

**SARASOTA MILITARY ACADEMY
BOARD OF DIRECTORS
MEETING AGENDA
Thursday November 8, 2018**

- Call to Order
- Approval of the Minutes-Tab 1
 - October 25, 2018
- Financial Report-Tab 2
- Strategic Planning-Tab 3
 - Draft Strategic Plan
- Old Business
- New Business
- Public Comment
- Meeting Adjournment

Sarasota Military Academy

BOARD OF DIRECTORS

MEETING MINUTES

25 October, 2018

Board of Director Members' Attendance

Present:

Mr. Herb Jones, Chairman
Ben Knisely, COL USA (Ret), Secretary
Mr. Kimball Bobbitt, Treasurer
Dr. Thomas J. McElheny
Ms. Linda Long
Dr. J. Robert Parkinson

Howard G. Crowell, Jr., LTG USA (Ret), Chairman, Foundation, Inc.

Absent: F. Steven Herb, Esquire, Vice Chairman; Ms. Carter Donovan;
Dr. Logan Malone, RADM USN (Ret); SMA-MAJ Denise Harper, Human Resources;
SMA-LTC Ryan Lee, Assistant Head of School, High School Campus

SMA Administrative Staff in Attendance

SMA-COL Christina Bowman, Executive Director of Schools
SMA-MAJ Steve Kok, Director of Finance
SMA-MAJ CJ Bannister, Chief Development Officer, SMA Foundation Inc.
SMA-LTC Frederick Fout, Head of School, High School Campus
SMA-LTC Dr. Catherine Rodriguez, Assistant Head of School, High School Campus
SMA-LTC Abby Williams, Assistant Head of School, High School Campus
LTC Ben Weiss, Commandant of Cadets – Senior Army Instructor (SAI)
SMA-LTC Pamela Donehew, Director of Literacy and IB
SMA-MAJ Amy Mazner, Athletic Director, High School Campus
SMA-LTC Tom Vara, Head of School, Middle School Campus
SMA-LTC Lisa Currie, Assistant Head of School, Middle School Campus
MAJ Becky Morris, Assistant Head of School, Middle School Campus
SMA-MAJ Leslie Smith, Athletic Director, Middle School Campus

Guests: Members of the SMA faculty, staff and PTCC representatives.

Ms. Michele Collins, PTCC President; MSG Johnny Browning, Staff Representative, High School; SMA-CPT Terri Davis, Staff Representative, Middle School; Ms. Melissa Watrobsky, High School IB Parent.

Location: SMA High School campus. The chairman called the meeting to order at 2:32 pm.

Motion to Approve the Minutes from the 13 September 2018 meeting:

COL Ben Knisely motioned for approval of the 13 September, 2018 minutes; Dr. Thomas J. McElheny seconded the motion and the board unanimously approved.

Executive Director of School Report: SMA-COL Christina Bowman provided a read ahead report. LTG Howard Crowell inquired about the status of the parking lot in which SMA-COL Bowman replied with an update. SMA-COL Bowman received a copy of the land survey and will renew the Usage Permit (Fifth Extension) for the 2018-2019 school year that will continue to allow overflow parking and PE exercises.

SMA-COL Bowman discussed current enrollment and she commended LTC Ben Weiss and SMA-CPT Terri Davis on the continued collaboration of both campuses.

SMA-COL Bowman discussed the Best and Brightest Teachers' deadline is approaching and asked the board to approve the list of teachers needed for submission to the school district. Mr. Kimball Bobbitt motioned for approval of the Best and Brightest Teachers list for the school board; COL Ben Knisely seconded the motion and the board unanimously approved.

SMA-COL Bowman discussed the need for board approval of the School Improvement Plan to be sent to the district and Department of Education. SMA-LTC Fred Fout and SMA-LTC Vara discussed goals identified in the School Improvement Plan including college and career readiness, ESE and ELA, specifically increasing learning gains.

SMA-COL Bowman asked for board approval on the School Improvement Plan to be submitted to the district and Department of Education with any revisions recommended from the district. COL Knisely motioned for approval of the School Improvement Plan with recommendations from the district; Dr. Thomas McElheny seconded the motion and the board unanimously approved.

SMA-COL Bowman discussed the projected enrollment numbers for 2019/2020 school year and stated she will submit the numbers to the district and will work closely with the district should any changes occur.

SMA-COL Bowman discussed the Florida School Recognition Program and funds received by our school for a one-time bonus to our teachers and staff on both campuses for the grade increase from a C to a B. She will bring the final determination to the board for approval and have until February 1, 2019 for distribution.

SMA-COL Bowman discussed the Veterans Day Parade, the schedule for the day and parking available on 8th Street. Chairman Jones encouraged all board members to attend and Ms. Linda Long concurred with stating it will be spectacular this year.

SMA-COL Bowman discussed the Safety and Security at both campuses and commended the Sheriff's Department for their dedication to safety and decreased cost of the positions.

SMA-COL Bowman mentioned the Feeding the Troops program and requested assistance to SMA-MAJ CJ Bannister and the Foundation to fulfill.

Chairman Jones requested the Operating Board Strategic Plan drafted by SMA-COL Bowman receive collaboration within the next month and looking for board participation.

Human Resources Manager Report: SMA-MAJ Denise Harper provided a read ahead report. SMA-COL Bowman announced the Human Resources position has been eliminated and absorbed into her responsibilities as of October 31, 2018.

SMA Prep Head of School Report: SMA-LTC Vara provided a read ahead report. He highlighted the 50/50 Character Day and how it was streamed live throughout the world and was the only school on their website. SMA-LTC Vara discussed the continued success with the high school cadets coming to the middle school weekly with the goal to continue collaborative efforts.

SMA-LTC Vara discussed a "sleeve" made out of a fire hose provided by a parent to slide over the top of the door and how there will be one in every classroom. He mentioned the safety team continues to meet regularly

SMA Prep Athletics Report: SMA-MAJ Smith mentioned the flag football team made the playoffs and the coach couldn't have been more proud of their efforts. She also mentioned the cross country invitational had a total of one hundred boys and ninety girls in which our boys placed third. She stated that basketball tryouts are next week.

MYP: SMA-MAJ Lisa Currie provided a read-ahead report. She discussed how MYP is growing within the district, parents and community and becoming more mainstream in which our program is very strong. She mentioned the one day professional development for new teachers went well.

SMA Head of School Report: SMA-LTC Fout provided a read-ahead report. He mentioned the amazing accomplishments thus far with SMA-CPT Tina Hodges and SMA-LTC Pamela Donehew testing three hundred and fifty students in one morning and providing breakfast as well. SMA-LTC Fout mentioned Deputy McVay completing another safety assessment of the high school campus. He mentioned the canine unit visited the campus and pleased to announce they found nothing.

SMA-LTC Fout mentioned MSG Johnny Browning and the Raiders competing in Georgia from November 1st thru the 4th and commended all their efforts to remain as the three time champions for girls and two time runner-up for boys. SMA-COL Bowman inquired to MSG Browning if a parent donated an obstacle course in which MSG Browning replied that yes they did and trying to work out details. SMA-LTC Fout commended all the instructors for all their efforts and extended time for the success of their teams and mentioned the Drill and Rifle team have upcoming meets in November.

SMA HS Athletics Report: Athletic Director Coach Amy Mazner provided a read-ahead report. She discussed the achievements of various teams with the girl's cross country advancing to regionals; both girls and boys golf advancing to regionals with the boys finishing strong in the high seventies to low eighties; and the volleyball

team is getting better and won one more game than last year. Coach Mazner expressed how parents approached her to discuss how well the cadets acted showing sportsmanship.

Coach Mazner mentioned Ms. Phyllis Siskel and Badger Bob's both donated funds to purchase cameras in both gyms so coaches can review with teams and scouts can receive video. She expressed gratitude to Mr. Kevin Nasby for installing all the sponsorship banners at the prep gym. Coach Mazner mentioned her purchase of cameras for field sports in order to capture whole field for coaches to review with cadets.

Coach Mazner mentioned a new assistant coach for wrestling to assist MAJ Arrington and possibly a new wrestling coach at the middle school. She also mentioned the new basketball coaches and how excited the cadets are. She also mentioned how half of her coaches donate their stipend back to the cadets and program. Coach Mazner detailed the need of a new facility to include fields, additional gyms and weight rooms for the future SMA High School campus in which Chairman Jones asked for additional specifics to support sports at SMA. SMA-MAJ Bannister inquired as to how the Foundation can support athletics in which Coach Mazner replied crowdfunding is necessary. COL Knisely mentioned the story in the Herald about Cadet Kendall Goebel who is said to be heading for the Olympics with her skills and talent on the Rifle team.

IB Report: SMA-LTC Pamela Donehew mentioned four coordinators will be meeting together to discuss the IB program including middle schools at the end of the month. She stated that Riverview and their grant for the IB program included our teachers for training and the knowledge was brought back to SMA. SMA-LTC Donehew mentioned National Heritage Month celebrated here on campus with International Day and explained how everyday will be designated a different country

SMA-COL Bowman inquired if a grant has been submitted for this project in which SMA-LTC Donehew replied that \$5,000 has been asked and should know next week. SMA-LTC Donehew mentioned a recipe book has been collaborated for fundraising purposes. She stated the IB pinning ceremony will be held in the gym on November 29th from 6pm-7pm. She showed gratitude to Ms. Melissa Watrobsky on bringing roses in to all the IB teachers to celebrate the 50th Anniversary of the IB program. Ms. Watrobsky thanked the board for supporting the IB program and offered a suggestion of a PYP, elementary. SMA-LTC Donehew concluded by stating last year's graduation class totaled \$1.6 million in scholarship money.

Treasurer's Report: Mr. Kimball Bobbitt provided a read-ahead report. Mr. Bobbitt expressed the need to increase our enrollment but emphasized without damaging our education. Dr. McElheny stated discussing opportunities with SMA-COL Bowman in how to increase the FTE amount and stated how he feels comfortable with the projected enrollment for 2019/2020 school year. He stated success cannot be found thru savings. SMA-COL Bowman mentioned twenty-five new students will be enrolled in January of 2019.

COL Knisely inquired if there are more seats available at the middle school without using portable units in which SMA-COL Bowman responded that currently, there is

no more room with a class capacity set at 22 cadets per class. LTG Crowell and SMA-COL Bowman stated their concerns on how the high school campus is currently landlocked in which discussion started as to whether funds can be raised for a brand-new campus.

Chairman Jones suggested Dr. McElheny and Ms. Long would be great on the Strategic Plan Committee working with SMA-COL Bowman and her administration.

SMA-MAJ Kok asked for board approval of the amended budget. Mr. Bobbitt motioned for the amended budget to be approved; Dr. McElheny seconded the motion and the board unanimously approved.

Staff Representatives: SMA-CPT Terri Davis discussed how happy she was with the high school teachers and staff at the middle school for professional day and the military studies instructors met to share lesson plans. She mentioned how teachers are excited and more communicative and working well together. SMA-CPT Terri Davis mentioned the community project piece for MYP was awarded to eighth grader, Cadet Thomas Canales, with the Keep Sarasota Beautiful program.

MSG Browning is the new staff representative for the high school and he discussed how the climate seems to be strong with 80% of concerns handled on the spot. He stated the administration seemed genuinely interested in deriving a solution on issues that may arise.

SAI/Commandant's Report: LTC Weiss provided a read-ahead report. He commended SFC Riess Pellegrino and his Rifle team for producing great shooters and stated the marksmanship will be able to get scholarships and a chance to play in the Olympics. LTC Weiss also commended MSG Browning on winning every event thus far and he applauded all instructors on the amount of extra time and energy given to the teams to succeed. LTC Weiss mentioned the West Point trip with SMA-COL Bowman went well and would like to collaborate with the service academies on steps needed to enroll.

LTC Weiss explained in his research there is no other school like ours in the country and that boarding military schools are closing. SMA-COL Bowman commended LTC Weiss on a phenomenal job taking on more responsibilities and making positive changes. LTG Crowell expressed how unique and special our school is in which SMA-MAJ Bannister mentioned the SMA video that is in the process of being created to help drive donors with her goal to make our school nationally known.

PTCC Report: Ms. Michele Collins provided a read-ahead report. She mentioned the Veterans Day Parade and how the PTCC will provide lunch to staff as well as the Wreaths Across America campaign has commenced.

Foundation, Inc.: Chairman Crowell stated the change of focus towards authority of the Foundation with SMA-MAJ Bannister working directly under SMA-COL Bowman to funnel thru one person. He expressed the need of the Strategic Plan for the school from the operating board.

SMA-MAJ Bannister stated she would like to conduct a workshop as well as invite possible donors to the school for a visit. She expressed the need of the board's engagement to the community assists in her achieving commitments. Vice

Chairman Jones suggested a marketing committee to include Mr. F. Steven Herb and Ms. Carter Donovan.

Old Business: N/A

New Business: Ms. Watrobsky expressed the need to reach out to the 27,000 new families purchasing new homes within the three counties. She suggested, as a realtor herself, to create pamphlets to hand out to realtors at the new Waterside community on Lorraine Road between University and Fruitville. SMA-MAJ Bannister stated that it was a great idea and mentioned SMA Day that is in the works with just finalizing details. SMA-LTC Vara suggested enrollment meetings for local realtors.

The next board meeting was confirmed for 8 November at 2:30pm at the high school campus.

Public Comments: N/A

The chairman adjourned the meeting at 4:48 pm.

Mr. Herb Jones, Chairman

Date

COL Ben Knisely, Secretary

Date

Sarasota Military Academy
Balance Sheet- By Campus
As of September 30, 2018

| | HS | Prep | Total |
|--|--------------|------------|--------------|
| ASSETS | | | |
| Current Assets | | | |
| Bank Accounts | | | |
| 1110 Cash and cash equivalents | | | |
| 1109 Petty Cash | 400 | 400 | 800 |
| 1111 WF Operating Account | 294,584 | | 294,584 |
| 1113 SMA PTCC Account | 22,285 | | 22,285 |
| 1116 WF Advancement Account | 80,763 | | 80,763 |
| 1117 WF Credit Card Machine | 15,300 | | 15,300 |
| 1118 WF Business Market Savings | 255,860 | | 255,860 |
| 1119 SMA Prep Checking | | 200,284 | 200,284 |
| 1120 Athletics Account | 62,805 | | 62,805 |
| 1121 WF Prep PTCC Account | | 23,769 | 23,769 |
| 1122 Prep PTCC Wreaths | | 80 | 80 |
| 1123 Prep CC Machine | | 16,986 | 16,986 |
| 1124 SMA Wreaths | 55,788 | | 55,788 |
| Total 1110 Cash and cash equivalents | \$ 787,785 | \$ 241,519 | \$ 1,029,304 |
| 8-1111 Sport Team Bank Accounts | 87,130 | | 87,130 |
| Total Bank Accounts | \$ 874,915 | \$ 241,519 | \$ 1,116,434 |
| Other Current Assets | | | |
| 1130 Accounts Receivable | 800 | 800 | 1,600 |
| 1160 Stifel Reserve | 126,686 | | 126,686 |
| 1220 Due from Other Governments | | | |
| 1221 A/R ROTC | 31,158 | | 31,158 |
| 1222 A/R Due from District | 168,333 | 81,154 | 249,486 |
| Total 1220 Due from Other Governments | \$ 199,491 | \$ 81,154 | \$ 280,644 |
| Total Other Current Assets | \$ 326,977 | \$ 81,954 | \$ 408,931 |
| Total Current Assets | \$ 1,201,892 | \$ 323,472 | \$ 1,525,365 |
| Fixed Assets | | | |
| 1300 Fixed Assets | | | |
| 1310 Land | 973,750 | 7,424,550 | 8,398,300 |
| 1320 Land Improvements | 73,227 | 42,750 | 115,978 |
| 1330 Building & Improvements | 11,648,044 | 2,016,698 | 13,664,741 |
| 1340 Furniture, Fixtures & Equipment | 1,569,301 | 350,154 | 1,919,455 |
| 1350 Motor Vehicles | 535,364 | 232,835 | 768,199 |
| 1370 Capital Lease Equipment | 53,300 | | 53,300 |
| 1380 Audio-visual Material & Softwar | | | |
| 1381 Audio-visual Materials | 1,504 | | 1,504 |
| 1382 Computer Software | | 93,386 | 93,386 |
| Total 1380 Audio-visual Material & Softwar | \$ 1,504 | \$ 93,386 | \$ 94,890 |
| 1390 Computer Equipment | 109,299 | 363,064 | 472,364 |

| | | | |
|---|----------------|----------------|----------------|
| Total 1300 Fixed Assets | \$ 14,963,788 | \$ 10,523,438 | \$ 25,487,226 |
| 1550 Accumulated Depreciation | | | |
| 1329 AD- Land Improvements | (38,352) | (11,136) | (49,488) |
| 1339 AD- Buildings & Improvements | (2,632,357) | (176,656) | (2,809,013) |
| 1349 AD- Furniture, Fixtures & Equip | (1,310,417) | (181,409) | (1,491,826) |
| 1359 AD- Motor Vehicles | (307,494) | (59,015) | (366,509) |
| 1379 AD- Capital Lease Property | (53,300) | | (53,300) |
| 1389 AD- Computer Software | (23,424) | (340,626) | (364,050) |
| 1399 AD - Audio Visual | (73) | | (73) |
| Total 1550 Accumulated Depreciation | \$ (4,365,417) | \$ (768,841) | \$ (5,134,258) |
| Total Fixed Assets | \$ 10,598,371 | \$ 9,754,597 | \$ 20,352,968 |
| Other Assets | | | |
| 1625 Due From SMA Prep - Long-term | 2,060,447 | (2,060,447) | 0 |
| 1626 Due from Foundation | 66,378 | 0 | 66,378 |
| Total Other Assets | \$ 2,126,826 | \$ (2,060,447) | \$ 66,378 |
| TOTAL ASSETS | \$ 13,927,089 | \$ 8,017,622 | \$ 21,944,711 |
| LIABILITIES AND EQUITY | | | |
| Liabilities | | | |
| Current Liabilities | | | |
| Accounts Payable | | | |
| 2120 Accounts Payable | 30,053 | 34,418 | 64,471 |
| Total Accounts Payable | \$ 30,053 | \$ 34,418 | \$ 64,471 |
| Credit Cards | | | |
| 2150 Wells Fargo Visa CC | | | |
| 2151 Carmen Diaz | 798 | | 798 |
| 2152 Stephen Kok | 53,792 | | 53,792 |
| 2154 Denise Harper | 444 | | 444 |
| 2155 Kevin Nasby | 807 | | 807 |
| 2156 Christina Bowman | 1,152 | | 1,152 |
| 2160 CJ Bannister | 1,254 | | 1,254 |
| 2161 Pamela Donehew | 2,339 | | 2,339 |
| 2163 Amy Mazner | 2,257 | | 2,257 |
| 2164 Donna Hoefer HS | (1,411) | | (1,411) |
| Total 2150 Wells Fargo Visa CC | \$ 61,433 | \$ - | \$ 61,433 |
| 2180 Wells Fargo SMA Prep Visa CC | | | |
| 2181 Pam Hammond | | 12 | 12 |
| 2183 Stephen Kok | | 15,647 | 15,647 |
| 2186 Betty Bultemeier | | 379 | 379 |
| 2191 Lisa Currie | | 1,089 | 1,089 |
| 2193 Beth Harris | | 61 | 61 |
| Total 2180 Wells Fargo SMA Prep Visa CC | \$ - | \$ 17,188 | \$ 17,188 |
| Total Credit Cards | \$ 61,433 | \$ 17,188 | \$ 78,620 |
| Other Current Liabilities | | | |
| 2110 Accrued Payroll | | | |
| 2112 Accrued Payroll | 248,443 | 180,648 | 429,090 |
| Total 2110 Accrued Payroll | \$ 248,443 | \$ 180,648 | \$ 429,090 |
| 2170 Accrued Payroll Liabilities | 8,301 | 5,454 | 13,755 |

| | | | |
|--|----------------------|---------------------|----------------------|
| 2200 Other Current Liabilities | | | |
| 2215 Due to District | 38,849 | 25,900 | 64,749 |
| 2230 Current Portion of LTD | 155,000 | 441,314 | 596,314 |
| Total 2200 Other Current Liabilities | \$ 193,849 | \$ 467,214 | \$ 661,063 |
| 8-2290 Funds Held on Behalf of Others | 87,130 | | 87,130 |
| Total Other Current Liabilities | \$ 537,723 | \$ 653,315 | \$ 1,191,038 |
| Total Current Liabilities | \$ 629,209 | \$ 704,922 | \$ 1,334,130 |
| Long-Term Liabilities | | | |
| 2320 Bonds Payable | | | |
| 2323 Educational Bond - 2012 | 4,607,000 | | 4,607,000 |
| 2326 Prep Bond Payable - \$7.5M | | 6,551,982 | 6,551,982 |
| 2327 Prep Bond Payable - \$1M | | 883,577 | 883,577 |
| 2328 Wells Fargo Equipment Loan for Building 5 | | 98,346 | 98,346 |
| Total 2320 Bonds Payable | \$ 4,607,000 | \$ 7,533,905 | \$ 12,140,905 |
| 2330 Accrued Vacation | 18,307 | | 18,307 |
| 2380 Interest Rate Swap | 252,844 | | 252,844 |
| 2410 Deferred Revenues | 41,681 | (41,681) | 0 |
| Total Long-Term Liabilities | \$ 4,919,832 | \$ 7,492,224 | \$ 12,412,056 |
| Total Liabilities | \$ 5,549,041 | \$ 8,197,146 | \$ 13,746,187 |
| Equity | | | |
| 3010 Invested In Capital Assets, Net | 5,684,547 | 1,846,620 | 7,531,166 |
| 3020 Temporarily Restricted Net Assets | 73,001 | 13,911 | 86,911 |
| 3030 Unrestricted Net Assets | 2,601,289 | (1,925,235) | 676,054 |
| Net Income | 8,419 | (104,026) | (95,607) |
| Total Equity | \$ 8,367,255 | \$ (168,731) | \$ 8,198,524 |
| TOTAL LIABILITIES AND EQUITY | \$ 13,916,296 | \$ 8,028,415 | \$ 21,944,711 |

Sarasota Military Academy
Profit and Loss - Monthly - By Campus
September 2018

| | HS | Prep | Total |
|---------------------------------|-------------------|--------------------|---------------------|
| Income | | | |
| 3100 Federal Direct | 31,158 | | 31,158 |
| 3300 Revenue from State Sources | 446,140 | 298,504 | 744,643 |
| 3400 Revenue from Local Sources | 212,659 | 125,975 | 338,634 |
| Total Income | \$ 689,957 | \$ 424,479 | \$ 1,114,435 |
| Gross Profit | \$ 689,957 | \$ 424,479 | \$ 1,114,435 |
| Expenses | | | |
| 4100 Salaries | 405,542 | 281,427 | 686,969 |
| 4200 Employee Benefits | 96,384 | 74,695 | 171,078 |
| 4300 Purchased Services | 65,225 | 43,036 | 108,260 |
| 4400 Energy Services | 11,979 | 14,347 | 26,326 |
| 4500 Materials & Supplies | 24,141 | 15,492 | 39,633 |
| 4600 Capital Outlay | 5,214 | 15,814 | 21,028 |
| 4700 Other Expenses | 73,183 | 40,159 | 113,341 |
| Total Expenses | \$ 681,666 | \$ 484,968 | \$ 1,166,635 |
| Net Operating Income | \$ 8,290 | \$ (60,490) | \$ (52,199) |
| Net Income | \$ 8,290 | \$ (60,490) | \$ (52,199) |

Sarasota Military Academy
Profit and Loss - YTD - By Campus
July - September, 2018

| | HS | Prep | Total |
|---------------------------------|---------------------|---------------------|---------------------|
| Income | | | |
| 3100 Federal Direct | 88,289 | | 88,289 |
| 3300 Revenue from State Sources | 1,338,274 | 895,415 | 2,233,688 |
| 3400 Revenue from Local Sources | 704,875 | 406,490 | 1,111,365 |
| Total Income | \$ 2,131,437 | \$ 1,301,905 | \$ 3,433,342 |
| Gross Profit | \$ 2,131,437 | \$ 1,301,905 | \$ 3,433,342 |
| Expenses | | | |
| 4100 Salaries | 1,166,892 | 767,004 | 1,933,896 |
| 4200 Employee Benefits | 265,806 | 196,788 | 462,594 |
| 4300 Purchased Services | 294,812 | 202,962 | 497,775 |
| 4400 Energy Services | 31,291 | 29,617 | 60,908 |
| 4500 Materials & Supplies | 100,041 | 49,181 | 149,222 |
| 4600 Capital Outlay | 23,987 | 29,931 | 53,918 |
| 4700 Other Expenses | 240,189 | 130,447 | 370,636 |
| Total Expenses | \$ 2,123,018 | \$ 1,405,931 | \$ 3,528,949 |
| Net Operating Income | \$ 8,419 | \$ (104,026) | \$ (95,607) |
| Net Income | \$ 8,419 | \$ (104,026) | \$ (95,607) |

OUR 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 multi-cultural and globalized world.

OUR VALUES

HONOR

INTEGRITY

RESPECT

LEADERSHIP

CITIZENSHIP

EXCELLENCE

OUR STRATEGIC GOALS

1. Build a strong career and college readiness program from grades six through twelve
2. Increase the quantity, quality and diversity of our admissions pool
3. Build and maintain state of the art facilities, to include the addition of an elementary school
4. Purchase and maintain cutting edge technology
5. Expand financial resources

GOAL #1-Build a strong career and college readiness program from grades six through twelve

Key Strategies

1. Enhance the consistency and cohesiveness of the grades 6-12 curriculum
2. Recruit, develop and retain highly qualified faculty and staff
3. Improve school grade to an "A"
4. Increase the quantity and quality of STEM/Career Readiness classes
5. Provide quality research-based professional development

GOAL #2-Increase the quantity, quality and diversity of our admissions pool

Key Strategies

1. Implement a strategic marketing plan
2. Increase the utilization of both campuses as recruitment tools
3. Create an easily accessible, streamlined enrollment submission process
4. Increase retention rate of middle school cadets to the high school program
5. Survey parents, Alumni, students regarding level of satisfaction and areas in need of improvement

Goal #3-Build and maintain state of the art facilities, to include the addition of an elementary school

Key Strategies

1. Develop overall assessment of facility needs that strives to support the mission of the Academy
2. Determine current and future needs of the facilities in order to successfully plan and execute capital expansion projects to build and maintain a state of the art facilities.
3. Maintain ongoing facility assessment tools for deferred maintenance and capital expenditures
4. Investigate "phased" solutions

Goal #4-Purchase and maintain cutting edge technology

Key Strategies

1. Integrate technology as a learning tool in all content areas and grade levels through a 1:1 technology program
2. Establish and review annually a technology plan that identifies adequate infrastructure and devices to ensure students have access to current technology
3. Provide high quality professional development

Goal #5-Expand Financial Resources

1. Sarasota Military Academy Foundation, Inc.
2. Maximize operational efficiency
3. Develop additional sources of revenue from auxiliary programs