

**SARASOTA MILITARY ACADEMY  
BOARD OF DIRECTORS  
Tuesday, April 29, 2025**

- Call to Order
- Pledge of Allegiance
- Approval of the Minutes -Tab 1
  - March 25, 2025
- Head of School Report – SMA Prep Tab 2
  - Faculty Representative
- CEO/Head of School Report – SMA High Tab 3
  - 2025-2026 Regimental Commander Cadet Colonel Mallory Edwards
  - Presentation of Ham Radio Club and Class—SMA-CPT John Geimer
  - Florida School Leader Assessment Approval
  - Athletic Director Report
  - Faculty Representative
- SAI Report - Tab 4
- Treasurer’s Report - Tab 5
  - Monthly Financial Report
- Committee Report – Tab 6
  - Facilities Committee
  - PTCC
- Chairperson’s Report
- Old Business
- New Business
- Public Comment
- Meeting Adjournment

# SARASOTA MILITARY ACADEMY

## BOARD OF DIRECTORS MEETING MINUTES

25 MARCH 2025

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### **Board of Director Members' Attendance**

#### **Present:**

Dr. Thomas J. McElheny, Former Capt, USMC, Chair  
Ben Knisely, COL, USA (Ret), Secretary  
Pete Skokos, Treasurer  
Brent Bogart, Former LT, USN  
Heather Koester, Former SGT, USAR  
Scott Lempe, Lt Col, USAF (Ret)  
Carlos Moreira, 1<sup>st</sup> Sgt, USMCR  
Jerry Neff, BG, USA (Ret)  
Ron Skipper, Former Capt, USAF  
Richard Swoope, COL, USA (Ret) (virtual)  
Michael Tollerton, Former CPT, USA

**Absent:** Erica Gregory, Lt Col, USAF (Ret), Vice Chair; Dr. Cheryl Korwin, Head of Middle School; SMA-LTC Abby Williams, Assistant Head of High School; SMA-MAJ Charlie Carver, Athletic Director; SMA-CPT Ellie De Murias, MS Faculty Representative

#### **SMA Administrative Staff in Attendance:**

SMA-COL Christina Bowman, CEO/Head of High School  
SMA-LTC Bryan Burns, Assistant Head of Middle School  
SMA-LTC Caitlin West, Assistant Head of High School (virtual)  
SMA-LTC Steve Kok, Director of Finance  
MAJ (Ret) Russ Osterfeld, SAI

**Guests in Attendance:** Brig Gen Charley Sugg; SFC Ernesto Ramirez, HS Faculty Representative (virtual); SMA-MAJ Dawn Sudbury; SMA-MAJ Marsha Reinig-Umana; SMA-LTC Bryan Burns; SMA-CPT Kathleen Obendorf; Joana Nicolaides (virtual); Rodney Olsen (virtual); BarbarAnn Roberts (virtual); Ms. Nikki Orth, PTCC President

Location: SMA Prep Middle School

The chair called the meeting to order at 4:30 pm.

Chair Thomas McElheny started the Pledge of Allegiance.

Chair McElheny requested to move the Nominating and Leadership and Ethics Committees after the approval of minutes on the agenda.

**Motion to Approve the 25 February 2025 Minutes:**

Mr. Ron Skipper moved to approve the 25 February 2025 minutes; Ms. Heather Koester seconded the motion and the board unanimously approved.

**Head of Middle School Report:** Dr. Cheryl Korwin provided a read-ahead report. SMA-COL Christina Bowman mentioned the upcoming promotional ceremony, the PTCC Walk-a-Thon and commended the Prep administration and team for their proactive approach in assessing the needs and implementing course recovery early.

**CEO/Head of High School:** SMA-COL Christina Bowman provided a read-ahead report. She stated the need for board approval of the awarded 15-year charter contract prior to district submission.

**Mr. Brent Bogart moved to approve the 15-year charter contract prior to district submission; Mr. Skipper seconded the motion and the board unanimously approved.**

**Nominating Committee:** COL Ben Knisely nominated Brig Gen Charley Sugg as Director to SMA's Operating Board. Chair McElheny requested Brig Gen Sugg to exit the room for the board to vote.

**COL Knisely nominated Brig Gen Charley Sugg to SMA's Board of Directors as Director; Mr. Skipper seconded the motion and the board unanimously approved.**

Chair McElheny requested for Brig Gen Sugg to join at the table as Director.

**Staff Representatives:** SFC Ernesto Ramirez provided a read-ahead report.

**SAI Report:** MAJ Russ Osterfeld provided a read-ahead report. He discussed upcoming JROTC events, such as the Flag Retirement Ceremony on 4 April and the Change of Command Ceremony of the new Regimental Staff during formation on 8 April. MAJ Osterfeld discussed the interruptions in JROTC activities due to the federal spending freeze, upsetting the George Jenkins Drill Meet, but assured the high schools getting together to attempt hosting the event. He discussed the challenges with the Academy Cohort Program in creating more interest with understanding of minimum GPA requirements of 3.5, and mentioned a successful visit with SMA alum, Raphael Fabyanic, currently top in his class at West Point.

**Academy Athletics Report:** N/A

**Treasurer's Report:** SMA-LTC Steve Kok provided a read-ahead report. He discussed current deficit due to changes in FTE numbers, including early graduates who graduated in December. BG Jerry Neff requested a balance sheet regularly and inquired as to how many early graduates, to which SMA-COL Bowman replied twenty to twenty-five cadets every year. Chair McElheny stated the process for finalizing a budget would be a better approach next year.

**Leadership and Ethics Committee:** Ms. Michael Tollerton discussed the mission of this committee in creating the first Leadership and Ethics Conference in Sarasota. She explained that the conference supports SMA's mission and would feature all service academies through a one-day event with panel discussions, workshops, and activities, inviting two students and one staff member from each Sarasota County high school.

Ms. Tollerton discussed the recommendations of the committee from its first meeting with preferred offsite event location and identifying vendors who can participate in this event. She stated the next meeting will address the build-out of the agenda and requests all board members and staff to offer any suggestions.

**Bylaws Committee:** Ms. Tollerton stated Vice Chair Erica Gregory is working with the consultant on the bylaws review.

**Facilities Committee:** Chair McElheny introduced the Facilities Committee to comprise as himself, Lt Col Scott Lempe, SMA-COL Bowman and SMA-LTC Kok and will meet monthly to discuss finances, FTE and foundational elements of the school. He requested to place on next meeting's agenda the affirmation of institutional values. Chair McElheny discussed the three main priorities with student achievement as number one, enhancement of the JROTC program as second, and matching salary pay with Sarasota County as third. He stated there is a new standard with the board's message to administration as to expectations.

**PTCC Report:** Ms. Nikki Orth provided a read-ahead report. She mentioned a successful walk-a-thon, exceeding their 13K goal and book fairs on both campuses this year. Ms. Koester suggested providing businesses a certificate of sponsorship so it could be displayed in their business. SMA-COL Bowman requested end of year totals in grants and fundraising be presented to the board at the June meeting.

**Chair Report:** Chair McElheny discussed future facility planning, noting that preparations must start now for decisions 3-4 years ahead. He explained the visit with South Carolina architects at the high school campus who will provide a facilities assessment proposal and master plan for maintaining and possibly renovating the high school. Chair McElheny discussed another option with Michael Saunders & Company assisting with assessing the current property's value and identifying potential new sites, introduced by former board member Mr. Jim Tollerton.

Chair McElheny mentioned key considerations to include mechanical updates needed for the existing building, comparative costs of renovation versus new construction, and the need for approximately 15 acres if a new high school is pursued. He stated the board would be presented with new proposals on all options in the coming months to guide strategic decisions.

**Old Business:** N/A

**New Business:** Ms. Tollerton stated she expected a 100% board participation with the Leadership and Ethics conference in any way they choose to assist.

**Public Comments:** N/A

**Board Comments:** N/A

The next board meeting will be on 29 April 2025 at 2:30pm at the High School campus.

The chair adjourned the meeting at 5:35pm.

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Dr. Thomas McElheny, Chair

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Date

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COL Ben Knisely, Secretary

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Date

## **Read-Ahead for SMA Board Meeting**

**From:** Dr. Cheryl Korwin, Head of School, SMA Prep

**Date:** Tuesday, April 29, 2025

**Subject:** SMA Prep Updates

Dear Board Members,

As we enter the final stretch of the school year, I'm pleased to share several updates from Sarasota Military Academy Prep:

- **Positive Impact of Friday Grade Sheets:**

The implementation of our sports and Raiders Friday grade sheets is producing noticeable improvements in student behavior, effort, and academic performance. This weekly accountability system is helping our cadets stay focused and motivated throughout the week.

- **Course Recovery and Summer School:**

Our students continue to make progress in completing course recovery. As a result, we have seen a significant reduction in the number of cadets requiring summer school. While summer school will still be offered, it will serve a much smaller group of students than in previous years.

- **Upcoming Events:**

- **8th Grade Promotion Ceremony:**

We are excited to celebrate our 8th graders at their promotion ceremony, which will take place on **Thursday, May 22 at 11:00 a.m. at Bayside Community Church.**

- **8th Grade Universal Studios Field Trip:**

Our 8th graders will enjoy a celebratory trip to Universal Studios on **Friday, May 2.**

- **9th Grade Semi-Formal:**

The 9th Grade Semi-Formal Dance is scheduled for **Friday, May 9.**

- **6th & 7th Grade Field Trips:**

End-of-year field trips for our 6th and 7th grade cadets are planned for **May 15,** following the conclusion of testing.

- **FAST Testing:**

The final round of FAST testing will begin on **May 1** and continue through **May 16.** Our

team is well-prepared to support students through this important assessment window.

- **Teacher Appreciation Week:**

We look forward to celebrating our incredible faculty during **Teacher Appreciation Week**, which will be held **May 5–9**. Their hard work, dedication, and unwavering commitment to our students deserve every recognition.

Thank you for your continued support as we finish the year strong.

Respectfully,

**Dr. Cheryl Korwin**

Head of School

Sarasota Military Academy Prep

High School Head of School  
April 29, 2025

**Mission:**

Within a culture where every cadet is valued, Sarasota Military Academy is committed to: Preparing students for College, Careers, & Citizenship; Developing tomorrow's Leaders; and Cultivating Character based on the steadfast values of Honor, Integrity, and Respect.

**Strategic Plan Goals:**

- **Resources:**
  - To date, 56% of Prep's 8<sup>th</sup> grade class is attending 9<sup>th</sup> grade at the high school.
  - Enrollment for SY 2025-2026
    - Attached
  - HR: Freeze on Hiring
- **College, Careers, and Citizenship**
  - Class of 2025 on Track for 100% Graduation Rate!
  - Accreditation Engagement Review with Cognia (AdvancED) will take place October 2025-December 2025.
    - \$4,000
  - State mandated testing and progress monitoring will be ongoing through May.
- **Character and Leadership Development**
  - Regimental Commander for SY 2025-2026: Cadet Mallory Edwards
  - SMA High School Interact Club Award from Rotary Zone 34
    - For their dedication and significant amount of work to their community this year.

**Communication/Community Outreach:**

- Ms. Rikki Pellegrino was recognized at the Sarasota County Volunteer Awards Banquet as the District Adult Volunteer of the Year
- Teacher Appreciation Week May 5-9, 2025
- JROTC Awards Night May 9, 2025 6:00-7:00 pm HS Gym
- Senior Awards Night May 13, 2025 6:00-8:00 pm Prep Gym
- Graduation: May 22, 2025 7:00pm Bayside Community Church Lakewood Ranch

- Memorial Day Parade May 26, 2025 10:00 Schedule Provided
- End of Year Luncheon May 30, 2025 11:00 am
  - Der Dutchman
- New Florida Fingerprinting System: Clearinghouse
  -
- Next Meeting: May 20, 2025 2:30 pm High School Campus

<b>Leadership Practice Proficiency Rating:</b> #N/A	<b>Leadership Practice Score:</b> #N/A
<b>School Leader Name</b> _____	<b>Evaluator Name</b> _____
<b>Domain 1: Student Achievement (20% of the FSLA Score)</b>	
<i>The focus is on leadership practices that impact prioritization and results for student achievement on priority learning goals - knowing what's important, understanding what's needed and taking actions that get results.</i>	
<b>Proficiency Area 1. Student Learning Results:</b> based curricula.	<b>Rating:</b>
1.1 - Academic Standards: The leader demonstrates understanding of student requirements and academic standards (Common Core and NGSSS).	
1.2 - Performance Data: The leader demonstrates the user of student and adult performance data to make instructional leadership decisions.	
1.3 - Planning and Goal Setting: The leader demonstrates planning and goal setting to improve student achievement.	
1.4 - Student Achievement Results: The leader demonstrates evidence of student improvement through student achievement results.	
<b>Proficiency Area 2. Student Learning as a Priority:</b> Effective school leaders demonstrate that student learning is their top priority through effective leadership actions that build and support a learning organization focused on student access.	<b>Rating:</b>
2.1 - Learning Organization: The leader enables faculty and staff to work as a system focused on student learning and engages faculty and staff in efforts to close learning performance gaps among student subgroups within the school.	
2.2 - School Climate: The leader maintains a school climate that supports student engagement in learning.	
2.3 - High Expectations: The leader generates high expectations for learning growth by all students.	
2.4 - Student Performance Focus: The leader demonstrates understanding of present levels of study performance based on routine assessment processes that reflect the current reality of student proficiency on academic standards.	
<b>Proficiency Area 1 Total:</b>	<b>Proficiency Area 2 Total:</b>
<b>Domain 2: Instructional Leadership (40% of the FSLA Score)</b>	
<i>The focus is on instructional leadership - what the leader does and enables others to do that supports teaching and learning.</i>	
<b>Proficiency Area 3. Instructional Plan Implementation:</b> Effective school leaders work collaboratively to develop and implement an instructional framework that aligns curriculum with state standards, effective instructional practices, student learning needs, and assessments.	<b>Rating:</b>
3.1 - FEAPs: The leader aligns the school's instructional programs and practices with the Florida Educator Accomplished Practices (FEAPs) (Rule 6A-5.065, F.A.C.), and models use of Florida's common language of instruction to guide faculty and staff's implementation of the foundational principles and practices.	
3.2 - Standards-Based Instruction: The leader delivers an instructional program that implements the state's adopted academic standards (Common Core and NGSSS) in a manner that is rigorous and culturally relevant to the students by: - aligning academic standards, effective instruction and leadership, and student performance practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals, and - communicating to faculty the cause and effect relationship between effective instruction on academic standards and student performance.	
3.3 - Learning Goals Alignments: The leader implements recurring monitoring and feedback processes to insure that priority learning goals established for students are based on the state's adopted student academic standards as defined in state course descriptions, presented in student accessible forms, and accompanied by scales or rubrics to guide tracking progress toward student mastery.	
3.4 - Curriculum Alignments: Systemic processes are implemented to ensure alignment of curriculum resources with state standards for the courses taught.	
3.5 - Quality Assessments: The leader ensures the appropriate use of high quality formative and interim assessments aligned with the adopted standards and curricula.	
3.6 - Faculty Effectiveness: The leader monitors the effectiveness of classroom teachers and uses contemporary research and the district's instructional evaluation system criteria and procedures to improve student achievement and faculty proficiency on the FEAPs.	
<b>Proficiency Area 4. Faculty Development:</b> Effective school leaders recruit, retain, and develop an effective and diverse faculty and staff; focus on evidence, research, and classroom realities faced by teachers; link professional practice with student achievement to demonstrate the cause and effect relationship; facilitate effective professional development; monitor implementation of critical initiatives; and secure and provide timely feedback to teachers so that feedback can be used to increase teacher professional practice.	<b>Rating:</b>
4.1 - Recruitment and Retention: The leader employs a faculty with the instructional proficiencies needed for the school population served.	
4.2 - Feedback Practices: The leader monitors, evaluates proficiency, and secures and provides timely and actionable feedback to faculty on the effectiveness of instruction on priority instructional goals, and the cause and effect relationships between professional practice and student achievement on those goals.	
4.3 - High Effect Size Strategies: Instructional personnel receive recurring feedback on their proficiency on high effect size instructional strategies.	
4.4 - Instructional Initiatives: District-supported state initiatives focused on student growth are supported by the leader with specific and observable actions, including monitoring of implementation and measurement of progress toward initiative goals and professional learning to improve faculty capacity to implement the initiatives.	
4.5 - Facilitating and Leading Professional Learning: The leader manages the organization, operations, and facilities to provide the faculty with quality resources and time for professional learning and promotes, participates in, and engages faculty in effective individual and collaborative learning on priority professional goals throughout the school year.	
4.6 - Faculty Development Alignments: The leader implements professional learning processes that enable faculty to deliver culturally relevant and differentiated instruction by generating a focus on student and professional learning in the school that is clearly linked to the system-wide objectives and the school improvement plan; identifying faculty instructional proficiency needs (including standards-based content, research-based pedagogy, data analysis for instructional planning and improvement); aligning faculty development practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals; and using instructional technology as a learning tool for students and faculty.	
4.7 - Actual Improvement: The leader improves the percentage of effective and highly effective teachers on the faculty.	
<b>Proficiency Area 5 - Learning Environment:</b> Effective school leaders structure and monitor a school learning environment that improves learning for all of Florida's diverse student population.	<b>Rating:</b>
5.1 - Student-Centered: The leader maintains a safe, respectful and inclusive student-centered learning environment that is focused on equitable opportunities for learning, and building a foundation for a fulfilling life in a democratic society and global economy by providing recurring monitoring and feedback on the quality of the learning environment and aligning learning environment practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals.	
5.2 - Success Oriented: Initiates and supports continuous improvement processes and a multi-tiered system of supports focused on the students' opportunities for success and well-being.	
5.3 - Diversity: To align diversity practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals, the leader recognizes and uses diversity as an asset in the development and implementation of procedures and practices that motivate all students and improve student learning, and promotes school and classroom practices that validate and value similarities and differences among students.	
5.4 - Achievement Gaps: The leader engages faculty in recognizing and understanding cultural and developmental issues related to student learning by identifying and addressing strategies to minimize and/or eliminate achievement gaps associated with student subgroups within the school.	
<b>Proficiency Area 3 Total:</b>	<b>Proficiency Area 4 Total:</b>
<b>Domain 3: Operational Leadership (20% of the FSLA Score)</b>	
<i>The focus is on school operations and leadership practices that integrate operations into an effective system of education.</i>	
<b>Proficiency Area 6 - Decision-Making:</b> Effective school leaders employ and monitor a decision-making process that is based on vision, mission, and improvement priorities using facts and data; manage the decision-making process, but not all decisions, using the process to empower others and distribute leadership when appropriate; establish personal deadlines for themselves and the entire organization; and use a transparent process for making decisions and articulating who makes which decisions.	<b>Rating:</b>
6.1 - Prioritization Practices: The leader gives priority attention to decisions that impact the quality of student learning and teacher proficiency, gathering and analyzing facts and data, and assessing alignment of decisions with school vision, mission, and improvement priorities.	
6.2 - Problem-Solving: The leader uses critical thinking and problem-solving techniques to define problems and identify solutions.	
6.3 - Quality Control: The leader maintains recurring processes for evaluating decisions for effectiveness, equity, intended and actual outcome(s); implements follow-up actions revealed as appropriate by feedback and monitoring; and revises decisions or implementing actions as needed.	
6.4 - Distributive Leadership: The leader empowers others and distributes leadership when appropriate.	
6.5 - Technology Integration: The leader employs effective technology integration to enhance decision making and efficiency throughout the school. The leader processes changes and captures opportunities available through social networking tools, accesses and processes information through a variety of online resources, incorporates data-driven decision making with effective technology integration to analyze school results, and develops strategies for coaching staff as they integrate technology into teaching, learning, and assessment processes.	
<b>Proficiency Area 7 - Leadership Development:</b> Effective school leaders actively cultivate, support, and develop other leaders within the organization, modeling trust, competency, and integrity in ways that positively impact and inspire growth in other potential leaders.	<b>Rating:</b>
7.1 - Leadership Team: The leader identifies and cultivates potential and emerging leaders, promotes teacher-leadership functions focused on instructional proficiency and student learning, and aligns leadership development practices with system objectives, improvement planning, leadership proficiency needs, and appropriate instructional goals.	

7.2 - Delegation: The leader establishes delegated areas of responsibility for sub-ordinate leaders and manages delegation and trust processes that enable such leaders to initiate projects or tasks, plan, implement, monitor, provide quality control, and bring projects and tasks to closure.					
7.3 - Succession Planning: The leader plans for and implements succession management in key positions.					
7.4 - Relationships: The leader develops sustainable and supportive relationships between school leaders, parents, community, higher education, and business leaders.					
<b>Proficiency Area 8 - School Management:</b>					
Effective school leaders manage the organization, operations, and facilities in ways that maximize the use of resources to promote a safe, efficient, legal, and effective learning environment; effectively manage and delegate tasks and consistently demonstrate fiscal efficiency; and understand the benefits of going deeper with fewer initiatives as opposed to superficial coverage of everything.					<b>Rating:</b>
8.1 - Organizational Skills: The leader organizes time, tasks, and projects effectively with clear objectives, coherent plans, and establishes appropriate deadlines for self, faculty, and staff.					
8.2 - Strategic Instructional Resourcing: The leader maximizes the impact of school personnel, fiscal and facility resources to provide recurring systemic support for instructional priorities and a supportive learning environment.					
8.3 - Collegial Learning Resources: The leader manages schedules, delegates, and allocates resources to provide recurring systemic support for collegial learning processes focused on school improvement and faculty development.					
<b>Proficiency Area 9 - Communication:</b>					
Effective school leaders use appropriate oral, written, and electronic communication and collaboration skills to accomplish school and system goals by practicing two-way communications, seeking to listen and learn from and building and maintaining relationships with students, faculty, parents, and community; managing a process of regular communications to staff and community keeping all stakeholders engaged in the work of the school; recognizing individuals for good work; and maintaining high visibility at school and in the community.					<b>Rating:</b>
9.1 - Constructive Conversations: The leader actively listens to and learns from students, staff, parents, and community stakeholders and creates opportunities within the school to engage students, faculty, parents, and community stakeholders in constructive conversations about important issues.					
9.2 - Clear Goals and Expectations: The leader communicates goals and expectations clearly and concisely using Florida's common language of instruction and appropriate written and oral skills, communicates student expectations and performance information to students, parents, and community, and ensures faculty receive timely information about student learning requirements, academic standards, and all other local, state, and federal administrative requirements and decisions.					
9.3 - Accessibility: The leader maintains high visibility at school and in the community, regularly engages stakeholders in the work of the school, and utilizes appropriate technologies for communication and collaboration.					
9.4 - Recognitions: The leader recognizes individuals, collegial work groups, and supporting organizations for effective performance.					
<b>Proficiency Area 8 Total:</b>		<b>Proficiency Area 7 Total:</b>		<b>Domain 3 Total:</b>	
<b>Proficiency Area 6 Total:</b>		<b>Proficiency Area 5 Total:</b>		<b>Proficiency Area 4 Total:</b>	
<b>Proficiency Area 10 Total:</b>		<b>Proficiency Area 9 Total:</b>		<b>Domain 4 Total:</b>	
<b>Domain 4: Professional and Ethical Behaviors (20% of the FSLA Score)</b>					
<i>The focus is on the leader's professional conduct and leadership practices that represent quality leadership.</i>					
<b>Proficiency Area 10 - Professional and Ethical Behaviors:</b>					
Effective school leaders demonstrate personal and professional behaviors consistent with quality practices in education and as a community leader by staying informed on current research in education and demonstrating their understanding of the research, engage in professional development opportunities that improve personal professional practice and align with the needs of the school system, and generate a professional development focus in their school that is clearly linked to the system-wide strategic objectives.					<b>Rating:</b>
10.1 - Resiliency: The leader demonstrates resiliency in pursuit of student learning and faculty development by staying focused on the school vision and reacting constructively to adversity and barriers to success, acknowledging and learning from errors, constructively managing disagreement and dissent with leadership, and bringing together people and resources with the common belief that the organization can grow stronger when it applies knowledge, skills, and productive attitudes in the face of adversity.					
10.2 - Professional Learning: The leader engages in professional learning that improves professional practice in alignment with the needs of the school and system and demonstrates explicit improvement in specific performance areas based on previous evaluations and formative feedback.					
10.3 - Commitment: The leader demonstrates a commitment to the success of all students, identifying barriers and their impact on the well-being of the school, families, and local community.					
10.4 - Professional Conduct: The leader adheres to the Code of Ethics of the Education Profession in Florida (Rule 6B-1.001, F.A.C.) and to the Principles of Professional Conduct for the Education Profession (Rule 6B-1.006, F.A.C.).					
<b>Proficiency Area 10 Total:</b>		<b>Proficiency Area 9 Total:</b>		<b>Domain 4 Total:</b>	
<b>Deliberate Practice</b>					<b>Deliberate Practice Score:</b>
					<b>FSLA Score:</b> #N/A
					<b>FSLA Rating:</b> #N/A

The high school and prep athletic teams just completed their competitive seasons this past week. The high school track team finished up their inaugural season at the Sarasota County track meet. The baseball team competed in district competition for the first time. These teams, along with the Prep boys' and girls' soccer teams, are planning their end of year and awards celebrations.

The athletic department directed last week's SMA Talent Show and Silent Auction. This event proved to be a successful event in terms of student involvement and fund raising. While this did help address the greatest concern at this time in athletics, which is finances, there is still the need for continued work in this area. While this issue is continuing to be addressed, I am asking for your help. With your numerous contacts and connections to SMA, it is my hope that you may be able to direct me to possible donors and/or sponsors. While we are working on fundraising efforts at this time, any additional funding that can be secured would be greatly beneficial. I have introduced a plan to our director of finance to help alleviate some of these issues moving forward and for the next school year.

**SARASOTA MILITARY ACADEMY**

Senior Army Instructor  
801 North Orange Avenue  
Sarasota, Florida 34236

24 April 2025

**MEMORANDUM FOR GOVERNING BOARD, SARASOTA MILITARY ACADEMY**

**THRU:** Superintendent Sarasota Military Academy

**SUBJECT:** Significant Activities Report (SAR)

**Significant Activities (APR 2025):**

- **4 APR 2025:** SMA Flag Retirement Ceremony (SMA H.S).
- **8 APR 2025:** SMA REGT Change of Command & Responsibility Ceremony (SMA H.S).
- **25-26 APR 2025:** Raider Campout (Camp Shannon).

**Significant Activities (May 2025):**

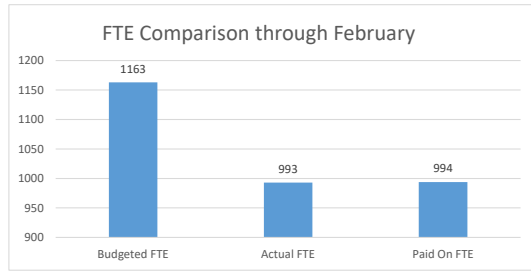
- **9 May 2025:** SMA JROTC Awards Night (SMA H.S).
- **13 May 2025:** SMA Senior Awards Night (SMA H.S).
- **26 May 2025:** Memorial Day Parade (SMA H.S.).

**SAI Summary and Outlook:**

- **Summary:** SMA JROTC Department is currently planning execution of all May events. We are conducting our Awards night on 9 May 2025 and will wrap the year up with our annual Memorial Day Parade. Information has been disseminated to SMA Prep COL Korwin as well as Mrs. Cohen for promotion on the website. REGT Staff will be posting flyers down Main Street and Osprey NLT Friday, 23 May 2025. We are also in the early planning stages of next year's Military Ball.
- **Outlook:** SMA JROTC department is currently working through new staffing and budgetary priorities, but will finish off the school year better than we started it and with a great outlook as we move into SY2025-2026. I am confident in the new cadet staff and their ability to pick up where last class left off and am working with them now to ensure a smooth transition as we start next year. Top remaining priorities are JROTC Awards Night, Memorial Day Parade, Army Instructor vacancy fill, and JROTC Wing summer renovations.

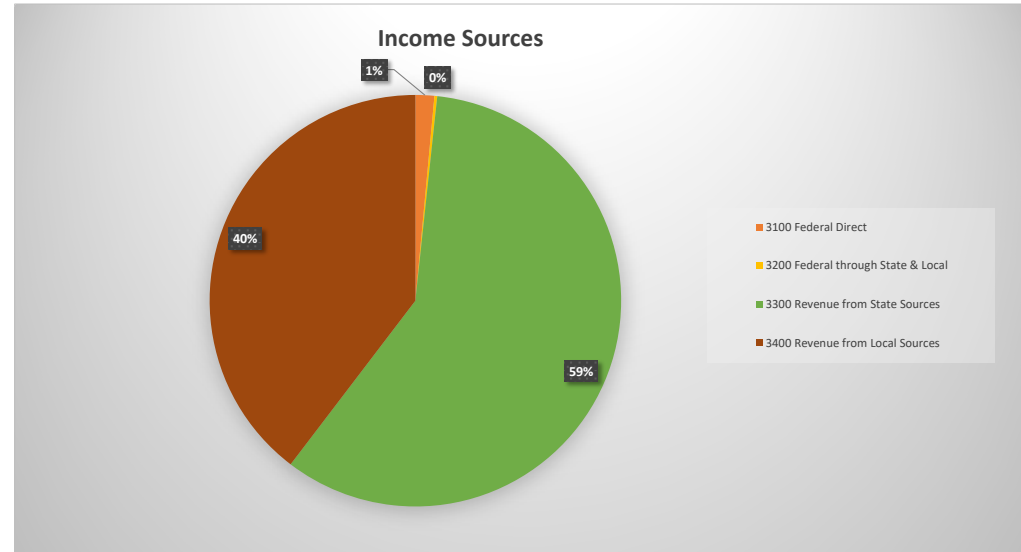
RUSSELL R. OSTERFELD  
MAJ (Retired), U.S. Army  
JROTC, Senior Army Instructor

# Profit and Loss Pie Charts through February 2025



<b>Income</b>		
3100 Federal Direct	\$	135,055
3200 Federal through State & Local	\$	20,167
3300 Revenue from State Sources	\$	5,360,352
3400 Revenue from Local Sources	\$	3,620,776

**Total Revenue \$9,136,350**



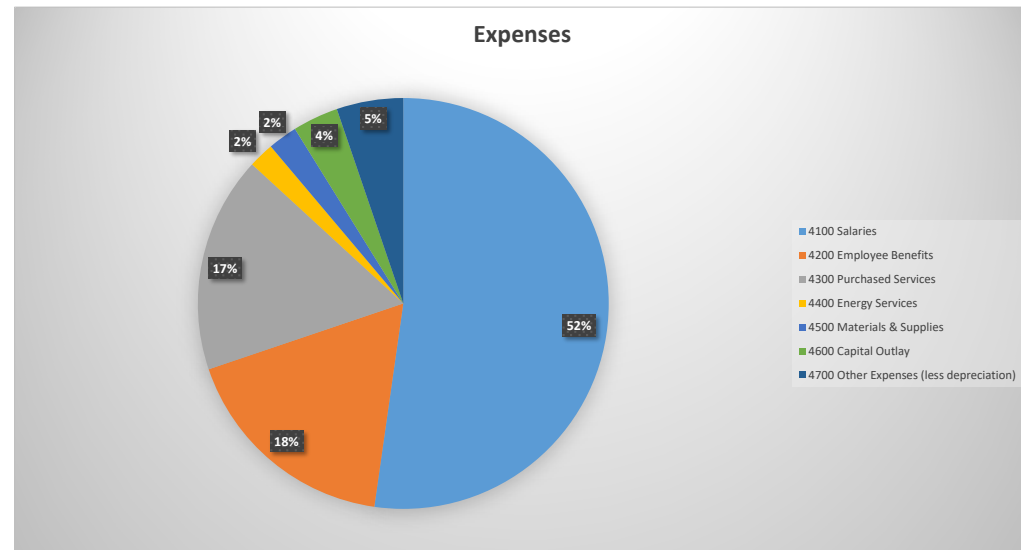
<b>Expenses</b>		
4100 Salaries	\$4,373,432	
4200 Employee Benefits	\$1,469,303	
4300 Purchased Services	\$1,424,960	
4400 Energy Services	\$168,342	
4500 Materials & Supplies	\$193,475	
4600 Capital Outlay	\$301,262	
4700 Other Expenses (less depreciation)	\$438,914	

**Total Operating Expenses \$8,369,688**

**Net Operating Income \$766,662**

**Depreciation Expense \$468,752**

**Net Income \$297,910**



**Salaries & Benefits Equal 70 % of Operating Budget**

# Sarasota Military Academy Balance Sheet- By Campus

As of February 28, 2025

	Total
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1110 Cash and cash equivalents	2,033,558
8-1111 Sport Team Bank Accounts	52,335
<b>Total Bank Accounts</b>	<b>\$ 2,085,894</b>
<b>Other Current Assets</b>	
1130 Accounts Receivable	4,890
1210 Deposits	13,485
1220 Due from Other Governments	62,697
<b>Total Other Current Assets</b>	<b>\$ 81,072</b>
<b>Total Current Assets</b>	<b>\$ 2,166,966</b>
<b>Total Fixed Assets</b>	<b>\$ 18,558,622</b>
<b>TOTAL ASSETS</b>	<b>\$ 20,725,587</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Total Accounts Payable	\$ 58,797
Total Credit Cards	\$ 118,916
Total Other Current Liabilities	\$ 1,088,487
<b>Total Current Liabilities</b>	<b>\$ 1,266,200</b>
<b>Total Long-Term Liabilities</b>	<b>\$ 8,540,727</b>
<b>Total Liabilities</b>	<b>\$ 9,806,927</b>
<b>Equity</b>	
3010 Invested In Capital Assets, Net	8,812,050
3020 Temporarily Restricted Net Assets	75,127
3030 Unrestricted Net Assets	1,733,574
Net Income	297,910
<b>Total Equity</b>	<b>\$ 10,918,660</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 20,725,587</b>

Thursday, Apr 24, 2025 07:15:55 AM GMT-7 - Accrual Basis

**\$2,166,966 - \$1,266,200 = \$900,766 Working Capital**

**Ratio of Assets to Liabilities = \$2,166,966 / \$1,266,200 1.71**

# Sarasota Military Academy

## Budget vs. Actuals: FY25 Budget - FY25 P&L

July 2024 - February 2025

8 Months in should be 67%

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
<b>Income</b>			
3100 Federal Direct	135,055	211,080	64.00 %
3200 Federal Through State & Local	20,167	41,218	49.00 %
3300 Revenue from State Sources	5,360,352	8,122,101	66.00 %
3400 Revenue from Local Sources	3,620,776	5,427,321	67.00 %
<b>Total Income</b>	<b>\$9,136,349</b>	<b>\$13,801,720</b>	<b>66.00 %</b>
<b>GROSS PROFIT</b>	<b>\$9,136,349</b>	<b>\$13,801,720</b>	<b>66.00 %</b>
<b>Expenses</b>			
4100 Salaries	4,373,432	6,656,556	66.00 %
4200 Employee Benefits	1,469,303	2,427,922	61.00 %
4300 Purchased Services	1,424,960	2,070,461	69.00 %
4400 Energy Services	168,342	284,532	59.00 %
4500 Materials & Supplies	193,475	301,843	64.00 %
4600 Capital Outlay	301,262	237,721	127.00 %
4700 Other Expenses	907,666	1,338,449	68.00 %
<b>Total Expenses</b>	<b>\$8,838,440</b>	<b>\$13,317,484</b>	<b>66.00 %</b>
<b>NET OPERATING INCOME</b>	<b>\$297,910</b>	<b>\$484,236</b>	<b>62.00 %</b>
<b>NET INCOME</b>	<b>\$297,910</b>	<b>\$484,236</b>	<b>62.00 %</b>

Pretty much on level...

# Sarasota Military Academy

## Profit and Loss - YTD - By Campus

July 2024 - February 2025

	HS	PREP	TOTAL
<b>Income</b>			
3100 Federal Direct	135,055		\$135,055
3200 Federal Through State & Local	11,592	8,575	\$20,167
3300 Revenue from State Sources	2,891,212	2,469,140	\$5,360,352
3400 Revenue from Local Sources	2,083,551	1,537,224	\$3,620,776
<b>Total Income</b>	<b>\$5,121,410</b>	<b>\$4,014,939</b>	<b>\$9,136,349</b>
<b>GROSS PROFIT</b>	<b>\$5,121,410</b>	<b>\$4,014,939</b>	<b>\$9,136,349</b>
<b>Expenses</b>			
4100 Salaries	2,470,544	1,902,888	\$4,373,432
4200 Employee Benefits	819,499	649,803	\$1,469,303
4300 Purchased Services	732,210	692,750	\$1,424,960
4400 Energy Services	70,095	98,247	\$168,342
4500 Materials & Supplies	116,913	76,561	\$193,475
4600 Capital Outlay	186,216	115,047	\$301,262
4700 Other Expenses	606,627	301,039	\$907,666
<b>Total Expenses</b>	<b>\$5,002,104</b>	<b>\$3,836,336</b>	<b>\$8,838,440</b>
<b>NET OPERATING INCOME</b>	<b>\$119,306</b>	<b>\$178,604</b>	<b>\$297,910</b>
<b>NET INCOME</b>	<b>\$119,306</b>	<b>\$178,604</b>	<b>\$297,910</b>