



State of New Jersey
DEPARTMENT OF EDUCATION

CHRIS CHRISTIE
Governor

KIM GUADAGNO
Lt. Governor

KIMBERLEY HARRINGTON
Commissioner

October 30, 2017

Ms. Laura Winters, Superintendent
Lakewood School District
lwinters@piners.org

Dear Ms. Winters:

Pursuant to the requirements of N.J.A.C. 6A:30, the Lakewood School District has undergone the Quality Single Accountability Continuum (QSAC) review. Based on that review, the district has been placed on a continuum in five areas: instruction and program, fiscal management, governance, operations and personnel. The complete QSAC results, including county office verification of the district's self assessment, are enclosed. The placement scores are listed below:

QSAC Areas	Initial Placement
Instruction and Program	54%
Fiscal Management	56%
Governance	66%
Operations	95%
Personnel	100%

These placement results will be provided to the State Board of Education at an upcoming meeting. Please be advised that QSAC regulations require your board of education to report these placement results at the next regularly scheduled board meeting.

Pursuant to N.J.A.C. 6A:30-4.1(f), if you believe that any indicators were scored incorrectly, you have seven days from the receipt of this letter to submit a written reconsideration request. Email your request to qsac@doe.state.nj.us.

Your district did not satisfy at least 80% of the weighted indicators in the areas of instruction and program, fiscal management and governance. QSAC regulations require you to complete a district improvement plan (DIP) to address all noncompliant indicators. You will receive instructions for developing your DIP in a separate memo. The deadline for submission of the board-approved DIP is January 15, 2018. We look forward to working with you in your improvement efforts.

Sincerely,

Robert L. Bumpus
Assistant Commissioner
Division of Field Services

RLB:JP:lakewood/initial review
Enclosures
c: Margaret Nicolosi

Instruction and Program			Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments	
1. The district meets the Annual Measurable Objective (AMO) in language arts literacy (LAL) for the district's total population.	Assessment data provided by NJDOE	3	0	0		
2. The district meets the Annual Measurable Objective (AMO) in mathematics for the district's total population.	Assessment data provided by NJDOE	3	0	0		
Directions for indicator A3a through A3h: Each district may only receive credit for one indicator depending on the percentage of proficiency of the total student population or the progress made by the total student population. The maximum number of points that a district may receive for A3a through A3d is 10.						
3. Language Arts Literacy (LAL) State assessment data for the district's total student population shows one of the following:						
a. At least 95% of the total student population achieved proficiency (proficient plus advanced proficient) in the most recent year assessed (NJDOE goal); or	Assessment data provided by NJDOE	10	0	0		
b. At least 85%-94.9% of the total student population achieved proficiency (proficient plus advanced proficient) in the most recent year assessed; or	Assessment data provided by NJDOE	8	0	0		

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
c. At least 75%-84.9% of the total student population achieved proficiency (proficient plus advanced proficient) in the most recent year assessed; or	Assessment data provided by NJDOE	6	0	0	
d. At least a 5% decrease in the achievement gap or difference between the NJDOE goal (95%) and the district's prior year's proficiency percentage of the total student population; or	Assessment data provided by NJDOE	5	0	0	
e. At least a 4% decrease in the achievement gap or difference between the NJDOE goal (95%) and the district's prior year's proficiency percentage of the total student population; or	DPR Assessment Worksheet provided by NJDOE	4	0	0	
f. At least a 3% decrease in the difference between the NJDOE goal (95%) and the district's prior year's proficiency percentage of the total student population; or	DPR Assessment Worksheet provided by NJDOE	3	0	0	

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
g. At least a 2% decrease in the difference between the NJDOE goal (95%) and the district's prior year's proficiency percentage of the total student population;	DPR Assessment Worksheet provided by NJDOE	2	0	0	
h. At least a 1% decrease in the achievement gap or difference between the NJDOE goal (95%) and the district's prior year's proficiency percentage of the total student population.	DPR Assessment Worksheet provided by NJDOE	1	0	0	
Subtotal - #3			0	0	

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
<p>Directions for indicator 4a through 4d: Each district may only receive credit for one indicator depending on the percentage of proficiency of the total student population or the progress made by the total student population. The maximum number of points that a district may receive for 4a through 4h is 10.</p> <p>4. Mathematics assessment data for the district's total student population shows one of the following:</p>					
a. At least 95% of the total student population achieved proficiency (proficient plus advanced proficient) in the most recent year assessed (NJDOE goal); or	Assessment data provided by NJDOE	10	0	0	
b. At least 85%-94.9% of the total student population achieved proficiency (proficient plus advanced proficient) in the most recent year assessed; or	Assessment data provided by NJDOE	8	0	0	
c. At least 75%-84.9% of the total student population achieved proficiency (proficient plus advanced proficient) in the most recent year assessed; or	Assessment data provided by NJDOE	6	0	0	

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
d. At least a 5% decrease in the achievement gap or difference between the NJDOE goal (95%) and the district's prior year's proficiency percentage of the total student population; or	Assessment data provided by NJDOE	5	0	0	
e. At least a 4% decrease in the achievement gap or difference between the NJDOE goal (95%) and the district's prior year's proficiency percentage of the total student population; or	Assessment data provided by NJDOE	4	0	0	
f. At least a 3% decrease in the achievement gap or difference between the NJDOE goal (95%) and the district's prior year's proficiency percentage of the total student population; or	Assessment data provided by NJDOE	3	0	0	
g. At least a 2% decrease in the achievement gap or difference between the NJDOE goal (95%) and the district's prior year's proficiency percentage of the total student population; or	Assessment data provided by NJDOE	2	0	0	

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
h. At least a 1% decrease in the achievement gap or difference between the NJDOE goal (95%) and the district's prior year's proficiency percentage of the total student population.	Assessment data provided by NJDOE	1	0	0	
Subtotal - #4			0	0	
5a. The district has no priority schools as designated by the NJDOE.	Priority and Reward School lists provided by NJDOE	2	0	0	
5b. The district has reward schools as designated by the NJDOE.	Priority and Reward School list provided by NJDOE	2	0	0	
6. At least 70% of the district's total student population, across all grades tested in science, achieved proficient or advanced proficient status on the most recent state science assessments.	Assessment data provided by NJDOE	4	0	0	
Directions for indicator 7A through 7d: Each district may only receive credit for one indicator depending on the percentage of students who graduated from high school by way of the High School Proficiency Assessment (HSPA) in the last academic year. The maximum number of points that a district may receive for 7a through 7d is 4.					
7. The percentage of students who graduated from high school by way of the High School Proficiency Assessment (HSPA) in the last					

Instruction and Program			Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments	
a. at least 95%, according to the most recent NJDOE-published high school graduation rate (<i>N.J.S.A. 18A:7E-3</i>); or	School Performance Reports	4	0	0	County comment: The district's 2016 4-year cohort graduation rate was 75.3%	
b. at least 90%, according to the most recent NJDOE-published high school graduation rate (<i>N.J.S.A. 18A:7E-3</i>); or	School Performance Reports	3	0	0		
c. at least 85%, according to the most recent NJDOE-published high school graduation rate (<i>N.J.S.A. 18A:7E-3</i>); or	School Performance Reports	2	0	0		
d. at least 80%, according to the most recent NJDOE-published high school graduation rate (<i>N.J.S.A. 18A:7E-3</i>).	School Performance Reports	1	0	0		
Subtotal - #7			0	0		
8. The district analyzes student achievement data by comparing each grade level across all schools within the district, similar DFGs and against state averages. The district provides the analysis to each principal and verifies that the data analysis drives instruction and professional development.	District analysis Summary of assessment results by content Explanation of how district prepared analysis	3	1	1		

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
9. Based on state assessment data, the achievement of all subgroup populations is analyzed at the district and school levels. For those populations not meeting AMO targets or showing a stagnant or declining trend, the district investigates and identifies possible causes, including but not limited to those below: Lack of curriculum that is aligned to the New Jersey Core Curriculum Content Standards and Common Core State Standards; lack of consistent focus on academic work using data; insufficient exposure to the NJCCCS and CCSS; use of unaligned instructional materials; inadequate support and/or professional development for teachers for new content and materials; teacher vacancy/substitute teacher; student absence or mobility; failure to meet the annual measurable achievement objective (AMAO) for the percentage of students making progress in learning English; failure to meet the AMAO for the percentage of students attaining English proficiency; other.	District analysis by total population, subgroup, concentration Minutes from curriculum meetings Review of information, issues, and status District action plan to correct areas of concern Letter of achievement of AMAO		4 1	0	County Comment: Without a bilingual child study team, addressing individual strengths and weaknesses remains a challenge.

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
10. For those subgroup populations at the district and school levels that have shown improvement or growth, the district investigates and identifies factors that may have contributed to improvement, including but not limited to those below: Curriculum aligned to the NJCCCS and CCSS; consistent focus on academic work; appropriate use of aligned assessments, both formative and summative; increased exposure to the NJCCCS and CCSS; adoption and implementation of aligned instructional materials; targeted professional development for teachers based on needs assessment and data analysis; employment of full-time, highly qualified teachers; improved student attendance; additional learning support (tutoring, after school, summer school, etc.); increased parent involvement; met the annual measurable achievement objective (AMAO) for the percentage of students making progress in learning English; met the AMAO for the percentage of students attaining English proficiency; other.	District analysis by total population and subgroup(s) Minutes from curriculum meetings Review of information, issues, and status District action plan to correct areas of concern New/revised curriculum New/revised assessments	4	1	0	See comment for #9 above.

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
11. The district implements strategies to support progress or to address deficiencies identified in indicators 1-10 above. The strategies must explicitly link changes in instruction, curriculum, materials, staffing, professional development and support, or other areas to address any and all hypothesized causes through the use of data. The strategies also specify a timeline for implementation with expected outcomes and target dates for resolution.	Analysis and related plan New/revised curriculum, teacher hires or other charges identified in the analysis District/school improvement plans	4	1	1	

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
12. The district assesses the progress of each student in mastering the New Jersey Core Curriculum Content Standards (NJCCCS) and Common Core State Standards (CCSS) at least two times each year, including content areas not included on statewide assessments. Data from rigorous assessments at the district, school and classroom level is used to evaluate, adjust and improve instruction.	Assessment schedule for district, schools, and classrooms Samples of tests Assessment reports Meeting agendas that show review of test scores Test contracts	4	1	1	
13. The district uses a monitoring process to continually improve curriculum implementation for each NJCCCS and CCSS area.	Class schedules, lesson plans, assessment data, data analysis, observations	3	1	1	
14. The curriculum specifies the content to be mastered for each grade and includes clear grade level benchmarks and interim assessments.	Curriculum in each content area Curriculum audit or map Interim assessments	3	1	1	

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
15. The curriculum and information about student strengths and needs are horizontally and vertically articulated among all grades, content areas, schools, and at all specific transition points.	Curriculum in each content area, curriculum audit or map, agendas, sign-in sheets, formative and benchmark assessments, data analysis, interventions	3	1	1	
16. The high school graduation requirements have been implemented for all students based on the implementation schedule in N.J.A.C. 6A:6-5.1.	Board of education resolution, minutes, district/student policy manual, meeting schedules, agendas, curriculum, Education Proficiency Plan (EPP)	2	1	1	

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
17. For each content area:					
a. supervisory practices are implemented to ensure that the curriculum is taught in every classroom; these practices focus on classroom instruction as evidenced by teacher-principal/supervisor discussions and meetings, teacher evaluations and observations, lesson planning, student performance data and walk-throughs.	District policies and procedures Teacher evaluation schedules Lesson plans Professional improvement plans Assessment data	6	1	1	
b. lesson plans are aligned with the curriculum, the NJCCCS and the CCSS, integrate technology and are reviewed at least monthly by principals/supervisors. Each teacher is provided with feedback on lesson planning and implementation.	Teacher observations and evaluation schedules Lessons plans and feedback loop Meeting agendas Board approved curriculum	6	1	1	

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
18. The district requires and verifies that instruction for all students is based on the district's curriculum, instructional materials, media and school library resources and includes instructional strategies, activities and content that meet individual students needs including Individual Education Programs (IEP). "All students" include those students with disabilities, English language learners, gifted and talented students and students in alternative education programs.	Library Skills/Information Literacy/Library Media curriculum Lesson plans Assessment data and analysis Classroom visits Test contracts Recommendation forms Program description Student roster District technology plan	6	1	1	

Instruction and Program		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
19. The district promotes regular attendance of students by adopting and implementing policies and procedures that include expectations and consequences regarding timely arrival and attendance and district responses to unexcused absences. (N.J.A.C. 6A:16-7.8)	District policies and procedures regarding attendance and on-time arrivals (refer to <i>District Review of Checklist for Board-Approved Student Attendance Policies and Procedures</i>), district procedures for responding to unexcused absences and excused absences, records indicating actions taken to prevent and intervene in the cases of absences and truancy that include contacts with parents regarding absences	2	1	1	
20. The district's average daily attendance (ADA) rate averages 90% or higher as calculated for the three years prior to completion of the DPR. (N.J.A.C. 6A:32-13.1)	ADA report provided by the NJDOE	2	1	1	

Instruction and Program			Lakewood		
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
Directions for indicator 21: Enter a district score for only ONE of the sub-indicators listed below. The score is based upon depending on the number of "Yes" and/or "N/A" responses on the Instruction and Program section of the NJQSAC Statement of Assurance. The maximum number of points that a district may receive for indicator 21 is 10.					
21. The Board has annually approved, by resolution, the district Statement of Assurance document as reflected in the minutes.					
a. Compliance with 5 items	Statement of Assurance	10	1	1	
b. Compliance with 4 items	Statement of Assurance	8	0	0	
c. Compliance with 3 items	Statement of Assurance	6	0	0	
d. Compliance with 2 items	Statement of Assurance	4	0	0	
e. Compliance with 1 items	Statement of Assurance	2	0	0	
f. Compliance with 0 items	Statement of Assurance	0	0	0	
Subtotal - #21			10	10	
Instruction and Program Total		100	62	54	

Fiscal Management		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
1. The monthly Board Secretary's report is completed and reconciled without exceptions (e.g.: unbalanced/inaccurate balance sheet, unauthorized transfers) and is completed within 30 days of the month's end, reconciled with the Treasurer's report or equivalent report within 45 days of the month's end and submitted to the board within 60 days of the month's end for approval (<i>N.J.A.C. 6A:23A-6.10</i>). The report contains a budget status report, which includes for each required line item account, the original budget, transfers, adjusted budget, expenditures, encumbrances and available balance.	Comprehensive Annual Financial Report (CAFR) Auditors Management Report (AMR) Monthly board secretary's and treasurer's report or equivalent report Board minutes	2	0	0	

Fiscal Management		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
2. The district follows a standard operating procedures manual for business functions (N.J.A.C. 6A:23A-6.6), which includes a system of internal controls (N.J.A.C. 6A:23-A-6.4) to prevent the over-expenditure of line item accounts and to safeguard assets from theft and fraud.	Budget status reports, monthly transfer reports, adopted board policies, organizational chart and duties, AMR, listing of purchase order numbers and invoice dates, cash receipts journal, listing of manual checks issued, fixed asset inventory, CAFR, Interim and Final Expenditure Reports, Position Control Roster, Standard Operating Procedures Manual, board adoption date, review of software capabilities	2	0	0	

Fiscal Management		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
3. At least monthly, the district prepares and analyzes fiscal year cash flow management for all funds to ensure that payments can be made on a prompt basis and to ensure that reimbursement requests for federal grant awards are submitted in a timely manner for the actual amount of incurred expenditures.	PO listing, contract files, annual purchasing plan (aggregation), CAFR, AMR, cash management plan, cash flow documentation, board secretary reports, treasurer or equivalent reports	2	1	1	
4. The district has filed the annual audit of its Comprehensive Annual Financial Report (CAFR) and filed other supporting forms and collections (Auditor's Management Report, Federal Data Collection Form) by the due date. (N.J.S.A. 18A:23-1)	CAFR AMR Audit Synopsis Federal data collection form AUDSUM submission	2	0	0	

Fiscal Management		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
5. The district received an unqualified opinion on the annual audit and satisfies the all of the following:					
a. if required, has implemented a corrective action plan (CAP) acceptable to the Executive County Superintendent, which addresses all audit recommendations.	Board-adopted Corrective Action Plan (CAP), evidence that CAP was acceptable to the Executive County Superintendent, certification of CAP implementation, CAFR, AMR, unqualified opinion for 5a	3	1	1	
b. Has no repeat audit findings of a substantive nature.	CAFR, AMR	3	1	0	County Comment: The district continues to be in deficit. The repeat audit findings show that the district is still in deficit for both the General and Special Revenue funds. In addition, the district did not keep sufficient documentation to support students reported on the ASSA, this resulted in a repeat audit finding. Corrective action was taken all other prior year findings.

Fiscal Management			Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments	
c. has no material weaknesses in the findings.	CAFR, AMR	3	0	0		
d. ends the year with no deficit balances and no line item over-expenditures in the general fund, special revenue fund, capital projects fund or debt service fund (other than permitted under state law and GAAP).	CAFR, AMR	2	0	0		

Fiscal Management		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
6. The district manages and oversees NCLB, IDEA, ARRA and other entitlement and discretionary grants as required. Specifically, the district:					
a. complies with demonstration of comparability, maintenance of effort, supplement not supplant and other federal grant fiscal requirements.	CAFR, AMR, grant application submission and approval dates, carryover reports, transfer approvals, MOE and comparability reports, interim and final expenditure reports, project files, board meeting minutes, accounting system/reports by capital project	1	0	0	
b. spends grant funds as budgeted. Amendments and budget modifications are completed for charges that exceed the applicable threshold (entitlement grants - lesser of 10% or \$50,000; discretionary grants - lesser of 10% or \$10,000).	CAFR, AMR, grant application submission and approval dates, carryover reports, transfer approvals, MOE and comparability reports, interim and final expenditure reports	1	1	0	County Comment: Reports are not submitted in a timely fashion.

Fiscal Management			Lakewood		
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
c. spends federal and state grants funds as required and distributes non-public allocations as required. The district shows evidence of contact with non-public schools. If the district has returned funds in excess of \$1,000 to NJDOE: list the name of the grant and dollar amount refunded in the Comments column. If the returned funds were for nonpublic school services, specify the date the services began and the reason the funds were not spent.	CAFR Interim and Final Expenditure Reports Accounting system/report by capital project Project files Voter or other requisite approval to spend above authorized amount Board meeting minutes	1	1	1	
d. approves salaries funded by federal grants as documented in the board minutes and maintains the required time and activity reports.	CAFR, Interim and Final Expenditure Reports, Board meeting minutes	1	1	0	County Comment: Approval could not be found in board minutes.

Fiscal Management		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
7. The district provide proper oversight and accounting of capital projects and Referendum and other Fund 30 capital projects. Specifically the district:					
a. maintains a separate accounting by project.	CAFR, AMR, accounting system/reports by capital project, project files, voter or other requisite approval to spend above authorized amount report of available balances, board minutes	2	1	1	
b. monitors the detailed accounts regularly and oversees change orders to ensure/certify funds are available.	CAFR, AMR, accounting system/reports by capital project, project files, voter or other requisite approval to spend above authorized amount report of available balances, board minutes	2	1	1	

Fiscal Management		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
c. spends within the authorized amount, unless proper approvals have been received to raise additional funds to augment the authorized amount.	CAFR, AMR, accounting system/reports by capital project, project files, voter or other requisite approval to spend above authorized amount report of available balances, board minutes	2	1	1	
d. conducts the proper fiscal close-out of completed projects. This includes proper transfer of interest earned annually to the debt service and/or general fund.	CAFR, AMR, accounting system/reports by capital project, project files, voter or other requisite approval to spend above authorized amount, report of available balances, board minutes	2	0	0	
8. The district implements, reviews and revises as needed, projects that are consistent with the approved Long Range Facilities Plan and has received county office approval for emergent projects <i>(N.J.A.C. 64:23A-3.16).</i>	Project approval, county office approval for emergent projects, board minutes, list of participants, revisions approved by NJDOE	1	1	1	

Fiscal Management			Lakewood		
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
9a. Annual health and safety reviews have been conducted in each building using the <i>Evaluation of School Buildings Checklist Report (N.J.A.C. 6A:19-6.1 et seq.)</i> .	Signed Facilities Checklist	2	1	1	
b. "100% compliance" section - all items are in compliance in all buildings.	Signed Facilities Checklist	4	1	1	

Fiscal Management		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
c. "80% compliance" section - at least 80% of items are in compliance in all buildings.	Signed Facilities Checklist	2	1	1	
Directions for indicator 10a through 10k: Each district may only receive credit for one indicator depending on the number of "yes and/or "N/A" responses on the Fiscal section of the Statement of Assurance document. The maximum number of points that a district may receive for indicator 10 is 10.					
10. The Board has annually approved by resolution, the district Statement of Assurance document as reflected in the minutes.					
a. Compliance with 10 items	Statement of Assurance	10	0	0	
b. Compliance with 9 items	Statement of Assurance	9	0	0	
c. Compliance with 8 items	Statement of Assurance	8	0	0	
d. Compliance with 7 items	Statement of Assurance	7	1	1	County comment: SOA 5, 6, 10: The monitors agree with the district that the indicator requirements have not been met.
e. Compliance with 6 items	Statement of Assurance	6	0	0	
f. Compliance with 5 items	Statement of Assurance	5	0	0	
g. Compliance with 4 items	Statement of Assurance	4	0	0	

Fiscal Management		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
h. Compliance with 3 items	Statement of Assurance	3	0	0	
i. Compliance with 2 items	Statement of Assurance	2	0	0	
j. Compliance with 1 item	Statement of Assurance	1	0	0	
k. Compliance with 0 items	Statement of Assurance	0	0	0	
Subtotal - #10			7	7	
Fiscal Management Total		50	33	28	

Governance			Lakewood		
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
1. At least annually, and more frequently if required by changes in law or statute, the district board of education or advisory board reviews, updated and, by resolution, adopts policies, procedures and by-laws reflective of current statutory authority (<i>N.J.S.A. 18A:11-1</i>).	Mandatory policies, non-mandatory policies, adopting resolution for each policy, district procedures manual, Board agendas	8	1	1	

Governance		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
2. The board of education has a policy and a contract with the Chief School Administrator (CSA) to annually evaluate the CSA based on the adoption of goals and performance measures, which reflect that highest priority is given to student achievement and attention to subgroup achievement. The board annually reviews and revises, as necessary, the evaluative instrument based on district goals and objectives. In the event that the certificate of the CSA is revoked, the contract is null and void as of the date of the revocation (N.J.S.A. 18A:17-15 and N.I.A.C. 18A:17.20-3)	Board policy Evaluation instrument Adopted goals Board minutes School district newsletters	7	0	0	

Governance		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
<p>3. The district's budgeting process and its allocation of resources are aligned with instructional priorities and student needs to provide for a thorough and efficient (T&E) education (<i>N.J.A.C. 6A:16-8.1</i>).</p> <p>a. The district has developed written policies and procedures for the budget and financial planning process that ensure the process is integrated and aligned with district priorities and planning objectives based on statewide assessments and applicable strategic plans such as school improvement plans, curriculum plans, a textbook replacement plan, a long-range facilities plan and maintenance plans.</p>	<p>Board minutes/agendas and minutes from goal setting meetings, QSAC District Improvement Plans, strategic plans, NCLB needs assessment, curriculum plans, Professional Development Plans, CAPA plan(s), if applicable, Long Range Facilities Plan, Maintenance Plan, textbook replacement plan</p>	6	1	1	

Governance		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
b. The district annually aligns fiscal goals and budget objectives to ensure that instructional resources are sufficient to address the needs of students and student subgroup performance as measured under NCLB. The district develops curricula and ensures professional development for all staff.	Budget calendar, budget supporting document, other budget support/tools updated annually, description of how the district's planning and budgeting processes link	6	1	1	
c. The board's adopted budget includes sufficient resources to address all board-approved corrective measures, as applicable, in response to annual audits and other programmatic and fiscal monitoring reports.	Advertisements and notice(s) for budget hearing Minutes of budget hearing	6	0	0	

Governance		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
4. The board has reviewed all audit recommendations and, if required, approved and submitted an acceptable corrective action plan for any audit finding and recommendation, or other compliance-related report according to N.J.S.A. 18A:23-5 and N.J.A.C.6A:23A-4.3 (e.g. Title I audits, special education monitoring reports).	Annual Audit and recommendations	7	1	1	

Governance			Lakewood		
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
Directions for indicator 5a through 5k: Each district may only receive credit for one indicator depending on the number of "yes and/or "N/A" responses on the Governance section of the Statement of Assurance document. The maximum number of points that a district may receive for indicator 10 is 10.					
5. The Board has annually approved, by resolution, the district Statement of Assurance document as reflected in the minutes.					
a. Compliance with 10 items	Statement of Assurance	10	0	0	
b. Compliance with 9 items	Statement of Assurance	9	0	0	
c. Compliance with 8 items	Statement of Assurance	8	0	0	
d. Compliance with 7 items	Statement of Assurance	7	0	0	
e. Compliance with 6 items	Statement of Assurance	6	1	1	County comment: SOA #5, 8, 9, 10: The monitors agree with the district that the indicator requirements have not been met.
f. Compliance with 5 items	Statement of Assurance	5	0	0	
g. Compliance with 4 items	Statement of Assurance	4	0	0	
h. Compliance with 3 items	Statement of Assurance	3	0	0	
i. Compliance with 2 items	Statement of Assurance	2	0	0	

Governance		Lakewood			
Indicator	Documentation	Point Value	District Score Yes or N/A = 1 No = 0	County Score Yes or N/A = 1 No = 0	Comments
j. Compliance with 1 item	Statement of Assurance	1	0	0	
k. Compliance with 0 items	Statement of Assurance	0	0	0	
Subtotal - #5			6	6	
Governance Total		50	33	33	

Operations			Lakewood			
Indicator	Documentation	Point Value	Yes or N/A = 1 No = 0	Yes or N/A = 1 No = 0	Comments	
Directions for indicator 1a through 1u: Each district may only receive credit for one indicator depending on the number of "yes and/or "N/A" responses on the Operations section of the Statement of Assurance document. The maximum number of points that a district may receive for indicator 1 is 10.						
The board has annually approved, by resolution, the district Statement of Assurance document as reflected in the minutes.						
a. Compliance with 20 items	Statement of Assurance	10	0	0		
b. Compliance with 19 items	Statement of Assurance	9.5	1	1	County comment: SOA #4 - The monitors agree with the district that the indicator requirements regarding violence and vandalism reporting have not been met.	
c. Compliance with 18 items	Statement of Assurance	9	0	0		
d. Compliance with 17 items	Statement of Assurance	8.5	0	0		
e. Compliance with 16 items	Statement of Assurance	8	0	0		
f. Compliance with 15 items	Statement of Assurance	7.5	0	0		
g. Compliance with 14 items	Statement of Assurance	7	0	0		
h. Compliance with 13 items	Statement of Assurance	6.5	0	0		

Operations		Lakewood			
Indicator	Documentation	Point Value	Yes or N/A = 1 No = 0	Yes or N/A = 1 No = 0	Comments
i. Compliance with 12 items	Statement of Assurance	6	0	0	
j. Compliance with 11 item	Statement of Assurance	5.5	0	0	
k. Compliance with 10 items	Statement of Assurance	5	0	0	
l. Compliance with 9 items	Statement of Assurance	4.5	0	0	

Operations		Lakewood			
Indicator	Documentation	Point Value	Yes or N/A = 1 No = 0	Yes or N/A = 1 No = 0	Comments
m. Compliance with 8 items	Statement of Assurance	4	0	0	
n. Compliance with 7 items	Statement of Assurance	3.5	0	0	
o. Compliance with 6 items	Statement of Assurance	3	0	0	
p. Compliance with 5 items	Statement of Assurance	2.5	0	0	
q. Compliance with 4 items	Statement of Assurance	2	0	0	
r. Compliance with 3 items	Statement of Assurance	1.5	0	0	
s. Compliance with 2 items	Statement of Assurance	1	0	0	
t. Compliance with 1 item	Statement of Assurance	0.5	0	0	
u. Compliance with 0 items	Statement of Assurance	0	0	0	
Operations Total			9.5	9.5	

Personnel			Lakewood			
Indicator	Documentation	Point Value	Yes or N/A = 1 No = 0	Yes or N/A = 1 No = 0	Comments	
Directions for indicator 1a through 1f: Each district may only receive credit for one indicator depending on the number of "yes and/or "N/A" responses on the Personnel section of the Statement of Assurance document. The maximum number of points that a district may receive for indicator 1 is 10.						
The board has annually approved, by resolution, the district Statement of Assurance document as reflected in the minutes.						
a. Compliance with 5 items	Statement of Assurance	10	1	1		
b. Compliance with 4 items	Statement of Assurance	8	0	0		
c. Compliance with 3 items	Statement of Assurance	6	0	0		
d. Compliance with 2 items	Statement of Assurance	4	0	0		
e. Compliance with 1 items	Statement of Assurance	2	0	0		
f. Compliance with 0 items	Statement of Assurance	0	0	0		
Personnel Total			10	10		

DECLARATION PAGE**LAKEWOOD (2520)**

Type or print the name of the individuals in the district who were members of the NJQSAC Committee and who assisted in the completion of this District Performance Review. (Use additional page if needed.)

POSITION	NAME	SIGNATURE
Chief School Administrator	Laura A. Winters	
District Administrative Staff	Tracy Paolantonio	
Teacher	Stephanie Niechwiadowicz	
School Business Administrator	Regina Robinson	
Curriculum and Instruction Representative	Malka Stein	
Local Collective Bargaining Representative	Cara Leach	
Board of Education President	Barry Iann	
Teacher	Yaffa Botuck	
Grants Office CPA	Jason Mercer	
By signing below, the Chief School Administrator and Board President are affirming the accuracy of this document.		
Chief School Administrator	Laura A. Winters	
Board of Education President	Barry Iann	

Board Resolution Date: October 13, 2016

POSITION	NAME	SIGNATURE
Purchasing Agent	John Paredes	
Assistant Purchasing Agent	Diane Piasentini	
Curriculum Representative	Devorie Staresefsky	
Curriculum Representative	Kevin Walters	
Board of Education Member		