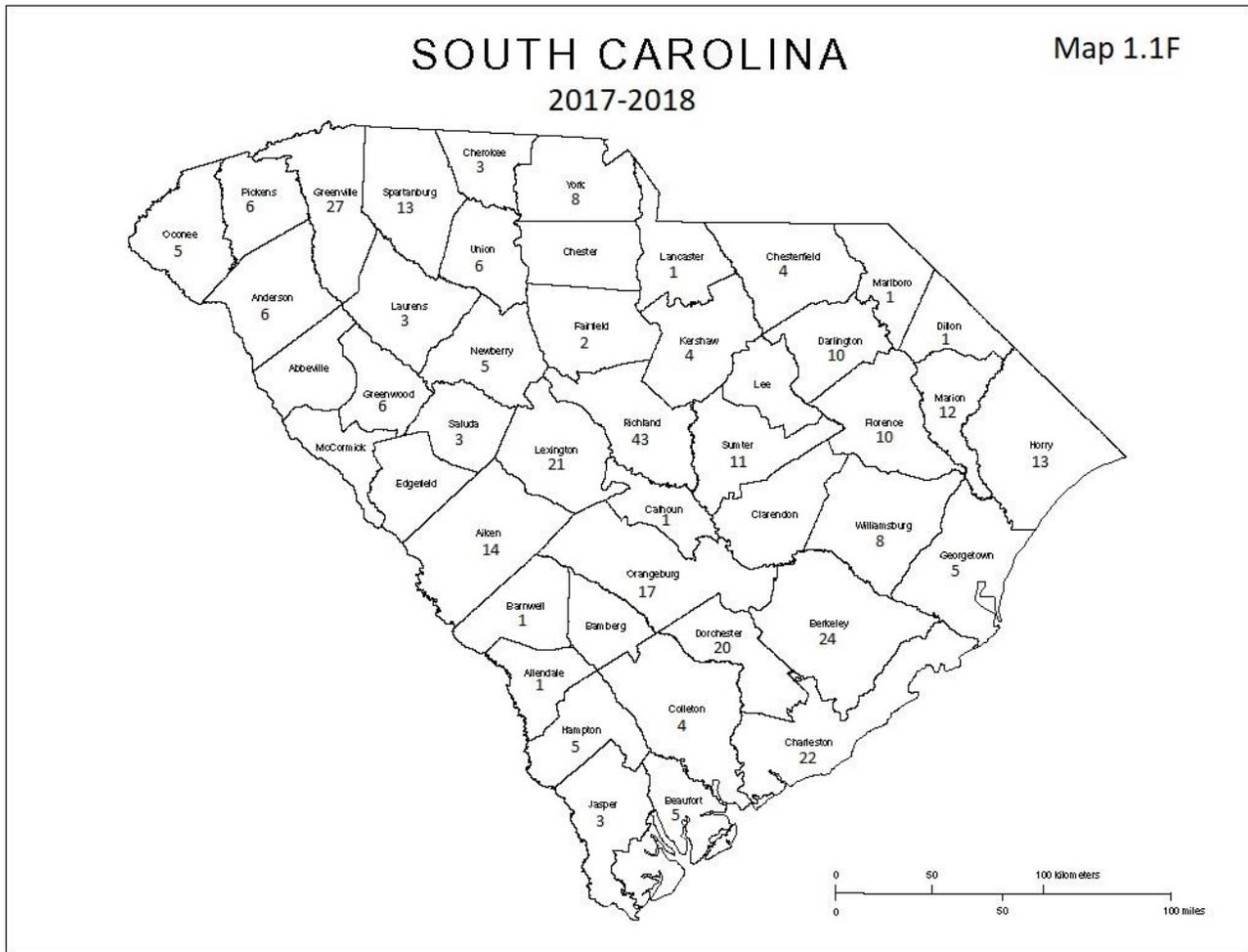
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In cooperation with South Carolina Vocational Rehabilitation, The Opportunity School was awarded a new pilot program, Out of School Jobs for America’s Graduates, OOS JAG, in the amount of \$200,000. This state-based national non-profit organization is dedicated to preventing dropouts among young people who have serious barriers to graduation and/or employment. The primary mission of this program is to recover dropouts and to provide an array of counseling, employability and technical skills development, job development, job placement services and educational placement. These services are designed to produce employability after graduation and/or enrollment in a postsecondary education and training program.

Setting the perfect goals, strategies and objectives enabled Wil Lou Gray to continue producing positive results in every aspect of the program environment. 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 194 GED success stories that we graduated on June 8, 2018. 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. Through the vision of the late Dr. Wil Lou Gray, more than 32,200 students have been provided the proper education to be

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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.

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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.

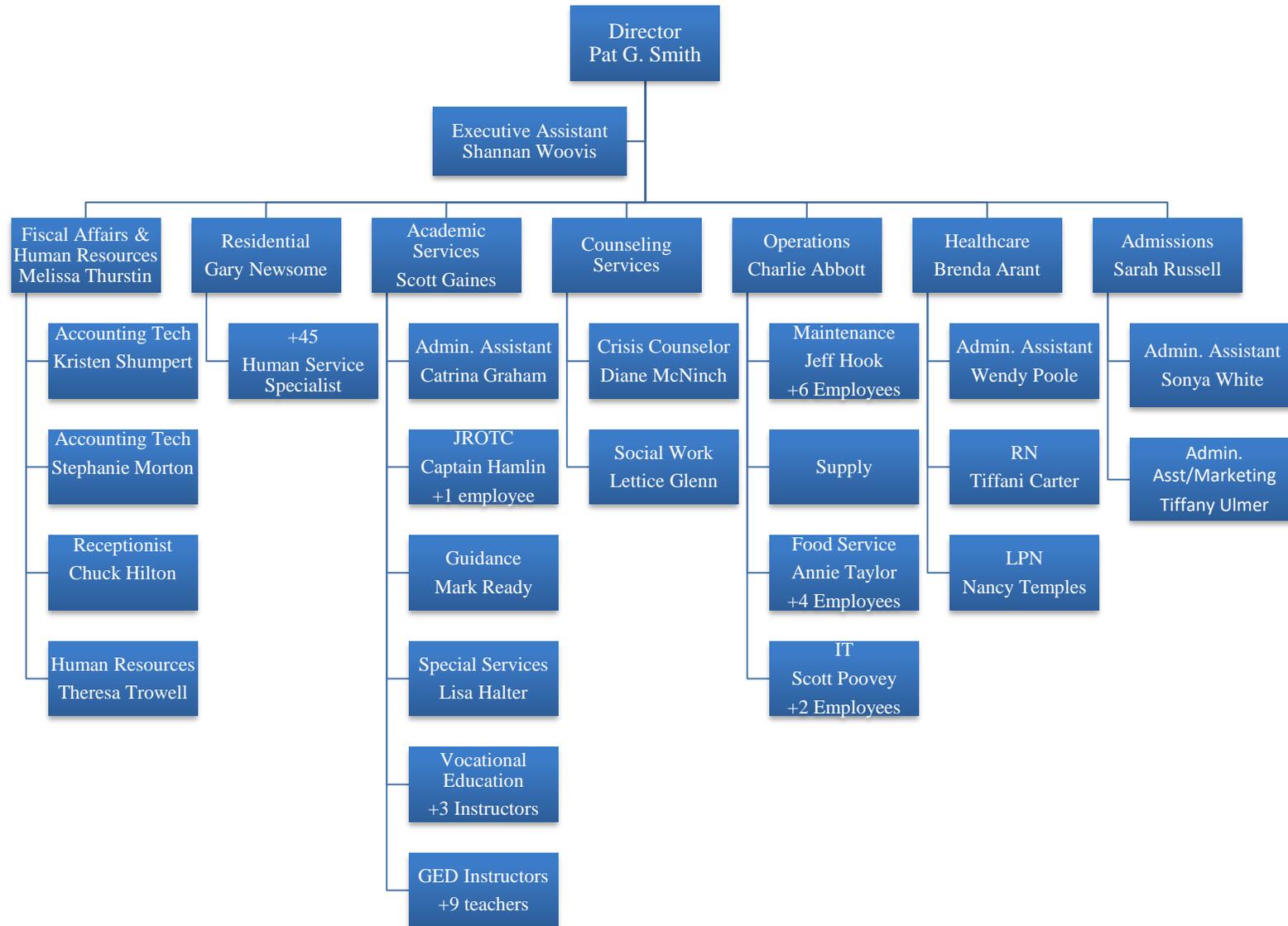
RESTRUCTURING RECOMMENDATIONS

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 and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Education, Training, and Human Development	G	1			Provide productive educational services to students between the ages of 16 and 19.							
	S	1.1			Maintain and evaluate testing outcomes annually							
	M		1.1.1	Track student GED success	201	165	194	July 1- June 30	WLGOS Academic Department and SCDOE School Report Card	# students passing GED	Provides agency success rate in number of GEDs achieved by students.	
	M		1.1.2	Monitor Math TABE results	18	20	18	July 1- June 30	WLGOS Academic Department and SCDOE School Report Card	Months advancement in Math	Provides student progress in mathematics and establishes effectiveness of academia in classroom.	
	M		1.1.3	Monitor ELA TABE results	21	20	18	July 1- June 30	WLGOS Academic Department and SCDOE School Report Card	Months advancement in ELA	Provides student progress in ELA and establishes effectiveness of academia in classroom.	
	M		1.1.4	Provide effective special needs educational services	100%	100%	100%	July 1- June 30	WLGOS Academic Department and SC Department of Education	IEP data reporting to SCDOE	Indicates that all requirements for IEP reporting are implemented and reported to SCDOE.	
	M		1.1.5	Provide WorkKeys Assessment	33%	50%	46%	July 1- June 30	WLGOS Academic Department and Lexington School District II	Number students tested/students scoring over Bronze level	Indicator of student readiness in the workplace.	
	S	1.2			Evaluate customer outreach upon graduation							
	M		1.2.1	Monitor student success through graduate survey	n/a	75%	62%	July 1- June 30	WLGOS Admissions Department	Percentage of students surveyed who got GED	Validates student success post graduation.	
Education, Training, and Human Development	G	2			Enroll and retain student population for each 14-week session							
	S	2.1			Increase student enrollment through enhanced marketing techniques							
	M		2.1.1	Monitor student application origin	n/a	75%	64%	July 1- June 30	WLGOS Admissions Department	Number of students who reply to "How did you hear of WLGOS?" on application, percentage.	Assists in marketing strategies.	
	M		2.1.2	Monitor counties receiving services	43	46	39	July 1- June 30	WLGOS Admissions Department	Counties served out of 46	Assists in marketing strategies.	
	S	2.2			Monitor and retain student enrollment through admissions profiling							
	M		2.2.1	Detailed tracking of student enrollment	399	383	354	July 1- June 30	WLGOS Admissions Department	Number of students who enroll	Assists in marketing strategies and maintains overall progression of WLGOS Admissions Department.	
	M		2.2.2	Provide counseling services to all students	100%	100%	100%	July 1- June 30	WLGOS Counseling Department	Number of students counseled, percentage	Assists in retention rate and student academic success.	
	-											
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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Education, Training, and Human Development	G	1			Provide productive educational services to students between the ages of 16 and 19.							
	S	1.1			Maintain and evaluate testing outcomes annually							
	M		1.1.1	Track student GED success	194	165		July 1 - June 30	WLGOS Academic Department and SCDOE School Report Card	# students passing GED	Provides agency success rate in number of GEDs achieved by students.	
	M		1.1.2	Monitor Math TABE results	18	20		July 1 - June 30	WLGOS Academic Department and SCDOE School Report Card	Months advancement in Math	Provides student progress in mathematics and establishes effectiveness of academia in classroom.	
	M		1.1.3	Monitor ELA TABE results	18	20		July 1 - June 30	WLGOS Academic Department and SCDOE School Report Card	Months advancement in ELA	Provides student progress in ELA and establishes effectiveness of academia in classroom.	
	M		1.1.4	Provide effective special needs educational services	100%	100%		July 1 - June 30	WLGOS Academic Department and SC Department of Education	IEP data reporting to SCDOE	Indicates that all requirements for IEP reporting are implemented and reported to SCDOE.	
	M		1.1.5	Provide WorkKeys Assessment	46%	50%		July 1 - June 30	WLGOS Academic Department and Lexington School District II	Number students tested/students scoring over Bronze level	Indicator of student readiness in the workplace.	
	S	1.2			Evaluate customer outreach upon graduation							
	M		1.2.1	Monitor student success through graduate survey	62%	75%		July 1 - June 30	WLGOS Admissions Department	Percentage of students surveyed who got GED	Validates student success post graduation.	
Education, Training, and Human Development	G	2			Enroll and retain student population for each 14-week session							
	S	2.1			Increase student enrollment through enhanced marketing techniques							
	M		2.1.1	Monitor student application origin	64%	75%		July 1 - June 30	WLGOS Admissions Department	Number of students who reply to "How did you hear of WLGOS?" on application, percentage.	Assists in marketing strategies.	
	-		2.1.2	Monitor counties receiving services	39	46		July 1 - June 30	WLGOS Admissions Department	Counties served out of 46	Assists in marketing strategies.	
	S	2.2			Monitor and retain student enrollment through admissions profiling and activity involvement.							
	M		2.2.1	Detailed tracking of student enrollment	354	383		July 1 - June 30	WLGOS Admissions Department	Number of students who enroll	Assists in marketing strategies and maintains overall progression of WLGOS Admissions Department.	
	-		2.2.2	Provide counseling services to all students	100%	100%		July 1 - June 30	WLGOS Counseling Department	Number of students counseled, percentage	Assists in retention rate and student academic success.	
	-		2.2.3	Track student involvement in all extracurricular activities offered	n/a	85%		July 1 - June 30	WLGOS Academic Department	Percentage of students who participate in activities.	Assists in student success and retention.	
	-		2.2.4	Monitor teacher:student ratio	n/a	14 to 1		July 1 - June 30	WLGOS Academic Department	Average of teacher:student ratio	Assists in student success and retention.	
Education, Training, and Human Development	G	3			Maintain Human Resource standards to meet the overall mission of The Opportunity School							
	S	3.1			Provide quality working environment to promote healthy employee retention							

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Program Template

Program/Title	Purpose	FY 2017-18 Expenditures (Actual)				FY 2018-19 Expenditures (Projected)				Associated Measure(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.	\$ 447,657	\$ 37,656		\$ 485,313	\$ 465,979			\$ 465,979	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.	\$ 1,779,947	\$ 640,475		\$ 2,420,421	\$ 1,625,532	\$ 182,500		\$ 1,808,032	ALL
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.	\$ 187,892	\$ 89,518		\$ 277,410	\$ 233,666	\$ 25,000		\$ 258,666	ALL
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.	\$ 63,724	\$ 8,709		\$ 72,433	\$ 44,530			\$ 44,530	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5
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.	\$ 1,844,657	\$ 10,468		\$ 1,855,125	\$ 2,026,589	\$ 33,000		\$ 2,059,589	1.1.1, 1.2.1, 2.1.1, 2.1.2, 2.2.1
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.	\$ 1,762,982	\$ 22,437	\$ 114,472	\$ 1,899,891	\$ 1,831,009	\$ 744,821	\$ 240,000	\$ 2,815,830	ALL
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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 your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
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 - Does not relate directly to any agency deliverables		
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	Report our agency must/may provide	
3	59-51-30	State	Statute	Board of Trustees to be elected by General Assembly, composed of 12 elected members. Members will serve a four year term.	No	No - Does not relate directly to any agency deliverables		
4	59-51-35	State	Statute	Mandated board training for all board members with specific training requirements, within one year of taking office.	No	No - Does not relate directly to any agency deliverables		
5	59-51-40	State	Statute	Powers and duties of Board defined, as well as gifts and conveyances.	No	No - Does not relate directly to any agency deliverables		
6	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	No - But relates to manner in which one or more agency deliverables is provided		
7	5.1	State	FY 2017-18 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	Report our agency must/may provide	
8	5.2	State	FY 2017-18 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	Other service or product our agency must/may provide	Offering prevocational training, job readiness and GED testing.
9	5.3	State	FY 2017-18 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 - But relates to sources of funding for one or more agency deliverables		
10	5.5	State	FY 2017-18 Proviso	Wil Lou Gray Opportunity School is authorized to utilize funds received from the Department of Education for vocational equipment on educational program initiatives.	No	No - But relates to sources of funding for one or more agency deliverables		
11	5.6	State	FY 2017-18 Proviso	Wil Lou Gray Opportunity School is authorized to retain revenues derived from the lease of school properties titled to or utilized by the school and may use revenues retained for general school operations, including, but not limited to, maintenance of such properties. Unexpended funds may be carried forward into the current fiscal year and used for the same purposes.	No	No - But relates to manner in which one or more agency deliverables is provided		
12	5.7	State	FY 2017-18 Proviso	All revenues generated from USDA federal grants may be retained and expended by the school in accordance with Federal regulations for the purpose of covering actual expenses in the cafeteria/food service operations of the school.	No	No - But relates to manner in which one or more agency deliverables is provided		

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)
SC Department of Education	State Government	Define education guidelines for the academic department, including Office fo Exceptional Children.	1.1.1, 1.1.2, 1.1.3, 1.1.4 and 2.2.1
SC Vocational Rehabilitation	State Government	Provide additional assistance in job training skills for those students who qualify.	1.1.4 and 2.2.2
Lexington County School District II	K-12 Education Institute	GED and WorkKeys testing services	1.1.1 and 1.1.5
South Carolina High Schools	K-12 Education Institute	Collaborative efforts to disseminate school records for admission to Wil Lou Gray.	1.1.1, 1.1.4, 2.2.1
South Carolina Middle Schools	K-12 Education Institute	Collaborative efforts to disseminate school records for admission to Wil Lou Gray.	1.1.1, 1.1.4, 2.2.1
South Carolina Private Schools	K-12 Education Institute	Collaborative efforts to disseminate school records for admission to Wil Lou Gray.	1.1.1, 1.1.4, 2.2.1
South Carolina DJJ	State Government	Collaborative efforts to disseminate school records for admission to Wil Lou Gray.	1.1.1, 1.1.4, 2.2.1
USDA	Federal Government	National School Lunch and Breakfast Program	2.2.1
South Carolina DSS	State Government	Coordinate student placement and subsequent meetings.	1.1.1, 2.1.1, 2.1.2 and 2.2.1
National Safety Council	Non-Governmental Organization	ForkLift Driver Training	2.2.1 and 2.2.2
University of South Carolina	Higher Education Institute	Counseling Internships	2.2.2
Columbia International University	Higher Education Institute	Counseling Internships	2.2.2
South University	Higher Education Institute	Counseling Internships	2.2.2
Webster University	Higher Education Institute	Counseling Internships	2.2.2
Cayce-West Columbia Jaycees	Non-Governmental Organization	Provide retail work experiences	2.2.1 and 2.2.2
Lexington County Recreation Commission	Local Government	Team recreational opportunities	2.2.1 and 2.2.2
Cayce-West Columbia Chamber of Commerce	Professional Association	Marketing exposure	2.1.2
SC School Boards Association	Professional Association	Marketing exposure	2.1.2
SC Association of School Administrators	Professional Association	Marketing exposure	2.1.2
Occupational Safety Hazard Association	Federal Government	OSHA 10 Safety Training	2.2.1 and 2.2.2
Council for Exceptional Children	Professional Association	Updates on best practices for our special needs population.	1.1.4
SC DHEC	State Government	Monitors food service operation and health care.	2.2.1

