

**SARASOTA MILITARY ACADEMY  
BOARD OF DIRECTORS  
MEETING AGENDA  
Tuesday August 11, 2020**

- Call to Order
- Approval of the Minutes-Tab 1
  - June 11, 2020
- Executive Director of Schools' Report – Tab 2
  - Approval of 2020-2021 Meeting Schedule
  - Community Outreach Director Report
  - Technology and Data Impact Report
  - Head of School Report - SMA Prep – Tab 3
    - Athletic Director Report
    - MYP Report
    - Faculty Representative
  - Head of School Report – SMA High – Tab 4
    - Athletic Director Report
    - IB Report
    - Faculty Representative
- SAI/Commandant's Report – Tab 5
- Treasurer's Report – Tab 6
  - Monthly Financial Report
- PTCC Committee Reports – Tab 7
- SMA Foundation, Inc. Report – Tab 8
- Committee Reports
  - Strategic Planning Committee
  - Nominating Committee
- Chairperson's Report
- Old Business
- New Business
  - 2020-2021 Salary Scale
- Public Comment
- Meeting Adjournment

**Sarasota Military Academy**  
COMBINED BOARD OF DIRECTORS  
ANNUAL MEETING MINUTES (VIRTUAL)  
11 JUNE, 2020

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**Board of Director Members' Attendance**

**Present:**

Mr. Herb Jones, Chairman  
F. Steven Herb, Esquire, Vice Chairman  
Mr. Kimball Bobbitt, Treasurer  
Ben Knisely, COL USA (Ret), Secretary  
Mr. Warren P. Hudson  
Ms. Linda Long  
Dr. Thomas J. McElheny

Howard G. Crowell, Jr., LTG USA (Ret), Chairman, SMA Foundation Inc.  
Frederick M. Derr, CAPT USN (Ret), Treasurer, SMA Foundation Inc.  
Mr. Anthony Baade, SMA Foundation Inc.  
Ms. Alexandra Quarles, SMA Foundation Inc.  
Mr. Rafael Robles, Executive Director, SMA Foundation Inc.

**SMA Administrative Staff in Attendance:**

SMA-COL Christina Bowman, Executive Director of Schools  
SMA-COL Frederick Fout, Head of School, High School Campus  
LTC Ben Weiss, Commandant of Cadets – Senior Army Instructor  
SMA-MAJ Steve Kok, Director of Finance  
SMA-COL Tom Vara, Head of School, Middle School Campus  
SMA-MAJ Dr. Todd Brown, Director of Outreach

Location: Virtual

The chairman called the meeting to order at 2:31 pm.

**Motion to Amend the Agenda:**

Chairman Howard Crowell motioned to approve the amended agenda; Mr. Frederick Derr seconded the motion and the board unanimously approved. \_

**Motion to Approve the 14 May, 2020 Minutes:**

Mr. Warren Hudson motioned to approve the 14 May, 2020 minutes; Vice Chairman F. Steven Herb seconded the motion and the board unanimously approved.

**Motion to Approve the 8 June, 2020 Emergency Meeting Minutes:**

Mr. Hudson motioned to approve the 8 June, 2020 emergency meeting minutes; Ms. Linda Long seconded the motion and the board unanimously approved.

**Executive Director of Schools Report:** SMA-COL Christina Bowman provided a read-ahead report. She discussed enrollment numbers academy wide and how the numbers are fluid with constant change. SMA-COL Bowman stated the software, Zoom, was purchased to enable virtual admission meetings and admission information postcards will be sent out to Sarasota county fifth and eighth graders as did in the past. She explained the additional staff openings at both campuses as well as receiving feedback from staff exit interviews.

SMA-COL Bowman discussed all scenarios for school in the fall and how we must meet needs of all families to include transportation and food service. She mentioned the district asking to hold communication on reopening options until the district expresses options to families county wide. SMA-COL Bowman stated weekly meetings with charter schools to formulate plans in assisting one another has been beneficial.

SMA-COL Bowman stated how 1400 masks were donated by a parent to provide for every student and PTCC also will be selling masks with the SMA logo. She commended the prep staff and faculty for a successful virtual promotion ceremony.

**Community Outreach Director Report:** SMA-MAJ Dr. Todd Brown provided a read-ahead report. He discussed the opportunity for SMA as the frontrunner of innovative technology in COVID tracing partnering with Department of Health and Sarasota Memorial Hospital. Dr. Brown explained the Sentinel Program called SCOUT as the first user-based application that will gather real-life data to link systems together for in-house monitoring in COVID-19 tracing. He explained building this platform will be groundbreaking nationwide and SMA will be the only school utilizing.

Ms. Linda Long inquired as to the time and staff required for monitoring in which Dr. Brown replied that the AI department can produce a short presentation and one staff member to monitor the application dashboard. Chairman Jones inquired to Mr. Rafael Robles as to the ability to market this program in which Mr. Robles replied that the Sentinel Program would be a game changer and can assure donations will support these initiatives. Mr. Anthony Baade inquired as to the HIPAA violations and identity theft concerns in which Dr. Brown replied that HIPAA will not be violated as information stays in house unless Department of Health reaches out to us first and identity theft isn't an issue as it is a web-based platform and only tracks information the user enters.

Dr. Brown further discussed how the City of Chicago will initiate this program for children seventeen and older. Ms. Alexandra Quarles stated her concerns on the liability to the school and students in which Dr. Brown replied that liability is held to a minimum due to only tracking symptoms to forward to appropriate experts. Ms. Quarles further inquired as to concerns potential donors may have with liability to school and whether patents are pending in which SMA-COL Bowman replied that advising with legal counsel will occur first. Chairman Herb Jones recommended an

action plan be devised before proceeding in which Dr. Brown and Mr. Robles both replied that they will collaboratively work together to create one.

**Technology Report:** N/A

**SMA Prep Head of School Report:** SMA-COL Tom Vara provided a read-ahead report. He discussed a successful eighth grade carline graduation with signs and staff cheering them on as well as a virtual promotion ceremony with a video created by SMA-CPT Samantha Miller.

**SMA Prep Athletics Report:** N/A

**SMA Head of School Report:** SMA-COL Fred Fout provided a read-ahead report. He stated high school graduation will be on the 24 July at Bayside Community Church on SR 64 to some capacity as it will be a socially distanced event with drive-thru and livestream. Mr. Hudson inquired as to how many open positions were available at the high school in which SMA-COL Fout replied that only one ESE position is open and is added to existing staff.

**SMA HS Athletics Report:** N/A

**IB Report:** N/A

**SAI/Commandant's Report:** LTC Ben Weiss provided a read-ahead report. He discussed the POD will be dropped off today to Fort Benning, Georgia to be loaded with uniforms the next day and picked up on 13 June to deliver to SMA. LTC Weiss discussed the virtual leadership interviews went well and that SMA will have great leadership for next school year. He mentioned the successful uniform station drop-off during the senior drive-thru and commended his team for their organized efforts. LTC Weiss stated that he has an understanding as to which cadets are planning to attend a Service Academy upon graduation and that the visits to the academies will continue this year to include US Merchant Marines Academy in Kings Point, NY.

**Staff Representatives:** N/A

**Treasurer's Report:** Mr. Kimball Bobbitt provided a read-ahead report and balance sheets per campus. He discussed the current financials thru 30 April with a YTD Profit and Loss per campus. Vice Chairman Herb inquired as to a higher loss for this year in which Mr. Bobbitt replied that there will be a higher loss compared to previous years. SMA-COL Bowman suggested the board approve an extension of line of credit to cover only circumstances of delayed FTE deposits.

**Mr. Hudson motioned to approve the extension of line of credit; COL Ben Knisely seconded the motion and the board unanimously approved.**

**PTCC Report:** N/A

**Marketing Report:** N/A

**Committee Reports:** N/A

**Chairman:** Chairman Jones commended the staff and board for persevering through the transition of distance learning and continuing communication with families for an outstanding attendance on both campuses.

**Old Business:** N/A

**New Business:** Chairman Jones stated two board members whose term is expiring.

**Dr. Tom McElheny motioned to approve COL Ben Knisely and Mr. F. Steven Herb to renew terms; Chairman Jones seconded the motion and the board unanimously approved.**

Chairman Jones presented the proposed board positions with himself remaining as Chair, Dr. Tom McElheny as Vice Chairman, Mr. Kimball Bobbitt remaining as Treasurer, Mr. F. Steven Herb as Assistant Secretary and COL Ben Knisely remaining as Secretary.

**Ms. Linda Long motioned to approve the proposed board positions; Mr. Hudson seconded the motion and the board unanimously approved.**

**Public Comments:** N/A

The chairman adjourned the meeting at 4:05 pm.

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Mr. Herb Jones, Chairman

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Date

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COL Ben Knisely, Secretary

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Date



# Sarasota Military Academy

## SMA Board of Directors

### 2020-2021 Meeting Schedule

<u>Date</u>	<u>Time and Location</u>
August 11, 2020	2:30 pm. SMA High School Conference Room
September 8, 2020	4:30 pm. SMA Prep Band Room
October 13, 2020	2:30 pm. SMA High School Conference Room
November 10, 2020	2:30 pm. SMA High School Conference Room
December 8, 2020	2:30 pm. SMA High School Conference Room
January 12, 2021	4:30 pm. SMA Prep Band Room
February 9, 2021	2:30 pm. SMA High School Conference Room
March 9, 2021	2:30 pm. SMA High School Conference Room
April 13, 2021	4:30 pm. SMA Prep Band Room
May 11, 2021	2:30 pm. SMA High School Conference Room
June 8, 2021	2:30 pm. SMA High School Conference Room

**Read Ahead: August '20: Todd Brown**

- SMA appearances in and on:
  - ABC
  - FOX
  - NBC
  - National Geographic
  - The Earth Institute of Columbia University
  - STAT News
  - Proximity Tech (Poland)
  - Sarasota Herald Tribune
  - Venice Gondolier
  - Longboat Key Observer
- Soon to appear in:
  - NY Times
  - The Atlantic
  - Voyager Magazine
- Ran the largest infectious disease simulation in history with the Chicago One Summer Program (largest youth work corps program in the United States):
  - Family Support Services
  - Chicago Mayor's Office
  - Department of Health and Support Services
- Enhancement/production of four software components: a mobile app, an “organizer” web app, a backend server, and a web dashboard.
  - Incorporated the Apple/Google COVID-19 API to support contact tracing use cases
  - Advanced dashboard toward national release
  - Enhanced UX in preparation for a global launch
  - Re-configured our dashboard to be the COVID-19 platform of choice for the State of Colorado, aiding in their efforts to understand and stop the spread of SARS-CoV-2
  - Development of two accurate mathematical models to generate a simulation of a real outbreak.
- Launching a ‘Back to School’ virtual curriculum and teaching unit to all staff, students, and families that includes:
  - Broad curriculum in pathogen biology, epidemiology, public health, and decision-making that can be used in the outbreak setting
  - Comprehensive textbook on outbreak science.

- Scalable middle school curriculum including both science and governance for both in-person or virtual learning.
- Developing strategic and operational aspects of a partnership with Complexly (Crash Course parent organization) to produce an online course for this Fall 2020 semester.
- Deployment of Operation Outbreak at ten educational institutions/settings in the U.S.
- Partnered with and deployed at: One Summer Chicago; Trinity Preparatory School, Sarasota Military Academy; Sarasota Military Academy Prep; Kehoe-France School, Concordia International School; Needham High School; Florida Undergraduate Research Conference
- Partnered with and soon deploying at Trinity Preparatory School, Pennsylvania State Library 'STEMlab'; WNBA; IMG Academy, INFINITY Science Center
- Created strategic deployment plans for (impacted by COVID-19 pandemic): Model United Nations Conference (Shanghai); GSMA Association Mobile World Congress Trade Show (Los Angeles); CDC Girl Scouts of America Retreat (Atlanta); Girl Scouts of American National Convention (Orlando); and the International Conference on Learning (Krakow).
- Partnered with Agastya International Foundation to develop student ambassadors as contact tracers in India (11.4 million people)
- Engaged in deep discussions with CEO Ari Emanuel and relevant C-suite executives of Endeavor to leverage their platform in professional sports, media, and entertainment to amplify our work and explore the prospect of running a Fortnite (in which Endeavor has a major stake) or similar video game simulation of the program.
- Grants in progress:
  - NIH
    - Rapid PCR testing, in home test kits, Scout surveillance, prioritized testing appointments through a partnership with Sarasota Memorial Hospital and FSU Clinic
  - NSF
  - Moore Foundation
- Nominated again for the Reimagine Education World Awards, London, England
- Nominated for the Breakthrough Program of 2020 by Falling Walls, Berlin, Germany
- Tasked and partnered with the CDC to create an entirely new workforce branch of engagement and certification for schools across the United States and world
- Lecturing virtually at Harvard University (date TBD)



Technology Integration and Impact Report  
MAJ (Ret) Becky Morris  
8 August 2020

A great deal has changed since the last report submitted prior to spring break where the focus was on assessing our use of technology and applications to improve teaching and learning outcomes and to create a technology plan. With the forced transition to distance learning due to the COVID-19 pandemic, our faculty and staff conducted a quick transition (1 week preparation) to distance learning for fourth quarter where they used G Suite for Education to provide lessons, resources, and communication through the Google Classroom LMS (learning management system). We have learned a great deal from this process and have used that experience to reexamine the integration of technology into our teaching practices and prioritize the purchase and use of devices.

### **Changes to Processes**

- 1) Issuing Student and Teacher Accounts – Our current process of issuing accounts was developed by ITS where each new student and teacher receives a network account (AD) which is then synced with their school Google account (oursma.org). With approximately 40% of families electing distance learning, we are changing this process from an on-campus setup for new students, to a process that provides them with access to their Google account first. Unfortunately, this is a labor intensive process which requires a phone call to each parent/student to safely provide a password. As we continue to build our Chromebook inventory, this process should be reviewed for improved efficiency.
- 2) Changing Passwords – Again, this process aligns with how accounts are synced through the network which means that passwords are changed at the AD level first and require account holders to be present on campus. The current solution for distance learning is to have students/teachers complete a password reset form that triggers a phone call to the student from SMA to change the password.
- 3) Use of Personal Devices – Due to limitations of not having a device for each student, we are looking at implementing a Bring-Your-Own-Device policy to support students' access to online resources while on campus. This is being approached with care to ensure equitable and safe solutions. Additionally, this process requires each student to use their personal network credentials to access the school Wi-Fi, adding the additional layer of time and support to get students connected.
- 4) Use of iPads – Although the distribution and maintenance for effective use of iPads requires more intense planning, time, and support, we are likely to continue using these devices at least one more year to ensure teachers and students have access to online tools and resources as needed. Options are being reviewed for using the iPads in smaller school programs such as coding, student support services, design, etc., or phasing them out through a two-year cycle to purchase option for families.

Technology Integration and Impact Report  
MAJ (Ret) Becky Morris  
8 August 2020

### **Developing a Technology Plan**

As noted in a previous report, it is important to develop a technology plan that includes a budget and takes into consideration the devices, tools, and resources that will support teachers in providing engaging and highly-effective instruction. I again recommend that we consider the following goals for this process:

- Provide all teachers and students with equitable access to technology
- Optimize teachers' use of authentic pedagogy using current and trending technology practices and appropriate levels of professional development to improve skills and implementation
- Provide students with engaging learning opportunities enhanced by technology
- Assess ongoing and future needs that inform decisions for planned device/equipment replacement and upgrades

Similar to developing a strategic plan, it's important to consider input from key stakeholders and effectively communicate the vision and goals for technology implementation. This would include decisions that cover the following key components:

- Infrastructure (i.e. - network, storage, bandwidth, security)
- User equipment/devices, support, repair, and replacement
- Teaching/learning tools and apps
- Professional development
- Funding/budget

Originally, my recommendation was to begin this process during 4th quarter so that we could develop and implement a 3-5 year plan beginning with the 2020-21 school year. Clearly, the challenges of our current situation have prevented the steps needed to bring everyone together with enough time to fully analyze our program, usage data, and costs. However, we have taken interim steps at the administrative level to move our decision-making forward with consideration for current and future needs. I would ask that the board also keep this in mind when prioritizing decisions for funding the increasing needs of technology integration.

Head of School Report  
August 11, 2020

**Enrollment**

Grade 6: 192  
Grade 7: 208  
Grade 8: 209  
Total: 609

**Campus Life/Events**

- 8/19-Teacher training
- 8/25-6<sup>th</sup> grade orientation
- 8/26-7<sup>th</sup> grade orientation
- 8/27-8<sup>th</sup> grade orientation
- 8/28-Basic Training: 6<sup>th</sup> grade cadets orientation: On campus and virtual
- 8/31-First day of classes
- 8/31-Administration message to cadet's period 1 via our morning news channel

**Cadet Highlights**

- Cadets of the Month: Program starts in September

**Faculty/Staff Highlights**

- 8/19-First day for teacher meetings
- 8/19-8/28-Variety of teacher trainings/review and workshops to prepare for on campus and distance learning.

**Parent and Community Highlights:**

- Orientations for all grade levels

**Security:**

- Threat assessment team to meet on August 28
- Safety team reviewed meeting dates for 20-21
- Review of all state mandates has occurred throughout the summer

**Attention Items:**

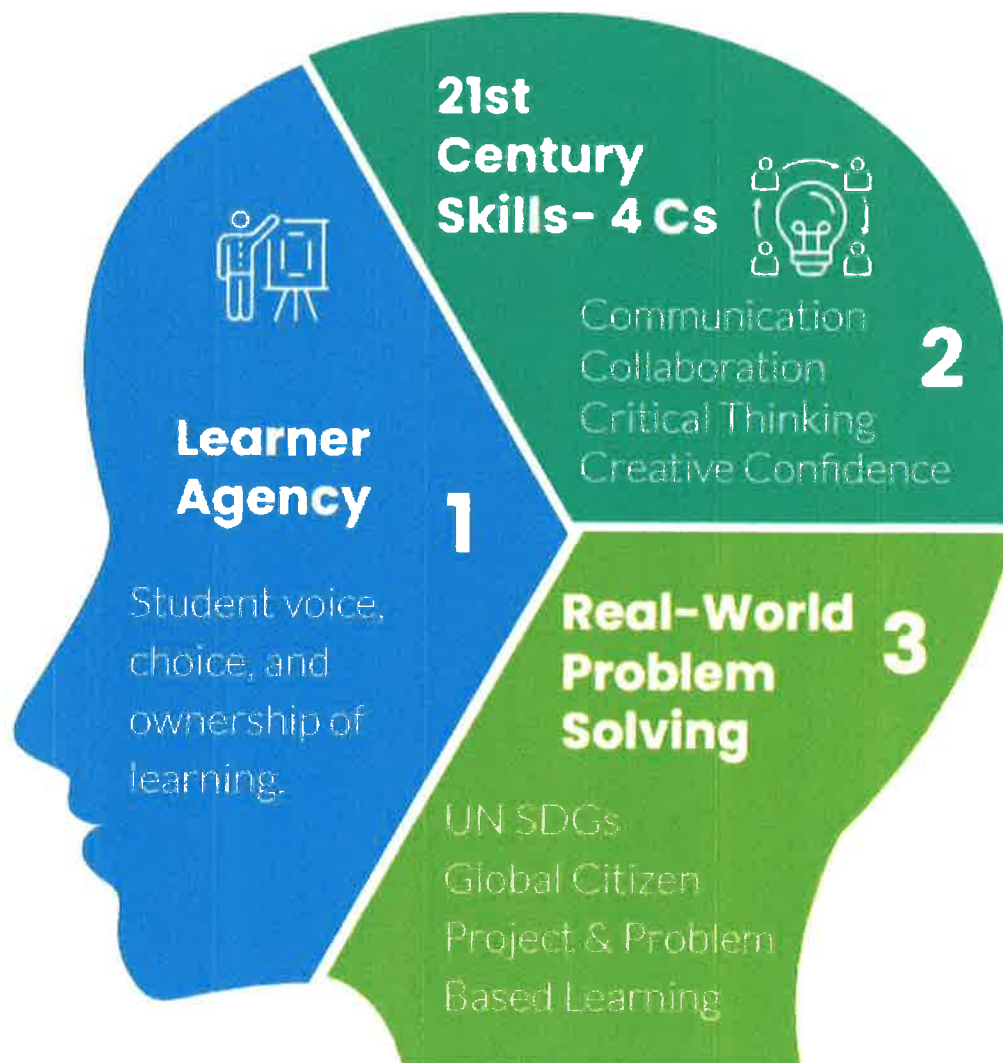
- 8 new staff members hired to the Prep
- Daily safety procedures were established and reviewed with our staff

SMA Prep Instructional Design Read Ahead Report  
SMA-MAJ Lisa Currie

SMA Prep is transitioning from the IB MYP framework to its own instructional model that will continue to center around the learner. This instructional model more clearly illustrates the areas of focus that have been instrumental in the success of Prep's program.

# Learner-Centered Approach

Transition from Post-Industrial to Information Age Model



## What is a Learner-Centered Approach?

A shift from a teacher-centered to a learner-centered approach is imperative to empower our young people to succeed in today's world. Each individual child can develop the creative confidence to advocate for themselves with the goal of taking ownership of their learning. All learners are unique and the goal for 21st century education is to design learning experiences that provide opportunities for the whole child to develop.

## What is Learner-Agency?

Learner agency focuses on the development of student voice, choice, and ownership to become lifelong learners ready to respond and adapt to new challenges and solving problems as they arise. As students navigate and interact within a global environment through technology and access to massive amounts of information, their greatest asset is to *learn how to learn* and become adaptable to new experiences they will face now and in the future.

While some areas of focus have shifted, the academic program at Prep remains robust and continues to offer the same core and elective classes. Moreover, without the schedule constraints of the MYP, there are more opportunities for project-based, interdisciplinary, and experiential learning that are proven to engage learners and improve learning outcomes whether it is on campus or beyond the classroom.

To: Governing Board, Sarasota Military Academy  
Through: SMA-COL Bowman, Christina, Executive Director  
801 North Orange Avenue  
Sarasota, Florida 34236

From: SMA-COL Fout, Frederick T., Head of School  
Sarasota Military Academy  
801 North Orange Avenue  
Sarasota, Florida 34236



Date: 04 August 2020

Re.: Board Report for Regular Sarasota Military Academy Board Meeting on  
Tuesday, 11 August 2020

High School Enrollment 2020/2021:

- Freshmen - 186
- Sophomores - 194
- Juniors - 187
- Seniors - 159
- Total: - 726

Accomplishments:

- Participated in Graduation
- Met with Academy Leadership Team weekly for
  - Planning and updates
  - Finances and human resources
    - Course distribution and utilization
  - Health and wellness (COVID-19)
- Met with Instructional Leadership Team to discuss and disseminate
  - Educational Model for deliver to both "brick and mortar" and distance learning Cadets, and to be prepared for full distance learning
  - Covid-19 protocols for daily operations
  - Review of current guidelines from District, DOE, DOH and CDC
- Prepared reports and documents, meeting the requirements for updated
  - Mental Health Allocation Plan
  - Crisis Response Plan
  - Title Programs (II and IV)
- Daily meetings with Administrative Team
- Developed Instructional Materials for
  - Instructional Model
  - Covid-19 Campus Protocols

- Multiple meetings with individual Teachers, Parents, and Cadets regarding issues related to cadet success at SMA, concerns about both in-person and online learning, safety procedures to ensure a healthy SMA community, course progressions and planning
- Multiple meetings with Charter partners in the County to discuss challenges, approaches, and needs from the District
- Multiple Admissions Webinars for potential and current Cadets and their families
- Created and implemented Coffee with the Colonel in order to communicate school option updates, Covid-19 protocols, and other pertinent information to Cadets and Families
- Met with Commandant and new Cadet Regimental Leaders, to include
  - C/COL Montserrat Vazquez-Rosas, Regimental Commander
  - C/LTC David Casas, Regimental Executive Officer
  - C/CSM Mujahid (Jay) Rosa, Regimental Command Sergeant Major

#### On-Going Projects:

- Continued development of Academic Pathways, promotional materials and resources, and training for Staff, Faculty and Administration and development of promotional materials and website - Now Live on Website - plans to include:
  - Printable pamphlets/flyers for all pathways, sub-pathways, and courses
  - Video presentations to "sell" pathways, sub-pathways, and courses
- Contacting incoming and returning cadets and families to finalize course progressions and schedules
  - Minimal scheduling issues remain
- Planning for
  - Professional development to support teachers

#### Upcoming Events:

- Athletic conditioning permitted by District to resume
  - Entered Phase II, awaiting further guidance from the District

**SARASOTA MILITARY ACADEMY**

Commandant

801 North Orange Avenue

Sarasota, Florida 34236

11 August 2020

MEMORANDUM FOR GOVERNING BOARD, SARASOTA MILITARY ACADEMY  
THROUGH EXECUTIVE DIRECTOR OF SCHOOLS

SUBJECT: Significant Activities Report

Significant activities past thirty days:

- Uniforms at no cost from Ft Benning secured on SMA campus.
- JROTC Instructors continue to refine Cadet Command's "Distance Learning" curriculum.
- Preparation for Cadet "Leadership/Freshman Boot Camp" 17-21 August.

Significant activities next thirty days:

- Conduct Cadet "Leadership/Freshman Boot Camp" 17-21 August
- Prepare for Cadet return (finalize/implement uniform issue and formation plan)
- Continue end of year supply ordering.
- Implement JROTC team competition guidelines established by Cadet Command..
- Military Ball tentatively set for 14 November at the "Grove" in Lakewood Ranch (same venue as last year).

*"One School, Two Campuses"!*

Respectfully,

**Ben Weiss**

Ben Weiss

Lieutenant Colonel (Retired), Special Forces

Commandant



# Sarasota Military Academy

## BALANCE SHEET

As of June 30, 2020

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1110 Cash and cash equivalents	
1109 Petty Cash	800
1111 WF Operating Account	225,650
1113 SMA PTCC Account	14,574
1117 WF Credit Card Machine	5,950
1118 WF Business Market Savings	1,893,120
1119 SMA Prep Checking	95,733
1120 Athletics Account	57,367
1121 Prep PTCC Account	26,987
1123 Prep CC Machine	8,990
1124 SMA Wreaths	34,271
<b>Total 1110 Cash and cash equivalents</b>	<b>2,363,442</b>
8-1111 Sport Team Bank Accounts	78,317
<b>Total Bank Accounts</b>	<b>\$2,441,759</b>
Other Current Assets	
1130 Accounts Receivable	8,299
1220 Due from Other Governments	
1221 A/R ROTC	23,979
<b>Total 1220 Due from Other Governments</b>	<b>23,979</b>
1230 Prepays	7,300
1235 Textbooks & Chromebooks	55,257
<b>Total 1230 Prepays</b>	<b>62,557</b>
<b>Total Other Current Assets</b>	<b>\$94,835</b>
<b>Total Current Assets</b>	<b>\$2,536,594</b>
Fixed Assets	
1300 Fixed Assets	
1310 Land	8,398,300
1320 Land Improvements	115,978
1330 Building & Improvements	13,674,406
1340 Furniture, Fixtures & Equipment	2,029,650
1350 Motor Vehicles	768,199
1370 Capital Lease Equipment	53,300
1380 Audio-visual Material & Softwar	0
1381 Audio-visual Materials	1,504
1382 Computer Software	97,334
<b>Total 1380 Audio-visual Material &amp; Softwar</b>	<b>98,838</b>
1390 Computer Equipment	628,470
<b>Total 1300 Fixed Assets</b>	<b>25,767,140</b>
1550 Accumulated Depreciation	0
1329 AD- Land Improvements	-65,512

	TOTAL
1339 AD- Buildings & Improvements	-3,477,878
1349 AD- Furniture, Fixtures & Equip	-1,701,386
1359 AD- Motor Vehicles	-479,802
1379 AD- Capital Lease Property	-53,300
1389 AD- Computer Software	-522,178
1399 AD - Audio Visual	-677
<b>Total 1550 Accumulated Depreciation</b>	<b>-6,300,733</b>
<b>Total Fixed Assets</b>	<b>\$19,466,407</b>
Other Assets	
1626 Due from Foundation	142,635
<b>Total Other Assets</b>	<b>\$142,635</b>
<b>TOTAL ASSETS</b>	<b>\$22,145,635</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2120 Accounts Payable	25,747
<b>Total Accounts Payable</b>	<b>\$25,747</b>
Credit Cards	
2150 Wells Fargo Visa CC	0
2151 Carmen Diaz	53
2152 Stephen Kok	21,729
2155 Kevin Nasby	500
2156 Christina Bowman	948
2158 Gail Biroscak HS	8
2163 Amy Mazner	145
2164 Donna Hoefer HS	309
<b>Total 2150 Wells Fargo Visa CC</b>	<b>23,693</b>
2180 Wells Fargo SMA Prep Visa CC	0
2183 Stephen Kok	10,849
2185 Rebecca Morris	4,919
2186 Betty Bultemeier	48
<b>Total 2180 Wells Fargo SMA Prep Visa CC</b>	<b>15,816</b>
<b>Total Credit Cards</b>	<b>\$39,509</b>
Other Current Liabilities	
2110 Accrued Payroll	
2112 Accrued Payroll	422,203
<b>Total 2110 Accrued Payroll</b>	<b>422,203</b>
2170 Accrued Payroll Liabilities	21,584
2200 Other Current Liabilities	0
2211 Accrued Liabilities	16,482
2230 Current Portion of LTD	615,796
<b>Total 2200 Other Current Liabilities</b>	<b>632,278</b>
8-2290 Funds Held on Behalf of Others	78,317
<b>Total Other Current Liabilities</b>	<b>\$1,154,383</b>
<b>Total Current Liabilities</b>	<b>\$1,219,638</b>
Long-Term Liabilities	
2320 Bonds Payable	0

	TOTAL
2323 Educational Bond - 2012	4,323,000
2326 Prep Bond Payable - \$7.5M	6,000,752
2327 Prep Bond Payable - \$1M	809,875
2328 Wells Fargo Equipment Loan for Building 5	-71,740
<b>Total 2320 Bonds Payable</b>	<b>11,061,887</b>
2330 Accrued Vacation	18,307
2340 SBA Loan	1,893,092
2380 Interest Rate Swap	469,679
<b>Total Long-Term Liabilities</b>	<b>\$13,442,966</b>
<b>Total Liabilities</b>	<b>\$14,662,604</b>
Equity	
3010 Invested In Capital Assets, Net	7,249,212
3020 Temporarily Restricted Net Asse	73,292
3030 Unrestricted Net Assets	139,576
Net Income	20,952
<b>Total Equity</b>	<b>\$7,483,032</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$22,145,635</b>

**Sarasota Military Academy**  
**Profit and Loss - Monthly - By Campus**  
June 2020

	HS	Prep	Total
<b>Income</b>			
3100 Federal Direct	23,979		23,979
3300 Revenue from State Sources	390,806	329,696	720,502
3400 Revenue from Local Sources	119,635	118,277	237,912
<b>Total Income</b>	<b>\$ 534,420</b>	<b>\$ 447,973</b>	<b>\$ 982,393</b>
<b>Gross Profit</b>	<b>\$ 534,420</b>	<b>\$ 447,973</b>	<b>\$ 982,393</b>
<b>Expenses</b>			
4100 Salaries	348,362	257,209	605,571
4200 Employee Benefits	113,834	90,758	204,592
4300 Purchased Services	43,557	30,269	73,825
4400 Energy Services	5,548	4,171	9,720
4500 Materials & Supplies	10,604	4,407	15,011
4600 Capital Outlay	1,166	790	1,956
4700 Other Expenses	48,099	33,235	81,334
<b>Total Expenses</b>	<b>\$ 571,170</b>	<b>\$ 420,839</b>	<b>\$ 992,009</b>
<b>Net Operating Income</b>	<b>\$ (36,750)</b>	<b>\$ 27,134</b>	<b>\$ (9,617)</b>
<b>Net Income</b>	<b>\$ (36,750)</b>	<b>\$ 27,134</b>	<b>\$ (9,617)</b>

**Sarasota Military Academy**  
**Profit and Loss - YTD - By Campus**  
July 2019 - June 2020

	HS	Prep	Total
<b>Income</b>			
3100 Federal Direct	284,538		284,538
3200 Federal Through State & Local	58,171	31,189	89,360
3300 Revenue from State Sources	4,648,791	3,965,477	8,614,268
3400 Revenue from Local Sources	2,324,365	1,642,338	3,966,703
3741 Insurance Loss Recovery	12,486	677	13,163
<b>Total Income</b>	<b>\$ 7,328,351</b>	<b>\$ 5,639,681</b>	<b>\$ 12,968,032</b>
<b>Gross Profit</b>	<b>\$ 7,328,351</b>	<b>\$ 5,639,681</b>	<b>\$ 12,968,032</b>
<b>Expenses</b>			
4100 Salaries	4,212,288	3,166,958	7,379,246
4200 Employee Benefits	1,123,506	927,550	2,051,056
4300 Purchased Services	924,098	588,013	1,512,111
4400 Energy Services	117,978	87,673	205,651
4500 Materials & Supplies	184,063	98,189	282,252
4600 Capital Outlay	110,733	78,820	189,553
4700 Other Expenses	861,224	465,987	1,327,210
<b>Total Expenses</b>	<b>\$ 7,533,890</b>	<b>\$ 5,413,190</b>	<b>\$ 12,947,080</b>
<b>Net Operating Income</b>	<b>\$ (205,540)</b>	<b>\$ 226,491</b>	<b>\$ 20,952</b>
<b>Net Income</b>	<b>\$ (205,540)</b>	<b>\$ 226,491</b>	<b>\$ 20,952</b>

**Cash Statement of Operations- Monthly (PE 06-30-20)**

<b>June</b>	<b>Total June</b>	<b>Operating June</b>	<b>Capital June</b>
3191 • ROTC	23,979	23,979	0
3226 • Title II \$	0	0	0
3227 • Title IV \$	0	0	0
3230 • IDEA Revenue	0	0	0
3310 • Florida Ed. Fin. Program (FTE)	523,607	523,607	0
3320 • Proration to Appropriation	0	0	0
3330 • State Categorical Instructional	8,614	8,614	0
3344 • Discretionary Lottery	0	0	0
3361 • School Recognition Funds	224	224	0
3368 • Safe Schools Allocation	6,860	6,860	0
3373 • Reading Programs	4,758	4,758	0
3374 • Supplemental Academic Inst	22,463	22,463	0
3376 • Digital Classroom Allocation	699	699	0
3396 • Classroom for Kids	100,046	100,046	0
3397 • Charter School Capital Outlay	53,231		53,231
3411 • District Schools Taxes	249,431	249,431	0
3413 • District 1.5 Millage	0	0	0
3430 • Interest Inc. (Invest. & Accts)	19	19	0
3440 • Gifts, Grants & Bequests	813	813	0
3455 • Vending Revenue	0	0	0
3490 • Misc Local Sources	-12,350	-12,350	0
3741 • Insurance Loss Recovery			0
<b>Total Income</b>	<b>982,394</b>	<b>929,163</b>	<b>53,231</b>
4100 • Salaries (plus stipends)	544,679	544,679	0
4110 • Admin Salaries	59,185	59,185	0
4140 • Adjunct Faculty & Subs	1,707	1,707	0
4210 • Retirement Benefits	99,010	99,010	0
4220 • SS & Medicare	45,100	45,100	0
4230 • Employee Insurance	51,915	51,915	0
4240 • Worker's Compensation	3,169	3,169	0
4250 • Unemployment Compensation	1	1	0
4291 • Employee Medical Reimburse.	5,397	5,397	0
4292 • Employee Training & Seminars	0	0	0
4293 • Other Employee Benefits	0	0	0
4310 • Professional & Technical Serv.	32,305	32,305	0
4320 • Insurance	0	0	0
4330 • Travel	0	0	0
4350 • Repairs & Maintenance	5,864	5,864	0
4360 • Lease Costs	17,947	17,947	0
4370 • Comm. (Postage, Phone)	6,898	6,898	0
4380 • Water & Sewer	2,060	2,060	0
4390 • Other Purchased Services	8,752	8,752	0
4392 • Dual Enrollment Fees	0	0	0
4430 • Electricity	9,641	9,641	0
4450 • Fuel (Gasoline)	61	61	0
4460 • Fuel (Diesel)	18	18	0
4510 • Supplies - Classroom	7,689	7,689	0
4520 • Textbooks	0	0	0
4521 • Textbooks - Dual Enrollment	0	0	0
4530 • Periodicals	0	0	0
4570 • Food	0	0	0
4590 • Other Materials & Supplies	7,323	7,323	0
4610 • Library Books	0	0	0
4622 • Non Capitalized A/V Materials	0	0	0
4642 • Non Capitalized FFE	1,919	1,919	0
4644 • Non Capitalized PC (Hardware)	0	0	0
4651 • Buses (Trip Charges)	0	0	0
4692 • Non Capitalized Software	38	38	0
4720 • Interest	35,507	35,507	0
4730 • Taxes, Dues & Fees	864	864	0
4740 • Legal Fees/Settlements	0	0	0
4760 • Sports & Recreation	-8,567	-8,567	0
4765 • Donations to Foundation	0	0	0
Capital Purchases	0		0
4780 • Depreciation Expenses		0	0
Debt Service	51,853		51,853
4810 • Loss on Disposition of Assets		0	0
4890 • Amortization of bond Discount		0	0
4790 • Misc Expenses		0	0
<b>Total Expenses</b>	<b>990,335</b>	<b>938,482</b>	<b>51,853</b>
	<b>-7,941</b>	<b>-9,319</b>	<b>1,378</b>

Through June 30, 2020	Total YTD	Operating YTD	Capital YTD
3191 • ROTC	284,538	284,538	0
3226 • Title II \$	2,800	2,800	0
3227 • Title IV \$	23,474	23,474	0
3230 • IDEA Revenue	63,086	63,086	0
3310 • Florida Ed. Fin. Program (FTE)	6,099,833	6,099,833	0
3320 • Proration to Appropriation	0	0	0
3330 • State Categorical Instructional	103,615	103,615	0
3344 • Discretionary Lottery	0	0	0
3361 • School Recognition Funds	122,083	122,083	0
3368 • Safe Schools Allocation	83,111	83,111	0
3373 • Reading Programs	55,823	55,823	0
3374 • Supplemental Academic Inst	270,825	270,825	0
3376 • Digital Classroom Allocation	8,489	8,489	0
3396 • Classroom for Kids	1,200,698	1,200,698	0
3397 • Charter School Capital Outlay	669,792	0	669,792
3411 • District Schools Taxes	2,971,152	2,971,152	0
3413 • District 1.5 Millage	331,984	0	331,984
3430 • Interest Inc. (Invest. & Accts)	338	338	0
3440 • Gifts, Grants & Bequests	136,769	136,769	0
3455 • Vending Revenue	1,592	1,592	0
3490 • Misc Local Sources	524,869	524,869	0
3741 • Insurance Loss Recovery	13,163	13,163	0
<b>Total Income</b>	<b>12,968,034</b>	<b>11,966,258</b>	<b>1,001,776</b>
4100 • Salaries (plus stipends)	6,478,955	6,478,955	0
4110 • Admin Salaries	710,683	710,683	0
4140 • Adjunct Faculty & Subs	189,608	189,608	0
4210 • Retirement Benefits	629,945	629,945	0
4220 • SS & Medicare	559,494	559,494	0
4230 • Employee Insurance	607,960	607,960	0
4240 • Worker's Compensation	44,792	44,792	0
4250 • Unemployment Compensation	2,164	2,164	0
4291 • Employee Medical Reimburse.	72,319	72,319	0
4292 • Employee Training & Seminars	16,030	16,030	0
4293 • Other Employee Benefits	118,352	118,352	0
4310 • Professional & Technical Serv.	668,712	668,712	0
4320 • Insurance	218,144	218,144	0
4330 • Travel	8,240	8,240	0
4350 • Repairs & Maintenance	81,180	81,180	0
4360 • Lease Costs	231,601	231,601	0
4370 • Comm. (Postage, Phone)	91,913	91,913	0
4380 • Water & Sewer	45,510	45,510	0
4390 • Other Purchased Services	102,186	102,186	0
4392 • Dual Enrollment Fees	64,627	64,627	0
4430 • Electricity	158,764	158,764	0
4450 • Fuel (Gasoline)	2,163	2,163	0
4460 • Fuel (Diesel)	44,724	44,724	0
4510 • Supplies - Classroom	126,451	126,451	0
4520 • Textbooks	23,920	23,920	0
4521 • Textbooks - Dual Enrollment	10,597	10,597	0
4530 • Periodicals	4,750	4,750	0
4570 • Food	25,531	25,531	0
4590 • Other Materials & Supplies	91,002	91,002	0
4610 • Library Books	2,223	2,223	0
4622 • Non Capitalized A/V Materials	2,599	2,599	0
4642 • Non Capitalized FFE	17,554	17,554	0
4644 • Non Capitalized PC (Hardware)	47,111	47,111	0
4651 • Buses (Trip Charges)	21,070	21,070	0
4692 • Non Capitalized Software	98,996	98,996	0
4720 • Interest	426,928	426,928	0
4730 • Taxes, Dues & Fees	93,757	93,757	0
4740 • Legal Fees/Settlements	0	0	0
4760 • Sports & Recreation	157,769	157,769	0
4765 • Donations to Foundation	9,000	9,000	0
Capital Purchases	92,863	0	92,863
4780 • Depreciation Expenses	0	0	0
Debt Service	612,183	0	612,183
4810 • Loss on Disposition of Assets	0	0	0
4890 • Amortization of bond Discount	0	0	0
4790 • Misc Expenses	0	0	0
<b>Total Expenses</b>	<b>13,012,370</b>	<b>12,307,324</b>	<b>705,046</b>
	<b>-44,336</b>	<b>-341,066</b>	<b>296,730</b>

## **Minutes of the Strategic Planning Committee on July 8, 2020**

The Committee convened by Zoom Conference at 1400 the three members Linda Long, Tom McElheny, and Warren Hudson present. Also present was Col. Christina Bowman as ex officio.

Col. Bowman reviewed the earlier work of a previous Strategic Plan effort that was never completed. She had sent ahead to the three committee members some of the written materials from the earlier attempt at a plan. Col. Bowman stated that to the best of her knowledge there is no operative Strategic Plan in existence.

Mr. Hudson asked if an organizing theme was used to guide the earlier work. Col. Bowman said that there were teams assigned individual areas such as recruitment and retention. Mr. Hudson gave an example of how a strategic plan was developed at another school using the organizing theme of the factors of production.

A discussion ensued about a theme the Committee could use to organize its work and to set a framework for the strategic plan. The committee decided to use the school's mission as the theme. As Mr. McElheny stated, everything flows from the mission. Mr. Hudson offered a strawman mission for discussion. Mr. McElheny made the point that the mission statement should be preceded by a statement of who we are. Ms. Long felt that the budget needs to be discussed in the strategic plan, as well as the academic programs such as Dual Enrollment.

The following actions were agreed upon:

- Mr. McElheny will draft a statement of who we are.
- Mr. Hudson will draft a mission statement.
- Ms. Long will draft a point in the mission statement that addresses the business aspect of the school.
- Col. Bowman would research Sunshine Laws and our ability to communicate with one another. In the interim, all communications dealing with items liable to go before the Board for a vote, such as mission and vision statements, will be sent to Col. Bowman for her to distribute to the Committee members.

Once the drafts are distributed by Col. Bowman, the members should edit each other's work and return to Col. Bowman. Col. Bowman will distribute the new drafts and notice another planning session for the Committee.

The Committee adjourned at 1445.

Warren Hudson

Chair

## Minutes of the July 17, 2020 SMA Strategic Planning Committee

The SMA Strategic Planning Committee convened at 2pm with Linda Long, Tom McElheny, Warren Hudson, and ex officio SMA Col. Christina Bowman attending.

The Committee approved the following statement of Who We Are:

“SMA is a not-for-profit public charter military academy with two unique campuses free to students in grades 6-12 providing Quality Academics and Character and Leadership Preparation”

The Committee addressed the mission statement for the School. Agreement was reached on the first three points:

*The mission of SMA is to:*

- Prepare students for college, careers, and citizenship;
- Inculcate the values of Honor, Integrity, and Respect; and
- Train tomorrow's leaders to lead with servant hearts.

The Committee agreed to individually draft additional points for the mission statement addressing innovative spirit, welcoming culture, best educational practices, and staying relevant. These individual efforts are to be submitted to SMA Col. Bowman, who then will distribute to the Committee members the options for read-ahead before the next meeting.

The Committee's plan is to recommend the mission statement and Who We Are to the full Board for their concurrence before convening the working task forces who will use the two statements as organizing principles to guide their work in developing the details of the Strategic Plan.

The Committee adjourned at 2:59pm and will reconvene at 9am on Monday, July 27 after properly noticed.

Respectfully submitted,

Warren Hudson  
Chair



## Minutes of the July 27, 2020 Strategic Planning Committee Meeting

The Committee convened at 9:00am with members Linda Long, Tom McElheney, Warren Hudson and ex officio members Herb Jones and SMA Col. Christina Bowman in attendance.

The Committee reaffirmed the previously agreed upon statement of Who We Are:

“SMA is a not-for-profit public charter military academy with two unique campuses free to students in grades 6-12 providing Quality Academics and Character and Leadership Preparation”

After discussion, the Committee approved the following SMA Mission Statement:

“The mission of SMA is to:

- Prepare students for College, Careers, and Citizenship in a changing world;
- Develop Character based upon the steadfast values of Honor, Integrity, and Respect;
- Encourage an Innovative Spirit;
- Cultivate Leaders for tomorrow; and
- Foster a Welcoming Culture in which all cadets know they are valued members of the SMA Community.”

The plan is to present the two statements to the full SMA Board of Directors at their August 11 meeting for concurrence and further guidance on how to proceed.

The Committee adjourned at 9:58am.

Submitted,

Warren Hudson  
Chair



# Mission

The mission of SMA is to:

- Prepare students for College, Careers, and Citizenship in a changing world;
- Develop Character based upon the steadfast values of Honor, Integrity, and Respect;
- Encourage an Innovative Spirit;
- Cultivate Leaders for tomorrow; and
- Foster a Welcoming Culture in which all cadets know they are valued members of the SMA Community.



# Who We Are

SMA is a not-for-profit public charter military academy with two unique campuses free to students in grades 6-12 providing Quality Academics, ***as well as*** Character and Leadership preparation.



# Current Mission

Combining extraordinary academics with the highest military principles of camaraderie, focus, leadership, integrity, compassion, poise, honor, and respect, SMA's mission is to graduate young men and women who will confidently define their personal and unique goals for success in a multicultural and globalized world.



**Peter Z. Skokos** is a Partner and a member of our Real Estate Practice Group. He practices primarily in the area of real estate, banking and business transactions. He represents developers and landowners in connection with the acquisition, development, leasing and sale of commercial, industrial, condominium and residential properties. He also represents national, regional and local lenders in preparing loan documentation and closing commercial and residential loan transactions as well as assisting lenders with loan workouts including the preparation of settlement agreements, deed in lieu of foreclosures and forbearance agreements.

He received his Bachelor of Science Degree in Accounting from Florida State University in 1982 where he was a member of the Beta Alpha Psi Honorary Accounting Fraternity. He received his Juris Doctor Degree from the University of Florida in 1986. Prior to attending Law school, Mr. Skokos worked with the accounting firm of KPMG Peat Marwick and obtained his Certified Public Accounting Certificate in 1984. Mr. Skokos has an AV Rating\* by Martindale-Hubbell, which is the highest Peer Review Rating attainable.

Mr. Skokos is a member of the Florida Bar Section on Real Property, Probate and Trust Law as well as a member of the Sarasota County Bar Association. He also serves on the Board of Directors of a number of charitable, civic and professional organizations and previously served as a Director of People's Community Bank of the West Coast and currently serves on the Board of the Manatee-Sarasota Building Industry Association, the Bradenton Area Economic Development Corporation, the Gulf Coast CEO Forum, the Sarasota Seminole Club, and is a director and the CEO of Operation Patriot Support.

### Salary Increase Proposal

Total Amount Allocated for SMA Certified Faculty Raises	\$212,303
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Breakdown Dictated by Statute:

80% to bring all faculty to \$47,500 (34 EEs)	\$85,523
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20% for Veteran Teachers (1.52% raise)	\$42,570
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Remaining amount to be allocated as a bonus to Veteran Certified Faculty when FTE settles on February Count in April or May	\$84,210
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Approximate Bonus in late Spring	3%
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