Redeemer Lutheran School

Business Plan

October 1, 2026



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Redeemer Lutheran School

Business Plan

1.0 Industry Overview

Private schools – known as independent, non-governmental, or non-state schools in the United States of America (U.S.) – have the right to select their students and are funded wholly or partly by charging tuition fees. They are not administered or funded by the local, state, or federal government.

The private school industry in the U.S. includes elementary school Grades K-5, middle school Grades 6-8, and high school Grades 9-12. Most private schools are small, with less than 300 students. Some private schools offer scholarships to students who bring special talents to the school, to students with financial needs, or to students eligible for tax credits.

The U.S. Department of Education's National Center for Education Statistics began conducting Private School Surveys (PSS) biennially in 1989. The latest PSS data are from its 2023–2024 school year collection. According to this data set, there were about 5 million students attending 30,553 private K-12 schools in the U.S in school year 2023-2024 – with about 2 million of these students attending 17,598 private elementary/middle schools. The average enrollment for each of these private elementary/middle schools was 113 students. Of final note, 67% percent of U.S. private schools had a religious orientation in 2023-2024.

In a July 26, 2023 article titled, *As parents flee controversial public schools, private school enrollment jumps by 25 percent in Washington state*, Washington Policy Center Education Director Emeritus Liv Finn wrote, "New data reported by the State Board of Education reveals that private school enrollment in Washington state has jumped by 25 percent in three years. In 2019-2020, total K-12 private school enrollment was 65,270 students. In 2022-2023, the number rose to 81,434 students. The number of homeschooled students has grown, from 20,844 in 2019-2020 to 29,798 in 2022-2023, an increase of 42 percent."

According to the Washington State Board of Education, there were 82,851 children attending 566 K-12 private schools in Washington state in the 2025-2026 school year. The growth that began during the COVID Epidemic continues.

So why the enrollment increase in private schools and home schools? Our nation's public school children are struggling, academically. Since 1969 the National Assessment of Educational Progress (NAEP) has been assessing biennially what U.S. students know. According to NAEP, "In 2024, the average reading score for the nation at Grade 8 was 2 points lower than in 2022 and 5 points lower than in 2019…the average Grade 8 math score was not significantly different from 2022 but was 8 points lower than in 2019."

Our nation's public school children are struggling, socially and spiritually, too. Washington state public schools were among the last in the nation to reopen from the COVID shutdown. They reopened on April 19, 2021. The school closures were difficult for Washington state

children. Remote learning and social isolation took their toll on public school children. Parents became dissatisfied with public school offerings. They wanted a more tailored, value-based education for their children.

Then, on April 20, 2021, the day after Washington public schools reopened, state senators passed SB 5044. Governor Inslee signed the bill May 5, 2021. It took effect July 25, 2021. SB 5044 has *many* "cultural competency, diversity, equity, and inclusion" training requirements that will make their way into public education in the next several years.

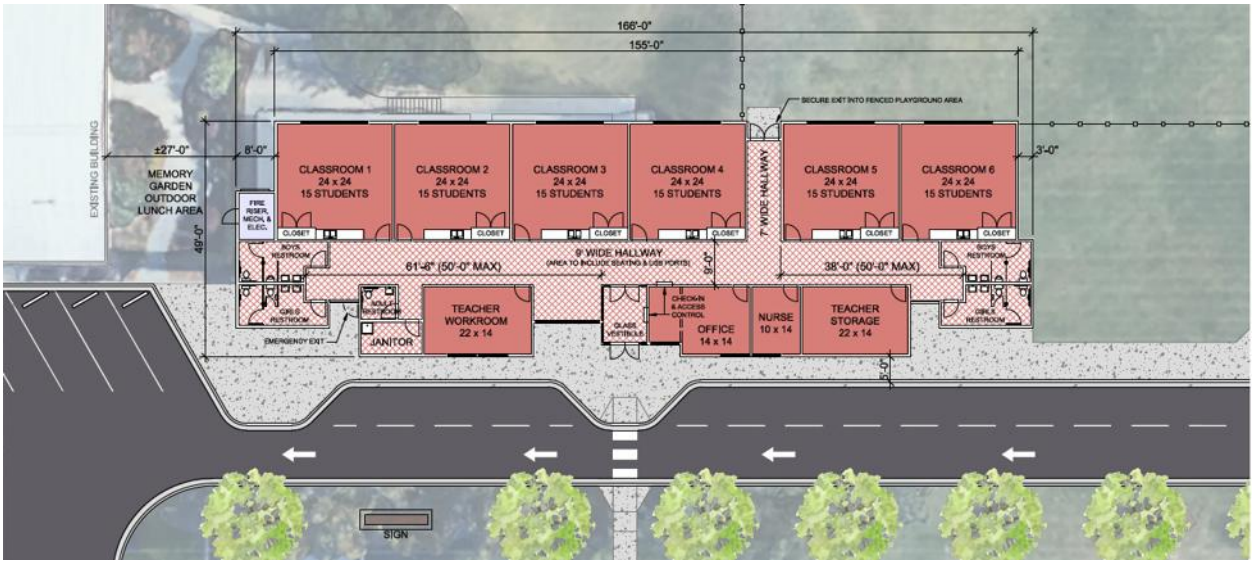
Finn says Washington state's social justice agenda ended enhanced learning programs, allowed boys to use girls' bathrooms, and allowed boys to compete in girls' sports.

"Over 110,000 parents in Washington state have decided that enrolling in controversial public schools is not the best option for their children," Finn said.

2.0 Executive Summary



Redeemer Lutheran School will be a Lutheran Church Missouri Synod (LCMS) K-5 elementary school built on Redeemer Lutheran Church acreage fronting Thayer Drive in Richland, WA. Plans for this K-5 Christian school call for a Kindergarten for 4-year-olds, a Kindergarten for 5-year-olds, and Grades 1-5.



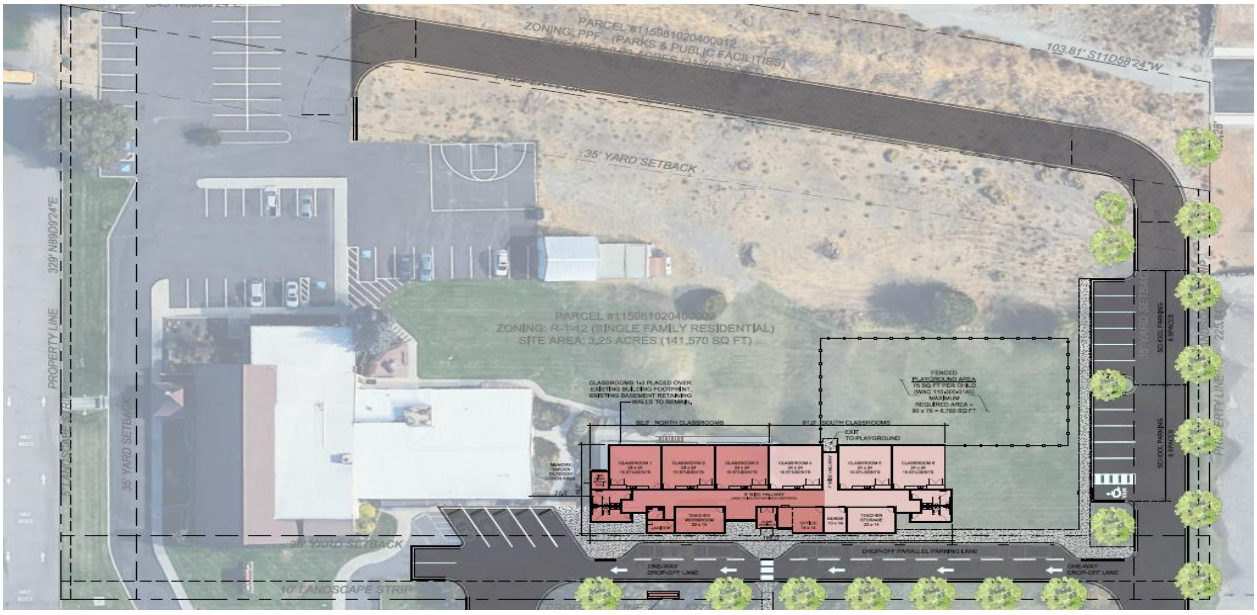
The school building will have 6 classrooms, a low 14:1 student/teacher ratio, and a nurturing, Christ-centered, core academic curriculum that meets children at their points of need. The school will maximize learning and will graduate students who meet or exceed state and national public school academic standards. Students will also enjoy art, music, and physical education programs – with a limited Grade 5 information technology program.

Half of Redeemer Lutheran School will sit on the footprint of the church's former Parsonage. The other half of the school will be built on vacant land to the south.

An accomplished mix of certified LCMS and LCMS-trained Christian teachers will be hired for the K-5 school. Teachers will be passionate about Jesus Christ and elementary school education. The school will produce solid Christian leaders via exceptional, nurturing, Christ-based, academic programs.

At Redeemer Lutheran School, every staff member will be committed to meeting or exceeding student and parent expectations, while upholding the school's guiding mission. The best interests of school families will be prioritized when making decisions, and all associated actions will be grounded in professional ethics and faith in Jesus Christ.

A maximum of 98 children per year will be taught in a safe, secure learning environment. The school will have a monitored, locking, single front door entry; a monitored, fenced playground; video surveillance cameras; and onsite security. The school floor plan includes a Nurse's Room. Teachers will be trained in First Aid, and voluntary nurses will be sought.



Redeemer Lutheran School will be designed to minimize impacts to Thayer Drive and the neighborhood. Student drop-off and pick-up traffic flow will take place on Redeemer Lutheran Church property, not Thayer Drive. School parking will be allowed on Redeemer Lutheran Church property, not Thayer Drive. Cars entering school property will turn right from Thayer Drive. Cars exiting school property will turn right onto Thayer Drive. School

start and end times will be chosen to minimize conflict with Carmichael School start and end times. School events will be scheduled to minimize conflict with church events.

With the flow of school traffic primarily on the east/back side of Redeemer Lutheran Church Property, and the school's fenced playground located largely on the east/back side of the school, noise will be kept to a minimum and shouldn't impact nearby residents.

The school will sit at the highest point of Redeemer Lutheran Church property, surrounded by open space. To the north is a large Carmichael Middle School parking lot. To the south are large grassy fields owned by Redeemer Lutheran Church and the Masonic Lodge.

Property to the east slopes downward to Parks & Public Facilities land that must remain free of structures. Below that are large open fields. The finished new school will be surrounded by space and fresh new landscaping.

3.0 Committee History

3.1 Forming a Committee

The idea of establishing an LCMS K-5 school began to take shape in 2022, following Redeemer Lutheran Church's 75th Anniversary celebration. During that milestone year, Pastor Todd Schroeder encouraged the congregation to envision the next 25 years. Many members envisioned a school.

What began as informal conversations among church members soon evolved into an exploratory committee that later became an officially recognized Church Council committee. Since its formation, the School Committee has met twice monthly – steadily and intentionally laying the groundwork for developing and operating a K-5 school.

3.2 Seeking Guidance

The School Committee sought guidance from LCMS NW District Executive Director of Education Services Jim Scriven, National LCMS leadership, Pacific Northwest Christian College President Bob Nash, City of Richland Department Heads, the City of Richland Planning Commission, Redeemer Lutheran Church members, Carmichael Middle School leadership, Masonic Lodge leadership, New Heights Christian Church leadership, and nearby neighbors.

The School Committee toured church facilities and sought guidance from Calvary Christian School Principal Bobi Whinery, Bethlehem Lutheran Pastor Josh Hileman and School Principal Eric Hahn, Faith Lutheran School leadership in Lacey, Washington, and others.

3.3 Assessing Need

There are eight public elementary schools in Richland – Badger Mountain, Jason Lee, Jefferson, Lewis & Clark, Marcus Whitman, Sacajawea, White Bluffs, and Orchard. There is one Montessori elementary school – Sagebrush. There are two religious schools in Richland offering a K-5 education – Liberty Christian and Christ the King.

The School Committee surveyed by phone every Christian school in Richland and the greater Tri-Cities area in May/June 2023 to determine the need for a K-5 Christian school in Richland. Several schools reported periodic wait lists, due to lack of capacity.

In descending order, the following five schools had the largest number of wait-listed children: Liberty Christian (45), Christ the King (29), Calvary Christian (20), Bethlehem Lutheran (16), and Kingspoint Christian (15). Most wait-listed children were in Grades K-5.

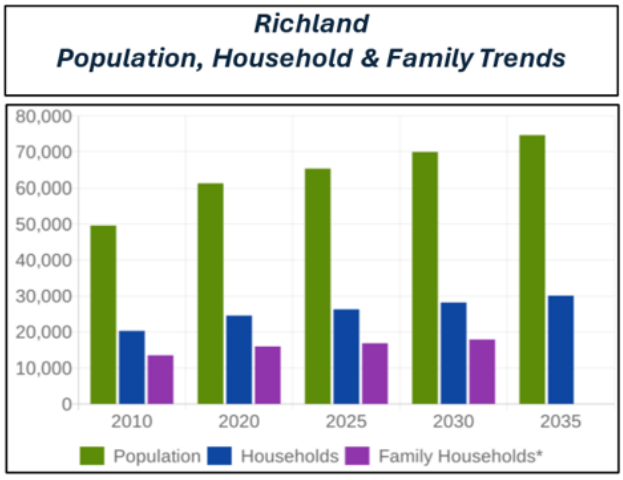
The School Committee reviewed 2025 "MissionInsite" demographic data provided by LCMS NW District Lutheran Church Extension Fund VP Mike Madison to determine if Richland and the greater Tri-Cities area could support another K-5 Christian school.

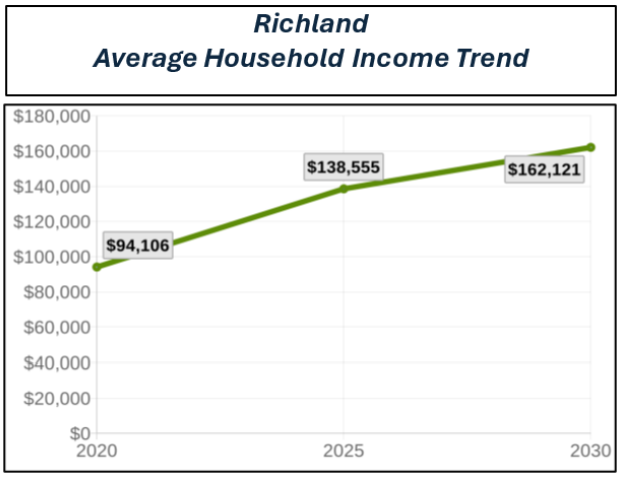
According to an online search, MissionInsite is a web-based platform for churches and faith groups providing detailed demographic, lifestyle (via Experian's Mosaic® USA) and belief data for local communities. The data helps churches understand their mission field by analyzing age, income, ethnicity, family structures, and specific ministry preferences. The analysis guides strategic planning, outreach, and resource allocation. Experian's Mosaic® USA is a household-based consumer lifestyle segmentation system that classifies all U.S. households and neighborhoods into 71 unique types and 19 overarching groups, providing a 360-degree view of consumer choices, preferences, and habits.

MissionInsite Demographics for the City of Richland, Zip Codes 99352 and 99354

Richland's population is growing. Its projected 2025 population was 65,257. Its projected 2030 population is 69,934. Its forecasted 2035 population is 74,654. Richland's projected 7.17% population growth rate is nearly twice the state's 4.04% population growth rate.

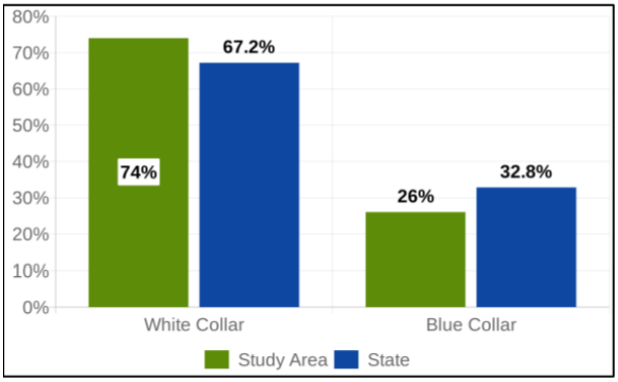
Richland's household income is growing. The city's projected 2025 average household income was $138,555. Its projected 2030 average household income is $162,121.



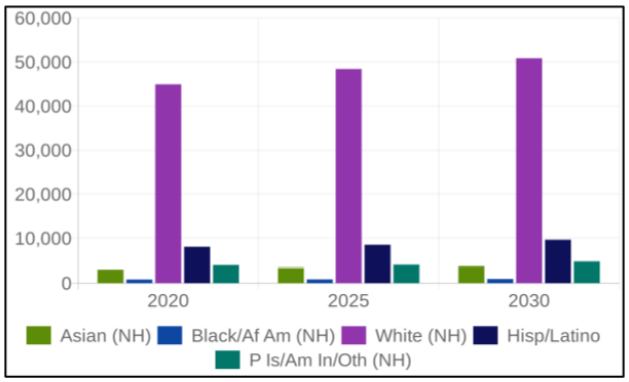


White Collar adult employees with an Associate, Bachelor, Graduate, or other Professional Degree comprise 74% of all Richland adult employees – 6.8% more than the state average of 67.2%. Richland's racial/ethnic population is predominantly White – and it is projected to remain that way for the next 5 years.

Richland
Blue & White Collar Employment



Richland
Racial-Ethnic Population Trends



Richland's school-age population includes children enrolled in public, private, and home schools and institutions. There were 3,983 children aged 5-9 enrolled in 2025.

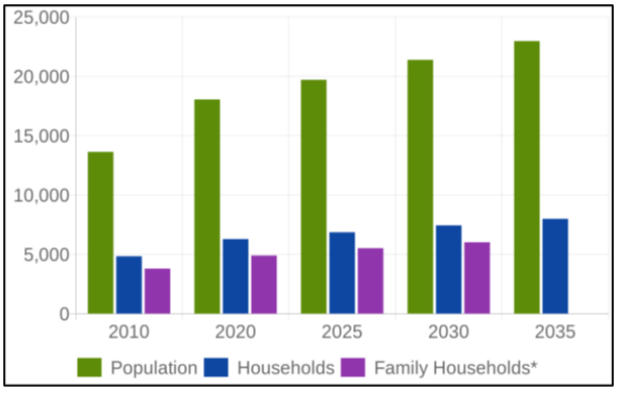
The table below shows selected Richland religious/spiritual program survey responses.

City of Richland	
Religious/Spiritual Programs	***Modestly or Very Important***
Bible or Scripture study/prayer groups	43.08%
Celebration of sacraments	42.69%
Christian/Parochial schools	23.49%
Contemporary worship experiences	45.04%
Online or virtual worship experiences	40.66%
Quality sermons	61.96%
Religious education for children	39.01%
Traditional worship experiences	52.84%

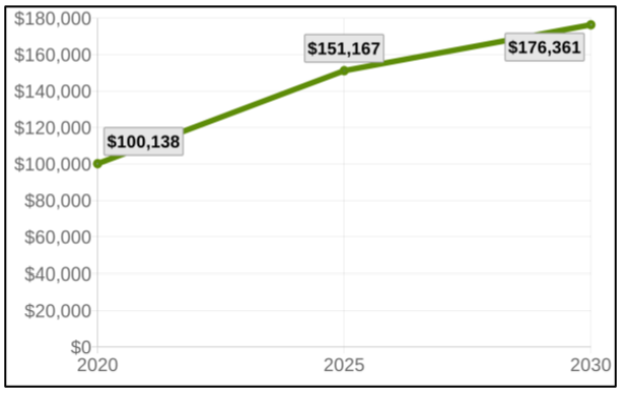
MissionInsite Demographics for the City of West Richland, Zip Code 99353

West Richland's population is growing. Its projected 2025 population was 19,705. Its projected 2030 population is 21,389. Its forecasted 2035 population is 22,974. West Richland's projected 8.55% population growth rate is more than twice the state's 4.04% population growth rate.

West Richland
Population, Household & Family Trends



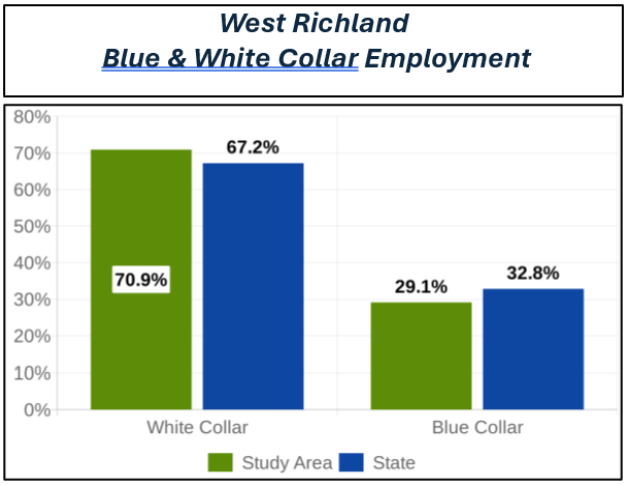
West Richland
Average Household Income Trend

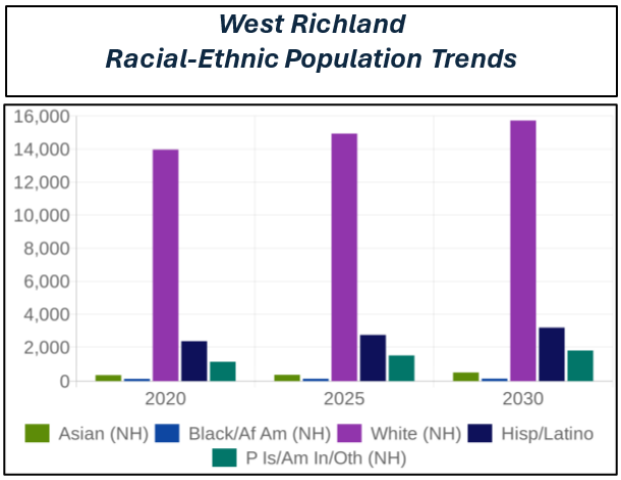


West Richland's household income is growing. The city's projected 2025 average household income was $151,167. Its projected 2030 average household income is $176,361.

White Collar adult employees with an Associate, Bachelor, Graduate, or other Professional Degree comprise 70.9% of all West Richland adult employees – that's 3.7% more than the state average of 67.2%.

West Richland's racial/ethnic population is predominantly White – and it is projected to remain that way for the next 5 years.





West Richland's school-age population includes children enrolled in public, private, and home schools and institutions. There were 1,288 children aged 5-9 enrolled in 2025.

The table below shows selected West Richland religious/spiritual program survey responses.

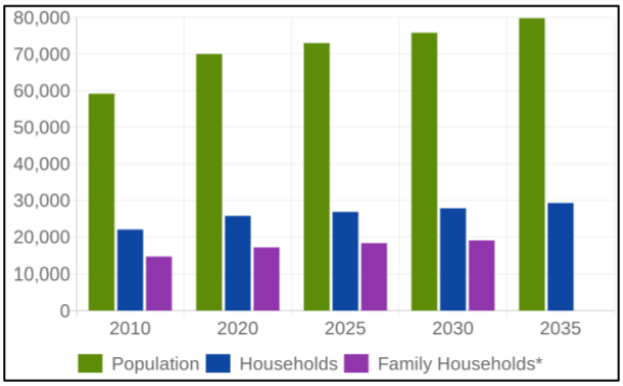
City of West Richland	
Religious/Spiritual Programs	***Modestly or Very Important***
Bible or Scripture study/prayer groups	42.09%
Celebration of sacraments	44.64%
Christian/Parochial schools	22.56%
Contemporary worship experiences	46.19%
Online or virtual worship experiences	41.06%
Quality sermons	63.85%
Religious education for children	39.60%
Traditional worship experiences	55.10%

MissionInsite Demographics for the City of Kennewick, Zip Codes 99336 and 99338

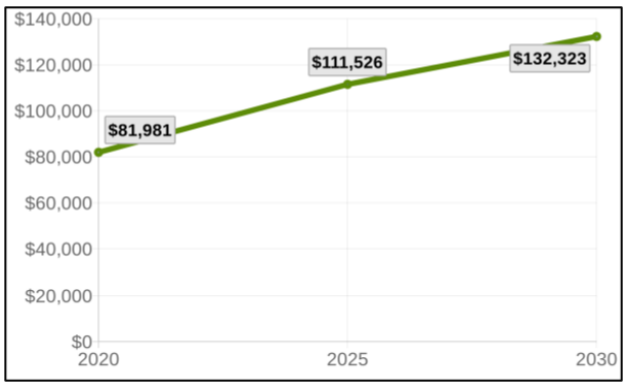
Kennewick's population is growing. Its projected 2025 population was 72,978. Its projected 2030 population is 75,803. Its forecasted 2035 population is 79,790. Kennewick's projected 3.87% growth rate is slightly less than the state's 4.04% growth rate.

Kennewick's household income is growing. The city's 2025 average household income was $111,526. Its projected 2030 average household income is $132,323.

Kennewick
Population, Household & Family Trends

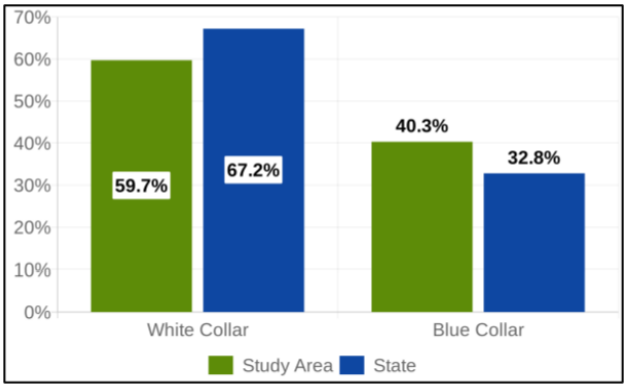


Kennewick
Average Household Income Trend

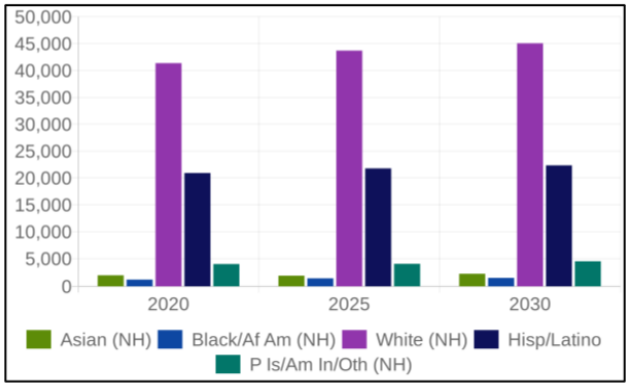


White Collar adult employees with an Associate, Bachelor, Graduate, or other Professional Degree comprise 59.7% of all Kennewick adult employees – that's 7.5% less than the state average of 67.2%. Kennewick's racial/ethnic population is primarily White and Hispanic/Latino – and it is projected to remain that way for the next 5 years.

Kennewick
Blue & White Collar Employment



Kennewick
Racial-Ethnic Population Trends



Kennewick's school-age population includes children enrolled in public, private, and home schools and institutions. There were 5,346 children aged 5-9 enrolled in 2025.

The table below shows selected Kennewick religious/spiritual program survey responses.

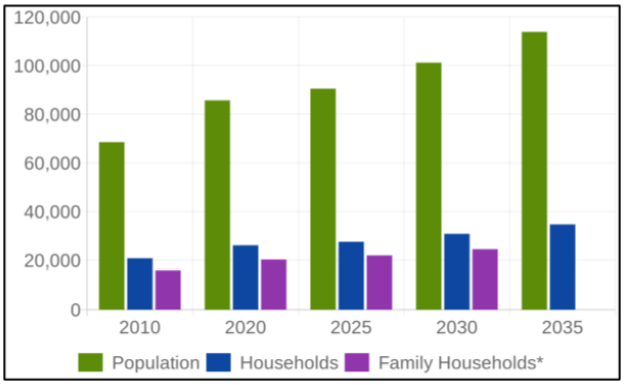
City of Kennewick	
Religious/Spiritual Programs	***Modestly or Very Important***
Bible or Scripture study/prayer groups	43.18%
Celebration of sacraments	40.52%
Christian/Parochial schools	23.07%
Contemporary worship experiences	43.19%
Online or virtual worship experiences	42.08%
Quality sermons	62.15%
Religious education for children	38.65%
Traditional worship experiences	51.16%

MissionInSite Demographics for the City of Pasco, Zip Code 99301

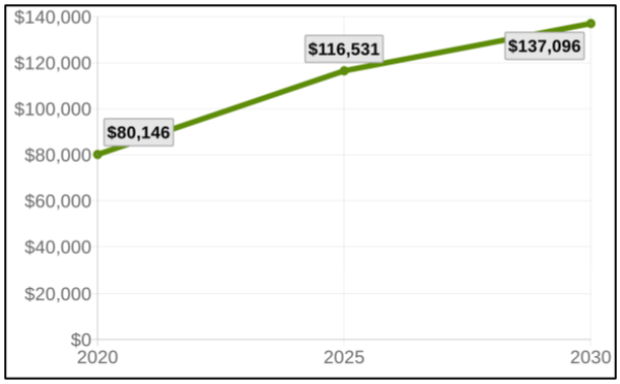
Pasco's population is growing. Its projected 2025 population was 90,582. Its projected 2030 population is 101,275. Its forecasted 2035 population is 113,930. Pasco's projected 11.80% population growth rate is nearly three times more than the state's 4.04% population growth rate.

Pasco's household income is growing. The city's projected 2025 average household income was $116.531. Its projected 2030 average household income is $137,096.

Pasco
Population, Household & Family Trends

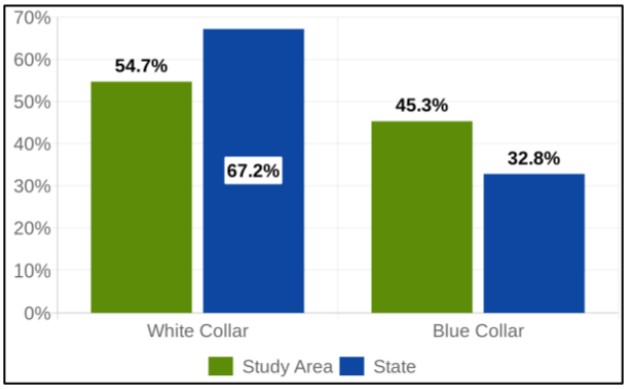


Pasco
Average Household Income Trend

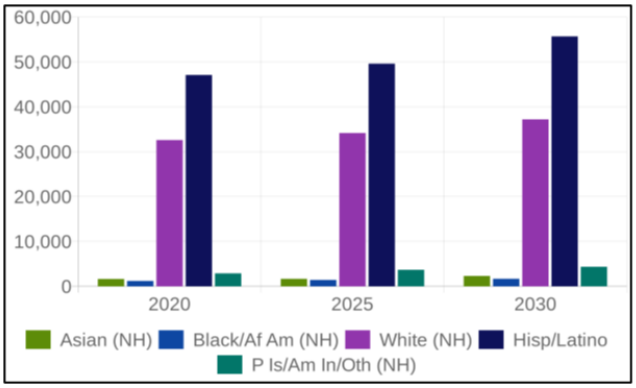


White Collar adult employees with an Associate, Bachelor, Graduate, or other Professional Degree comprise 54.7% of all Pasco adult employees – that's 12.5% less than the state average of 67.2%. Pasco's racial/ethnic population is primarily Hispanic/Latino and White – and it is projected to remain that way for the next 5 years.

Pasco
Blue & White Collar Employment



Pasco
Racial-Ethnic Population Trends



Pasco's school-age population includes children enrolled in public, private, and home schools and institutions. There were 7,432 children aged 5-9 enrolled in 2025.

The table on the next page shows selected Pasco religious/spiritual program survey responses.

City of Pasco	
Religious/Spiritual Programs	***Modestly or Very Important***
Bible or Scripture study/prayer groups	40.29%
Celebration of sacraments	39.98%
Christian/Parochial schools	20.23%
Contemporary worship experiences	38.40%
Online or virtual worship experiences	40.81%
Quality sermons	62.17%
Religious education for children	37.50%
Traditional worship experiences	51.26%

Demographic and Other Takeaways for the City of Richland and Surrounding Area

MissionInSite data shows Richland, West Richland, Kennewick, and Pasco populations growing – with 3 of the 4 city populations growing faster than the state average.

MissionInSite data shows Richland, West Richland, Kennewick, and Pasco household incomes growing – with 2 of the 4 city incomes growing faster than the state average.

MissionInSite data shows 37.5%-39.6% of those surveyed in Richland, West Richland, Kennewick, and Pasco view *Religious Education for Children* modestly or very important. While seemingly low, that's above the reported national average of 33%-35% – and survey percents for the importance of *Christian/Parochial Schools* were higher in Richland than in West Richland, Kennewick, or Pasco.

More broadly, our nation seems to be on the cusp of change. The Gen Z population (ages 14-29) appears to be leading a religious rebirth in our nation, and Redeemer Lutheran Church seems to be mirroring it. Redeemer Lutheran Church's Vacation Bible School attendance in 2025 was the highest in many years. Its 2026 Sunday School, Youth Group, and Worship Service attendance is up. All of its 2026 Easter attendance numbers were higher than in 2025 – Easter Sunday indoor and outdoor Worship Service attendance was up 69%, Wednesday Worship Service attendance was up 16%, Maundy Thursday Worship Service attendance was up 18%, and Good Friday Worship Service attendance was up 35%.

Currently, Liberty Christian and Christ the King are the only two Christian schools in Richland offering a K-5 education. The School Committee's 2023 survey found Liberty Christian and Christ the King with the highest number of wait-listed children in the greater Tri-Cities area – and most of those wait-listed children were in Grades K-5.

2025 MissionInSite data shows there are 18,049 children aged 5-9 enrolled in public, private, and home schools and institutions in Richland, West Richland, Kennewick, and Pasco. If only ½ of one percent (i.e., 0.005) of this population attends Redeemer Lutheran School, every classroom will be nearly filled to capacity.

Recent articles suggest the population of children aged 5-9 may diminish in the future, if younger children don't "age up" at current rates. In the 1960s, "dual income/no kids" professionals were called DINKs. Today, Turning Point USA and other pro-life Christian

organizations are encouraging young professionals to marry and have children for a more meaningful life. We see evidence of the changing trend at Redeemer Lutheran Church.

People moving to Richland and the greater Tri-Cities area appear to be young professionals with the same family values as those who migrated to the Tri-Cities 75 years ago. People come to this area for good-paying jobs, affordable housing, exceptional academic opportunities, state-of-the-art medical facilities, abundant outdoor recreation opportunities, safe streets, low crime rates, reasonable traffic flow – and the ability to start a family and worship God, freely.

The cost of living in Richland is reportedly 4% lower than the national average. Housing costs are about 14% to 17% below the national average. Rent costs average $1,356–$1,827 per month. The median home values are roughly $426,000–$460,000.

Redeemer Lutheran Church's televised worship services bring the message of Christ to people throughout the world. Redeemer Lutheran School will bring the message of Jesus to children in Richland and the greater Tri-Cities area – "preparing students to prosper and to lead; changing darkness to light, engraving Holy Scripture on hearts and minds, one student leader at a time." As our nation's Judeo-Christian founders came to understand, the United States of America will only survive and prosper with God at the center of all things.

3.4 Completing an Inspection, Site Plan, and Feasibility Study

PBS Engineering and Environmental completed a pre-renovation/demolition inspection for the Redeemer Lutheran Parsonage in November 2023. Archibald and Company Architects completed a Redeemer Lutheran School site plan and feasibility study in March 2024.

3.5 Acquiring Funding

After considerable research and due diligence, the School Committee chose to follow the Calvary Christian School funding model – with teacher salaries funded by tuition and registration fees; curriculum costs funded by curriculum fees; and operating costs funded by fundraisers, annual church offerings, "School Fund" donations, endowments, etc.

Church members currently donate to the School Fund via the Redeemer Lutheran Church website and/or offering envelopes marked School Fund. Church members may also direct annual Required Minimum Distributions and Thrivent Choice Dollars to the School Fund. Construction will be funded by large donations pledged via Signed Financial Commitments.

3.6 Operating According to Washington State Private School Standards

The School Committee will continue to review state guidelines for private schools, which can be found at https://sbe.wa.gov/faqs/207

3.7 Acquiring "School on a Small Site" Size Reduction Approval

The School Committee received a City of Richland Planning Commission "Schools on Small Sites" permit February 26, 2025. On February 17, 2026, the permit was extended to the end of 2028. The permit allows Redeemer Lutheran School to be built on the church's approximate 4 acres of land. A City of Richland report to the Planning Commission and a School Committee presentation video can be found at the links provided on the next page.

- *City of Richland Development Division Staff Report to the Planning Commission*
- *The February 26, 2025 City of Richland Planning Commission Meeting Video*

4.0 Products and Services

Redeemer Lutheran School will offer a core curriculum of reading, writing, spelling, math, science, health, and history taught via individualized and group learning formats. The school will also offer music, art, and physical education programs. A limited information technology program will be offered in Grade 5. Why? "Brutal Numbers: Schools Spent $30 Billion on Laptops and They Seem to have Made Kids Dumber" (Western Journal, March 8, 2026) and other articles show such programs are not helping students gain knowledge.

Various software programs (e.g., Gradelink and Sycamore Education) will be considered for documenting school admission and enrollment data, student report card data, and more. Various software programs (e.g., Paycor and Paychex, which Concordia recommends) will be considered for staff payroll and income tax purposes. Online programs will include safeguards ensuring student, family, and staff data remain protected as technology grows.

Redeemer Lutheran School plans to offer an affordable before-and-after-school service for working parents, as soon as possible. If the Calvary School model is followed, the service will begin about 6:30 a.m. and end about 5:30 p.m. – and the cost will include a $120/student registration fee plus $8/hour.

5.0 Vision and Mission Statements

5.1 Vision Statement

Redeemer Lutheran School will prepare students to prosper and to lead; changing darkness to light, engraving Holy Scripture on hearts and minds, one student leader at a time.

5.2 Mission Statement

The Redeemer Lutheran School program will be Christ-centered, nurturing, and will meet or exceed state academic standards.

6.0 Business Structure

The success of a business venture largely depends on its business structure and the people who assume organizational roles. Redeemer Lutheran School will build a solid business structure and select a strong team of staff members to sustain the elementary school and support its growth. The school effort has been blessed with a strong group of “founders.”

6.1 Redeemer Lutheran School Committee Members

Past and present School Committee members include dedicated and talented individuals who believe Redeemer Lutheran Church is the right place to build and operate a K-5 Christian school. Their names follow in alphabetical order with brief background descriptions. At a minimum, the School Committee will remain active until a Building Committee of 3-5 Redeemer Luther Church members is formed. It may remain intact until a school board is formed.

- Pam Bobiles is a life-long member of Redeemer Lutheran Church and a multi-talented K-12 teacher. She has taught Sunday School, Head Start, Early Childhood, and K-12 students. The Washington Officials Association named Pam the "2024 Official of the Year" for Slow Pitch Softball.
- Edgar and Robin Buck are long-time Redeemer Lutheran Church members. Edgar is an Elder. He works as a Chief Scientist in Pacific NW National Laboratory's Energy & Environment Directorate. Robin has held various church positions. She is a mental health professional/school counselor. Both were School Committee members.
- Sash Eirich was the 2024-2026 Redeemer Lutheran Church Congregational President. With his wife Marsha by his side, Sash oversaw nuclear facilities throughout the world. Both were School Committee members.
- Axel Gruen worked as a certified LCMS Principal in various states for many years.
- Jon Lindberg is a Redeemer Lutheran Church Elder. He worked for the Washington State Department of Ecology and for Hanford Nuclear Cleanup Site prime contractors. He served as a Bethlehem Lutheran School Board member.
- Misty Lyon is a long-time Redeemer Lutheran Church member. She has worked for various Hanford Nuclear Cleanup Site contractors. She is presently a Requirements Management Technical Specialist, rolling out a "contractual obligations" database.
- Karin Nickola served as the Redeemer Lutheran Church Congregational Secretary from 2021-2026. She is a K-12 Master Teacher who taught school for 16 years and a photojournalist who led communications at the Hazardous Materials Management & Emergency Response Training Center and the Hanford Cleanup Site for 20 years.
- Matt Schorzman is a long-time LCMS member who has served as an Elder in Idaho Falls and Richland churches for about 40 years. Matt worked as an Operations Manager at Idaho National Laboratory and Hanford Tank Farms sites.
- Pastor Todd Schroeder is the Redeemer Lutheran Church Pastor. He has a Master's Degree in Microbiology and worked at the Blood Research Institute in Wisconsin before becoming an LCMS Minister. He has overseen an LCMS school.
- John Strege is a life-long member of Redeemer Lutheran Church. He is currently the Congregational Treasurer and has served as Congregational President. John worked as a Maintenance Manager at the Hanford Nuclear Cleanup Site for many years.
- Rachelle Ward served on Redeemer Lutheran Church Council and in various other church capacities. She worked as a certified school psychologist for 15 years in various school districts.

6.2 Redeemer Lutheran School Paid Teaching and Non-Teaching Staff Positions

A school board will ensure competent, qualified teaching and non–teaching professionals are selected for Redeemer Lutheran School. Because Redeemer Lutheran Church

participates in Concordia Plans, the school will offer the same plan options, coverages, premium payments to all eligible workers. Current teaching and non-teaching paid positions for eligible workers include:

- A Spiritual Leader
- A Headmaster/Marketer
- Six Certified K-5 Teachers
- A Secretary/Receptionist
- A Security Guard/Janitor

6.3 Redeemer Lutheran School Volunteer Staff Members

- Volunteer Specialists (Music, Art, PE, IT)
- Volunteer Teacher Aids
- Volunteer Nurses

6.4 Redeemer Lutheran School Paid Support Services

- A Part-time Bookkeeper
- A Tax Specialist Point of Contact

6.5 Redeemer Lutheran School Board Members

- 5 Redeemer Lutheran Church members
    - 2 or 3 parents of Redeemer Lutheran School children
    - 2 or 3 general Redeemer Lutheran Church members
- The Redeemer Lutheran Church Pastor/School Spiritual Leader, the Redeemer Lutheran School Headmaster/Marketer, and the Redeemer Lutheran Church Council President or Vice President, and others will serve *in an advisory capacity*

7.0 Staff Roles and Responsibilities

7.1 Spiritual Leader

- Cultivates school's Christian climate.
- Greets arriving children, regularly.
- Ensures curriculum and daily operations align with LCMS theology.
- Ensures Bible teachings and Lutheran Confessions are woven into all subjects – not treated as isolated entities.
- Plans and leads daily or weekly school chapel services.
- Teaches religion classes to students, as needed.
- Oversees confirmation classes, youth Bible studies, & spiritual retreats, as needed.
- Provides pastoral care, as needed.
- Provides spiritual counseling and support to students, faculty, & families, as needed.
- Guides students and faculty in prayer.
- Mentors to teachers to help them model Christian character and integrate Law and Gospel into their interactions.

7.2 Headmaster/Marketer

- Oversees smooth Human Resource (HR) operations & administrative tasks.
- Oversees smooth operation of daily school activities.
- Carries out staff induction for new team members.
- Trains, evaluates, & assesses employees.
- Interviews & accepts new students.
- Identifies, prioritizes, & reaches out to new students, new opportunities.
- Develops, executes, & evaluates plans for increasing student/customer base.
- Regularly holds meetings with key stakeholders (e.g., parents & school board members) to review effectiveness of school policies, procedures, & processes.
- Participates in educational opportunities & professional organizations; maintains personal networks.
- Identifies development opportunities, pursues development leads/contacts, participates in project structuring/financing, assures development completions.
- Writes winning proposals.
- Documents parent/student, teacher/staff, business/maintenance contact info.
- Negotiates fees/rates in line with school policies.
- Conducts business research, market surveys, & feasibility studies.
- Represents the school in strategic meetings.
- Reads professional publications/stays abreast of new info to ensure parents and students receive accurate/helpful information when making inquiries.

7.3 Certified K-5 Teacher

- Prepares weekly lesson plans before school begins each week.
- Ensures necessary teaching materials are present before classes begins.
- Incorporates Bible teachings into all classes, placing Jesus at the center of all things.
- Regularly communicates with parents about their children's progress.
- Conducts quarterly parent-teacher conferences.
- Issues student report cards.
- Maintains academic and/or religious credentials.
- Serves on school committees.
- Meets each child at his/her point of need.
- Compassionately challenges each child to excel.
- Promotes Christian leadership roles in each child.
- Participates in required before, after, and weekend school events.

7.4 Secretary/Receptionist

- Arranges Headmaster/Marketer travel, meetings, & appointments.
- Ensures equipment reliability by scheduling preventative maintenance & repairs.
- Maintains office supplies by checking stock, placing orders, & assessing products.
- Welcomes parents and students, greeting them in person or by phone.
- Answers questions and/or directs inquiries to correct staff member.

- Ensures email, walk-in, text, phone interactions provide parents & students with personalized customer service experiences of the highest level.
- Maximizes opportunities to build parent interest in school products & services.
- Manages assigned HR/administrative duties quickly & effectively.
- Receives parcels for Redeemer Lutheran School & distributes school mail.
- Handles other duties assigned by the Headmaster/Marketer.

7.5 Security Officer/Janitor

- Oversees the daily flow of school traffic/parking.
- Develops physical security plans for maintaining safety beyond point of entry & at school events, ensures safe drop-off/pick-up transitions, & more.
- Conducts fire & intruder drills.
- Provides security tips to staff members, from time to time.
- Patrols building interior/exterior.
- Submits weekly security reports.
- Ensures school facility is locked at day's end & when otherwise unoccupied.
- Cleans school interior at end of each school day.
- Ensures necessary supplies are purchased & stored onsite.
- Cleans school exterior, regularly.
- Handles other duties assigned by Headmaster/Marketer.

7.6 Volunteer Music, Art, PE, and IT Specialists

- Prepares weekly lesson plans before school begins each week.
- Ensures necessary teaching materials/equipment are present before classes begin.
- Compassionately challenges each child to excel.

7.7 Volunteer Teacher's Aids

- Completes tasks assigned by the Master Teacher.
- Compassionately challenges each child to excel.

7.8 Volunteer Nurses

- Maintains professional healthcare certification.
- Spends several hours a day in at Redeemer Lutheran School.
- Visits classrooms and teaches health classes when requested and/or necessary.
- Keeps Nurse's Room in good working order (i.e., supplied and clean).

7.9 Part-Time Bookkeeper

- Provides regular Redeemer Lutheran School support services.
- Completes Redeemer Lutheran School financial transactions.
- Develops and manages Redeemer Lutheran School financial systems and policies.
    - Performs cash management and general ledger accounting.
    - Administers payrolls.
    - Completes internal audits.

- Conducts trend and future business condition market research.
    - Forecasts financial and risk analysis.
    - Analyzes proposed project financial feasibility.
    - Prepares financial analysis and accounting reports, budgets, and statements.

7.10 Tax Specialist Point of Contact

- Provides Redeemer Lutheran School support services, as needed.
- Prepares Redeemer Lutheran School annual and other required tax documents.
- Ensures Redeemer Lutheran School is tax compliant.

7.11 Volunteer School Board Member

- Meets with other board members at least once a month for 90 minutes.
- Designs school policies, procedures, processes.
- Designs teacher & staff member job descriptions.
- Designs new parent & student interview questions.
- Designs potential candidate acceptance & rejection criteria.
- Reports to Church Council.

8.0 Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

Redeemer Lutheran School may commission a full, professional SWOT Analysis in the future to develop an even stronger, competitive Christian school. The School Committee has identified the following strengths, weaknesses, opportunities, and threats, to date.

8.1 Strengths

Most importantly, God's presence is felt in everything School Committee members do. They seek and follow His guidance when planning and making decisions. He leads the team past seemingly unsurmountable obstacles. He connects the team with the right people and the right resources at the right time. He restores team members when they are tired from working long hours. He gives them patience when encountering individuals with doubts and fears. He helps team members act faithfully and responsibly.

The varied backgrounds and experiences of School Committee members strengthen the school effort. Together, committee members have the skills needed to build and start up a school. No matter the challenge, they remain united in purpose and look forward to the day the school doors open to welcome the school's first students.

The School Committee receives solid support from the Redeemer Lutheran Church Pastor. Pastor Todd Schroeder attends meetings – offering opening prayers, participating in discussions, and providing perspective.

Many in the Redeemer Lutheran Church congregation support the school. While older members are cautious, they are also people of tremendous faith who want to share Christ's light with community children. Over time, the congregation's mindset has shifted from "ifs" to "whens." Many applauded when the School Committee announced City Planning Commission "School on a Small Site" approval to build the school.

Many City of Richland Department Heads and City of Richland Planning Commissioners support the school. Several commissioners applauded, as the commission granted "School on a Small Site" approval.

Nearby neighbors support the school. No one voiced opposition to a K-5 school next to Redeemer Lutheran Church. Some offered their assistance.

The School Committee has received strong support from advisors and mentors. Jim Scriven, LCMS Northwest District Director of Education Services; Bobi Whinery, Calvary Christian School Principal; and Bob Nash, Pacific Northwest Christian College President have provided unbelievably valuable insights and guidance to School Committee team members.

The school effort is strong, due to the targeted research the School Committee conducted to assess need for and viability of another Christian school in the area. For example, start up and operating cost estimates are based on local actuals with identified cost bases – not general averages for schools across the United States or the region.

8.2 Weaknesses

Although Redeemer Lutheran Church is well established in the community, Redeemer Lutheran School will need time to build its own reputation within the Christian school market. The School Committee would prefer to move quickly; but members understand the importance of progressing with "deliberate speed" to ensure long-term success.

Raising $4M-$4.6M for school construction is a significant challenge. Historically, Redeemer Lutheran Church has taken out loans to build new structures – and paid them off early. Now, some church members are hesitant to take on new debt. Raising construction money up front will require considerable commitment from School Committee members.

The neighborhood surrounding Redeemer Lutheran Church has aged. The church has proactively added security lights, cameras, and fencing where appropriate.

Thayer Drive is home to Carmichael Middle School, Richland High School, the Masonic Lodge, and New Heights Church. Traffic will need to be managed to ensure smooth flow and safety for drivers and pedestrians.

If full enrollment is not achieved during the first year of operation, school staffing and classroom modifications will have to be made. For instance, one teacher may teach a combined classroom of two grade levels.

Finding enough qualified Christian school teachers may be difficult. Some local Christian schools have reported qualified teacher shortages. Redeemer Lutheran School has already received interest from potential applicants, however.

8.3 Opportunities

Richland has long been a hub for highly educated professionals. From the 1940s through the 1980s, the city had one of the highest per-capita concentrations of PhDs in the country. Today, many residents work for the Pacific NW National Laboratory, the U.S. Department of

Energy, the Washington State Department of Ecology, Hanford Nuclear Cleanup Site contractors, Washington State University Tri-Cities, and other such institutions.

Richland's demographics continue to reflect a strong education profile. About 74% of adults in the workforce hold an Associate degree or higher, compared to the state average of 67.2%. Families in the immediate area and surrounding cities value academic excellence and are likely to be drawn to Redeemer Lutheran School. Currently, only Liberty Christian and Christ the King offer a K-5 private religious school education – and both experience wait lists or turn children away due to lack of space, periodically.

Redeemer Lutheran School may attract younger members to Redeemer Lutheran Church. Studies show the Gen Z (ages 14-29) population and Millennial (ages 30-45) population are returning to church. Redeemer Lutheran Church has already seen an uptick of younger families and their children attending Sunday and Wednesday Worship Services, Sunday School classes, and Youth Group activities – and ALL in-person and streaming Easter attendance statistics were higher in 2026 than in 2025.

Once Redeemer Lutheran School is established, a large multi-purpose building may be added to the campus. It will serve as a gymnasium, auditorium, and alternate sanctuary. The Richland Planning Commission has already verbally approved this expansion.



In the interim, large group activities may be held in the church sanctuary (left) or church fellowship hall (below).

Sports activities will be held on the school playground, on fields below the school, in classrooms, or elsewhere.



Once established, Redeemer Lutheran School will add a before-and-after-school program and seek state approval. It may eventually add a small middle school (Grades 6-8).

8.4 Threats

Redeemer Lutheran School may face internal and/or external challenges. Some can be planned for; some cannot. Threats include 1) negative impacts from government or church policy changes, 2) a new nearby competitor, 3) prolonged teacher or student shortages, 4) rising costs, 5) church dissolution, and/or 6) a regional or national financial crisis.

However, few things worth doing are risk free. The financial structure of the school will minimize and manage risk, as it shares the Word of God with about 98 children a year. The school has the potential to attract new, young church members to carry on the good work older church members began over 75 years ago. Many of Redeemer's long-time church members are now passing on or unable to attend church worship services.

9.0 Market Trends

Trends can be thought of as patterns, shifts, and developments occurring within a specific market or industry over time. One current market trend shows that private schools with *good records* thrive. For instance, sports-inclined students are attracted to private schools with good sports records, and intellectually motivated students are attracted to private schools whose students perform well on national exams.

Another current trend is a shift from public school enrollment to private school enrollment. According to the Washington Policy Center, "Washington State private school enrollment saw significant growth – jumping by roughly 25% between 2019 and 2022, adding around 17,000 students. This period reflects a substantial increase from pre-pandemic levels, with enrollments rising from about 65,000 in 2019 to about 81,000 by 2022-23,"

According to the Washington State Board of Education, there were 82,851 children attending 566 K-12 private schools in Washington state in the 2025-2026 school year.

Why the change? Parents are tired of debating public school curriculum changes. And they are concerned about the safety of their children in public schools. They want more tailored, value-based education that meets children at their points of need.

Perhaps one of the most interesting current trends is the desire to have children attend Christian schools with biblical models of education. Historically, the Christian approach to education, rooted in the teachings of Martin Luther and other reformers, emphasizes the importance of teaching children to read and understand the Bible for themselves. This model is designed to educate young Christians, equipping them to grow in their faith and live out their beliefs in every aspect of life.

The Turning Point USA movement is growing even faster, following the death of Co-Founder and Executive Director Charlie Kirk. Locally, Calvary Christian School in Kennewick and Tri Cities Prep Catholic School in Pasco continue to expand and grow.

And finally, school choice is a current market trend. It allows parents to take advantage of affordable school funding alternatives. H.R.1 (the One Big Beautiful Bill Act) was signed into law July 4, 2025, as Public Law 119-21. Section 70411 "establishes a nonrefundable tax credit of up to $1,700 for cash contributions made by an individual who is a citizen or resident of the United States to a tax-exempt organization that provides scholarships for qualified elementary and secondary school expenses to eligible students."

10.0 Target Market

Redeemer Lutheran School's target market includes Richland, West Richland, Kennewick, and Pasco K-5 children whose parents agree their children will be taught according to LCMS beliefs and standards. LCMS beliefs and standards include the belief in a Triune God (Father, Son, and Holy Spirit) who is at the center of all things; a resurrected Jesus Christ who died on the cross for our sins so we should not perish but have everlasting life; and a Holy Bible that reveals the Truth about the past, present, and future in the books of the Old and New Testaments.

Redeemer Lutheran School's target market includes Richland, West Richland, Kennewick, and Pasco parents who value a traditional core curriculum employing individualized and group learning approaches that meet their children at their points of need – helping them to excel and maximize their unique, God-given gifts. The school will appeal to parents who value their children's increased access to academic instruction, via classes with a low 14:1 student/teacher ratio.

Redeemer Lutheran School will appeal to parents who value the opportunity to enroll their children in a dynamic new school during its first year of operation. They may be people who know entrance criteria are typically high at seasoned private schools, and it is often hard for children to gain entrance into them. Parents have been known to sleep in their cars in Kennewick's Calvary Christian School parking lot, to become first in the line of parents circling the school's administration building on enrollment day.

Most importantly, Redeemer Lutheran School will appeal to parents who seek peace, stability, and wisdom for their children in an unstable world. The school will appeal to parents who want their children to develop strong critical thinking skills, strong leadership skills, and a strong faith in God.

Redeemer Lutheran School's target market includes dedicated teachers who want to do something important with their lives. The school will appeal to teachers who appreciate the effectiveness of smaller class sizes, the warmth of a small school community, the chance to work alongside fellow Christian teachers, the freedom to integrate Christianity into their lesson plans, the proximity of a church pastor and sanctuary, and the opportunity to give students a stable base that will support them and help them succeed their entire lives.

Redeemer Lutheran School will appeal to teachers who appreciate an LCMS salary based on the region's cost of living; paid time off for illnesses, bereavement, and personal needs; and potential tuition advantages for their own children.

Redeemer Lutheran School's target market will appeal to non-teaching staff who want to help change the world for the better while receiving a good salary. It will appeal to people who enjoy working with children.

11.0 Sales Forecast

One thing seems certain; there will always be parents and students who desire the services of private schools to achieve their educational goals.

Redeemer Lutheran School is well positioned to take on the available market in Richland and the greater Tri-Cities region. The School Committee's 2023-2024 survey of area schools found Tri-Cities Prep, Christ the King, Liberty Christian, Bethlehem Lutheran, Calvary, and other local Christian schools have waitlists, use prioritized acceptance criteria, or turn children away for lack of space.

Redeemer Lutheran School will draw 98 students from the approximate 18,049 children aged 5-9 in the cities of Richland, West Richland, Kennewick, and Pasco. Many of their parents will be employed at the Hanford Cleanup Site – and Redeemer Lutheran School will be located near SR240, the "bypass highway" to the Hanford Site.

12.0 Marketing Strategy and Sales Strategy

Marketing is most often thought of as the practice of influencing how people think and feel about something – the process of identifying customer needs and determining how best to meet those needs. In the book *Asking* by Jerold Panas, the School Committee learned that marketing is also the process of inviting enlightened givers to be part of a bold dream in which their financial gifts to an organization meet the needs of the *people* who need help.

School Committee members truly believe the future of our nation and the health and well-being of our nation's children depend on them knowing Jesus Christ, our Lord and Savior.

So yes, Redeemer Lutheran School must have a strong, appealing, easy-to-use website and printed materials that provide basic information quickly. And yes, the website must have great photos and videos and eye-catching graphics with main marketing messages repeated often. But it is the heart and soul of Redeemer Lutheran School that must remain front and center – because *that* is what will appeal to parents who want their children to attend this very special LCMS school. And *that* is what will appeal to enlightened givers who want to change lives for the better forever!

Redeemer Lutheran School's basic marketing messages will explain:

- How Redeemer Lutheran School satisfies the needs of people in the community,
- The value of a Redeemer Lutheran School education,
- The affordability of Redeemer Lutheran School,
- Why people will love Redeemer Lutheran School, and
- Why Redeemer Lutheran School is better than the competition.

The Redeemer Lutheran School Headmaster/Marketer and staff will take advantage of opportunities to share the Redeemer Lutheran School story with others whenever and wherever possible, including:

- Local talk-radio interviews and discussions,

- Speaking engagements at the Tri-City Chamber of Commerce, the Tri-Cities Visitor & Convention Bureau, and TRIDEC, and
- Articles in local trade journals – like the *Tri-Cities Area Journal of Business*.

Short website videos will feature human interest stories supporting Redeemer Lutheran School's larger narrative. The videos will include interesting spotlights about student, teacher, and non-teacher interests, challenges, and achievements. Outstanding student performance on national exams will be honored.

All of this will lead to positive results. It will make Redeemer Lutheran School one of the best small religious schools in the Tri-Cities. It will keep Redeemer Lutheran School enrollment at maximum capacity.

13.0 Publicity and Advertising Strategy

Advertising is the exercise of publicizing an organization and its products or services through paid channels. Strategic publicity via targeted advertising will help Redeemer Lutheran School make its way into the hearts and minds of prospective parents, students, volunteers, and donors. Redeemer Lutheran School publicity and advertising may include:

- Short television spots during highly watched programs (e.g., Antique Roadshow),
- "Space available" notices sent to local private schools with waitlisted students,
- "Space available" notices sent to homeowners' associations and online websites,
- Flyers placed in lobbies of major area employers (e.g. DOE, Hanford contractors, Pacific NW National Laboratory, and Lamb Weston), wineries, hospitals, medical offices, libraries, restaurants, coffee shops, and other such high traffic areas,
- Displays at educational expos, seminars, business fairs, and other such events,
- Logo items, and
- Inviting friends and family members to endorse and circulate info about the school.

14.0 Funding Strategy

14.1 Construction Costs

An Archibald Architects and Engineering Site Plan/Feasibility Study estimated it would cost about $4 Million to build Redeemer Lutheran K-5 School in 2024 – about $4.6 Million in 2027, after adjusting for inflation. Once the School Committee has received 75% of the financial commitments needed to build the school, Redeemer Voters will be asked to approve the collection of pledged funds so construction may begin. School Committee members will not pursue federal, state, local, or personal construction pledges with unwanted restrictions. The committee will review donor affiliations and/or donation stipulations, before accepting them.

14.2 Staff Salary Costs

Staff salaries will be paid via tuition & registration fees.

Fully Burdened Staff Costs (in 2026-2027 dollars) – Salaries Paid as 10-Month or 12-Month Option		
Headmaster/Marketer	(1) $80,000 ($55,000 Salary + $25,000 Benefits)	$80,000.00
(6) Certified K-5 Teachers	(6) $70,000 ($45,000 Salary + $25,000 Benefits)	$420,000.00
Janitor/Security Guard	(1) $60,000 ($35,000 Salary + $25,000 Benefits)	$60,000.00
Secretary/Receptionist	(1) $60,000 ($35,000 Salary + $25,000 Benefits)	$60,000.00
	Total Cost of Fully Burdened Staff (Salaries + Benefits)	**$620,000.00**

Tuition and Registration Fees Collected to Fund Staff Salaries (in 2026-2027 dollars)		
AM K Tuition	(14) $3,900 per student per year	$54,600.00
PM K Tuition	(14) $3,900 per student per year	$54,600.00
Grade 1 Tuition	(14) $7,800 per student per year	$109,500.00
Grade 2 Tuition	(14) $7,800 per student per year	$109,500.00
Grade 3 Tuition	(14) $7,800 per student per year	$109,500.00
Grade 4 Tuition	(14) $7, 800 per student per year	$109,500.00
Grade 5 Tuition	(14) $7,800 per student per year	$109,500.00
Registration Fees	(28) $255 per 4K/5K student per year	$7,140.00
	(70) $420 per grade 1-5 student per year	$27,400.00
	Total Tuition/Registration Fees Collected for Salaries	**$691,240.00**

14.3 Curriculum Costs

Curriculum costs will be paid via curriculum fees.

Curriculum Costs (in 2026-2027 dollars)		
4K and 5K	(28) $300 per student	$8,400.00
Grades 1, 2, 3, 4, 5	(70) $300 per student	$21,000.00
	Total Curriculum Costs	**$29,400.00**

Curriculum Fees Collected to Fund Curriculum (in 2026-2027 dollars)		
4K and 5K	(28) $350 per student	$9,800.00
Grades 1, 2, 3, 4, 5	(70) $375 per student	$26,250.00
	Total Collected for Curriculum	**$36,540.00**

14.4 Operating Costs

Fundraisers, annual church offerings, School Fund donations, endowments, and other such sources will fund school operating expenses and will give families opportunities to support the school.

Money Collected to Fund Operating Costs (in 2026-2027 dollars)		
School Fund Raisers		
Silent Auction ($100 item or $100)	(98) $100 per student	$9,800.00
Raffle ($100 in tickets sales or $100)	(98) $100 per student	$9,800.00
Suggested Annual Church Offerings	(100) family units giving $200/year	$20,000.00
Anticipated Annual “School Fund” Donation	Based on 2024 giving and 2025 giving	$10,000.00
	Total Collected for Operating Funds	**$49,600.00**

For example, if 100 families give an average of $200 per year, the congregation will provide about $20,000 in school operating funds – with some families contributing more, and other families contributing less than $200 each year.

15.0 Payment Options

Redeemer Lutheran School will likely be in session August 1 – May 31. Tuition may be paid yearly or monthly. Two monthly payment options will be available.

Tuition: Monthly for 10 months, August 1 – May 31 (in 2026-2027 dollars)	
4K and 5K	$390.00 per student per month
Grades 1-5	$780.00 per student per month

Tuition: Monthly for 11 months, July 1 – May 30 (in 2026-2027 dollars)	
4K and 5K	$354,55 per student per month
Grades 1-5	$709.10 per student per month

The school's payment vehicles will offer a variety of options (e.g., bank transfers and drafts, checks, mobile money, and cash).

16.0 Sustainability and Expansion Strategy

The success of an organization lies in its ability to devise a strong business structure; to sustain loyal customers, while attracting new customers; and to retain valued employees, while attracting new employees.

Redeemer Lutheran School's business structure is designed to complement Redeemer Lutheran Church, not to burden it. Independent sources of income, separate from the church, have been identified as funding sources for most school expenses. For example, the school's staff salaries will be funded by tuition and registration fees. Its curriculum costs will be funded by curriculum fees. Its operating costs will be funded by fundraisers, annual church offerings, School Fund donations, endowments, and other such sources.

Expansions will not be undertaken until funding sources have been identified and secured. The school has no desire to incur debt.

Besides providing a before-and-after-school service, Redeemer Lutheran School plans to add a large multi-purpose facility and acquire state approval in the not-too-distant future. It may even open a small Middle School, at some point in the future.

Redeemer Lutheran School does not have plans to build a cafeteria or use the Redeemer Lutheran Church kitchen to prepare meals. Unlike public schools, private schools are not bound by state-mandated, universal meal requirements; so Redeemer Lutheran School students will bring their own home-packed lunches to school and eat in their classrooms each day, as most Tri-Cities private school students do.

Attracting and sustaining Redeemer Lutheran School parents and students will be accomplished by offering an exceptional Christ-centered education that prepares students

for the leadership roles they must assume and for the challenges they are sure to face as they make their way into the future.

A Redeemer Lutheran School education will prepare students for acceptance into the higher learning institutions of their choice and/or the occupations of their dreams… with Christ at the center of all things.

Attracting and sustaining Redeemer Lutheran School teachers and other staff members will involve choosing intelligent, caring, Christian adults committed to serving Jesus and changing young lives for the better.

Staff salaries will be "fully burdened" (i.e., their salaries will include health benefits, time off for illnesses, time off for personal reasons, and more). Teacher class loads will be light, compared to those in public schools. Rather than 18 or more students, Redeemer Luther School teachers will instruct a maximum of 14 students at a time. Their co-workers will be Christian, like themselves.

The building Redeemer Lutheran School staff and students occupy will be newly constructed with modern architecture, security, and others features – including a nice view of the City of Richland.



17.0 Projected School Startup and Operating Costs

The cost of starting up and operating a small private school in the United States depends on approach and scale. There are many variations.



Will classrooms be traditional, containing students of about the same age? Will there be one or several classrooms of each age group? Will two grades (e.g., Grades 3 and 4) be taught in the same classroom by the same teacher? Will some instruction be departmentalized, with subject matter experts rotating through age-based classrooms? Will the school resemble a one-room schoolhouse?

For planning purposes, Redeemer Lutheran School will base startup and operating cost estimates on traditional, age-based, K-5 classrooms of 14 students each – where each classroom receives core academic instruction from one teacher during the hours the students are attending school.

The school will have at least 3 months of operating costs (about $250,000) in hand, before opening. Why? Because a new school that funds startup and operating costs via tuition, curriculum, and other collected fees won't have those resources available before school begins. Further, this model includes staff salaries – about 80% of a school's operating budget. Initial startup costs will be funded by large and/or School Fund donations.

The table on the next page is a summary of a more detailed table found in Appendix II. Both tables reflect requests from members of the congregation to know as much cost information as possible, before opening the school. The summary table includes a 3-month start-up cost column. The detailed table found in Appendix II includes a cost-basis column. The committee estimates it will need to collect about $250,000, before opening the school.

Projected Operating Costs and Startup Costs (in 2026-2027 Dollars) – Additional Detail in Appendix II			
Item	**Description**	**Operations: Annual Cost**	**Start-Up: 3 Month Cost**
Property Tax	Non-Profit Exemption	$0.00	$0.00
Internet/Phone	Ziply Internet, Router, 2 Phone Lines,	$1,860.00	$465.00
Lawn/Snow Care	Snow Removal	$2,000.00	$500.00
Cleaning Supplies	5 Days/Week Quantity	$2,000.00	$500.00
Maintenance	Fire Alarm Inspection, Window/Door Repairs	$4,500.00	$1,125.00
Office Supplies	Paper, Pens, Note Pads, etc.	$3,500.00	$875.00
Postage	5 Metered Mailings to 100 People/Yr	$500.00	$125.00
Copier	$300/Mo for 2 B/W & 1 Color Abadan Printer	$3,600.00	$900.00
IT Support	Abadan Intranet Security Updates/IT Assistance	$8,000.00	$2,000.00
Fire Alarms	Fire Alarm Monitoring	$1,000.00	$250.00
Utilities	City of Richland Electric, Water, Sewer, Garbage	$7,292.00	$1,823.00
HVAC	Yearly HVAC servicing	$3,800.00	$950.00
Insurance	Property (Fire) & Liability Insurance	$10,000.00	$2,500.00
Payroll Setup	Brotherhood Works	$0.00	$800.00
Payroll Service	Brotherhood Works $1500/Year for 9 Staff	$1,500.00	$375.00
Retainer	Legal	$1,000.00	$250.00
Irrigation	Church pays for irrigation water	0.00	0.00
Communications	Update Web, Print Materials, Design Ads/Marketing	$8,000.00	$2,000.00
Support Services	(1) Bookkeeper $25/hr for 480 hours = $12K/year	$12,000.00	$3,000.00
Support Services	(1) Tax Specialist – Yearly	$5,000.00	$1,250.00
Major Maintenance	Save $1000/yr for Large Expenses (e.g. Roofing)	$1,000.00	$0.00
Equipment Replacement	Save $1000/yr to replace Desks, Chairs, etc.	$1,000.00	$0.00
Kelly's Answering	Startup Phone Answering: $468 + $500 Minutes	$0.00	$968.00
Equip (6) K-5 Classrooms	$8,000 Each + $5,500 for Grade 5 IT	$0.00	$53,500.00
Grade 5 IT Replacement	Save $1,000/yr to replace Computer Equipment	$1,000.00	$0.00
Equip (2) Offices	$6,500 Each: Desk, Chairs, Storage $500 Shared: Shredder, Paper Cutter, Laminator	$0.00	$13,500.00
Fully Burdened Salaries	(1) Headmaster/Marketer = $80,000.00		
	(6) Teachers $70,000 Each = $420,000.00		
	(1) Secretary/Receptionist = $60,000.00		
	(1) Janitor/Security Guard = $60,000.00		
Teacher Absences Costs	Illnesses (80 Hrs) = 10 Days x $100 x 6 = $6,000		
	Time Off (40 Hrs) = 5 Days x $100 x 6 = $3,000		
	Maternity Leave (State Pays) = $0.00		
Curriculum Costs	(98) Students at $300 Each = $29,400.00		
	Subtotal	$658,400.00	$165,000.00
		$736,952.00	$252,656.00

18.0 Appendix A: Demographic Details

Demographic Details for Richland, West Richland, Kennewick, and Pasco

Includes 64 Pages of Text, Tables, and Graphs in 4 PDFs

Provided Separately, upon Request.

19.0 Appendix B: Operating and Start-Up Cost Details

Four-Page Table of Details Follows.

Appendix II: Additional Annual Cost and Income Detail				
Redeemer Lutheran School Categories	**School Cost Estimate**	**Church Cost Estimate**	**Basis for Church Cost Estimate**	**Basis of School Cost Estimate**
Property Tax	$0.00	$0.00	No Church property tax.	Non-profit Christian Schools do not pay property taxes.
Phone Internet Allowance	$1,860.00	$480.00	Same as 2024 Church budget for Pastor & Office Manager.	From Ziply Fiber: Selected Internet Speed $90/mo = $1080/yr. Two Phone Lines $40/mo = $480/yr. Ziply Router with 2 free extenders, $25/mo = $300/yr. Total is $1080+$480+$300 = $1860/yr.
Lawn & Snow Care	$2,000.00	$12,000.00	2024 Church actuals.	Assumes existing church lawn care covers school grounds. School may need extra snow plowing. Assumes $400/visit, 5 visits/yr = $2000/yr is adequate.
Cleaning Supplies	$2,000.00	$800.00	2024 Church actuals.	Richland's Gateway Preschool has 200 students in a 4800 sq ft facility. It spends $60/mo for paper towels in restroom dispensers and $75/mo month for cleaning supplies. Total annual cost is ($60 +$75) x 12 = $1620. Redeemer School has 100 students, in a 9000 sq ft facility. Assumes $2000/yr is adequate.
Maintenance	$4,500.00	$26,000.00	2024 Church actuals: Fire Alarm Inspection $2500/yr. 518 Thayer Maintenance $3,000/yr. 520 Thayer Maintenance $19,000/yr. Carpet Cleaning $1500/yr.	Maintenance should be minimal for new school. Include $2500 for Inland Alarm fire alarm system inspection. Include $2000/yr maintenance for damaged doors, windows, etc. Assumes no carpet. Total is $2500 + $2000 = $4500/yr.
Office Supplies	$3,500.00	$3,500.00	2024 Church actuals.	Ronda Wolfe suggests same as annual church office supply cost for pens, pencils, erasers, scissors, tape, paper clips, rubber bands, note pads, post-its, binders, portfolio folders, manila folders, envelopes, copy paper, etc.
Postage	$500.00	$300.00	2024 Church actuals.	Assumes 5 mailings/yr to 100 families. Include $0.78 x 500 = $390 for stamps. Include $15 for 500 envelopes. Total is $405. Assume $500/yr is adequate.
Copier	$3,600.00	$7,000.00	2024 Church actuals: Lease $407/mo, print $175/mo.	Assumes same as Calvary School's Abadan cost. Includes $300/mo = $3600/yr for 2 b&w copiers and 1 color copier. Church copiers and printing paid separately.
IT support	$8,000.00	$8,000.00	2025 Church renegotiated Abadan contract.	Assume same as church renegotiated Abadan contract for intranet security updates/IT assistance.
Fire Alarm Monitoring	$1,000.00	$1,000.00	2024 Church actuals.	Assumes same as church per Inland Alarm.
Utilities	**$7,292.00**	**$32,000.00**	2024 Church actuals: 518 Thayer $4500/yr, 520 Thayer $27,500/yr $1,000/yr monitoring	Electrical $5892/yr. Water $325/yr. Sewer $800/yr. Garbage Collection $275/yr. **Note: School Electrical, Water, Sewer, Garbage Collection sub-elements follow.**

Appendix II: Additional Annual Cost and Income Detail				
Redeemer Lutheran School Categories	**School Cost Estimate**	**Church Cost Estimate**	**Basis for Church Cost Estimate**	**Basis of School Cost Estimate**
Sub-element: Electrical ($5,892)	$0.00	$0.00		"Arturo" at City of Richland said yearly school electric rates are same as residential rates. Redeemer School is in "Schedule 20, Small Service" category. Electric rate for Schedule 20 has two parts – **Meter Cost** and **Kilowatt-Hour (kWh) Usage Cost**. **Redeemer School Yearly Electric Meter Cost: $0.86/day = $313.90/yr.** Redeemer School Yearly Electric Usage Cost similar to Richland's Gateway Preschool Electric Usage Cost. Gateway pays Richland about $315/mo = $3780/yr for electricity, water, and garbage for 200 students and 10 staff. Gateway has its own sewer system. Redeemer's 9146 sq ft school will be nearly twice as big as Gateway's 4800 sq ft preschool; but Redeemer School will be newer, better insulated with more efficient HVAC… and have half as many students as Gateway. Gateway operates 4 days/wk for 6 hrs/day. Redeemer School will operate 5 days/wk for 8 hrs/day. Neither school has cafeterias or showers. Gateway uses about 2050 kWh/mo, as confirmed by City of Richland. Redeemer School will use 5/4 x 8/6 x 9146/4800 x 2050 = 6,519 kWh/mo = 78,228 kWh/year. Redeemer School Usage rate is $0.067/kWh. **Redeemer School Yearly Electric Usage Cost: $0.067 x 78,228 = $5241.00/yr.** **Redeemer School Yearly Total Electric Cost = $313.90 + $5241.00 = $5554.90/yr. About $5500/yr. Added $391.50/yr for 01/01/2026 $0.072/KWh increase.**
Sub-element: Water ($325)	$0.00	$0.00		Richland Water Cost has two costs – **Meter** & **Cubic Feet (cf) Consumption Costs.** **Redeemer School Yearly Water Meter Cost: $0.8071/day = $290.52/yr.** Redeemer School Yearly Water Consumption Cost similar to Richland's Gateway Preschool Water Consumption Cost. Gateway has about 200 students + 10 staff = 210 people. Redeemer School will have about 98 students + 9 staff = 107 people. Gateway operates 4 days/wk for 6 hrs/day. Redeemer School will operate 5 days/wk for 8 hrs/day. Neither school has cafeterias or showers. Gateway uses about 4500 cf/yr of water, as confirmed by City of Richland. Redeemer School will use 107/210 x 5/4 x 8/6 x 4500 = 3185 cf/yr. Redeemer School Consumption rate is $0.85 per 100 cf of water. **Redeemer School Yearly Consumption Cost = $0.85/100 x 3185 = $27.07/yr.** **Redeemer School Yearly Total Water Cost = $290.52 + $27.07 = About $325/yr.**

Appendix II: Additional Annual Cost and Income Detail				
Redeemer Lutheran School Categories	**School Cost Estimate**	**Church Cost Estimate**	**Basis for Church Cost Estimate**	**Basis of School Cost Estimate**
Sub-element: Sewer ($800)	$0.00	$0.00		City of Richland Yearly Sewer Cost has two parts – **Base Cost** and **Cubic Feet (cf) Consumption Cost.** **Redeemer School Yearly Base Sewer Cost: $2.0219/day = $737.99/yr.** Redeemer School Sewer Consumption Cost will be $2.15/100 cf of water. Redeemer School will use about 3185 cf of water/yr. **Redeemer School Yearly Consumption Cost = $2.15/100 x 3,185 = $68.48/yr.** **Redeemer School Yearly Total Sewer Cost = $737.99 + $68.48 = $806.47/yr. About $800/yr.**
Sub-element: Garbage ($275)	$0.00	$0.00		Redeemer School Yearly Garbage Collection Cost – **Same as Richland's Gateway Preschool.** Gateway has 200 students + 10 staff = 210 people. Redeemer School will have 98 students + 9 staff = 107 people. Gateway operates 4 days/wk for 6 hrs/day. Redeemer School will operate 5 days/wk for 8 hrs/day. Gateway's Yearly Garbage Collection Cost is $300/yr. **Redeemer School Yearly Garbage Collection Cost = 107/210 x 5/4 x 8/6 x $300 = $254.36/yr. About $275/yr.**
HVAC Maintenance	$3,800.00	$0.00		Redeemer School Yearly HVAC Maintenance $3800/yr. based on **Total Energy** service for 2-year-old, 7500 sq. ft. building, electric HVAC system. Includes (2) Rooftop Units, (2) Ducted Mini-Splits, (2) Energy Recovery Vents (ERV) units. Only $2,200/yr, if reliable/easier-to-fix gas Package Units can be used.
Property (Fire) and Liability Insurance	$10,000.00	$7,000.00	2024 Church actuals + likely rate increases.	Redeemer School Yearly Property and Liability Insurance Cost – **Same as Richland's Gateway Preschool.** Gateway pays $800/mo for General Liability, Commercial Property Insurance, Worker' Compensation Insurance, Educators' Professional Liability Insurance, Abuse and Molestation Coverage, Commercial Auto Insurance, Cyber Liability Insurance, Employment Practices Liability Insurance, Directors and Officers Liability Insurance, and Commercial Umbrella insurance. Gateway has about twice as many students as Redeemer School and about the same number of staff. Gateway's building is about half the size of Redeemer School. **Redeemer School Yearly Property and Liability Insurance = $800/mo = $9,600/yr. About $10,000/yr.**

Appendix II: Additional Annual Cost and Income Detail				
Redeemer Lutheran School Categories	**School Cost Estimate**	**Church Cost Estimate**	**Basis for Church Cost Estimate**	**Basis of School Cost Estimate**
Brotherhood/Ministry Works Payroll Service	$1,500.00	$1,500.00	2024 Church actuals of $1,000 + 2025 increase.	Brotherhood/Ministry Works $15K/yr quote for 9 employees incudes $800 one-time Set-Up Fee, $1334.60 Annual Fee, $50 Quarterly Filing/Annual W2 Form Fee.
Legal Retainer Expenses	$1,000.00	$1,000.00	2024 Church actuals.	
Irrigation (Church Pays)	$0.00	$0.00	Included in church utilities.	Assume final school landscaping won't change amount of lawn to be watered, fertilized, and mowed much, if any.
Communications	$8,000.00			Administrative/pre-setup design costs paid via annual church budget. Annual Communications Costs include Digital Image Graphic Design/Printing Updates $500/yr (company quote) + Jennifer Sorn Website Updates $500/yr (company quote) + Advertising $7000/yr (cost of Trinity Lutheran, Portland advertising).
Support Services	$17,000.00			Bookkeeper $12,000/yr, Tax Specialist $5,000/yr = $17,000/yr
Major Maint. Savings	$1,000.00	$0.00		Save $1,000/yr for major maintenance needs.
Furniture/Equip. Savings	$1,000.00	$0.00		Save $1,000/yr to replace desks, chairs, whiteboards, etc.
Grade 5 IT Savings	$1,000.00	$0.00		Save $1,000/yr to replace Grade 5 computer equipment.
Annual Operating Costs	$78,552.00			
Annual Operating Costs	$78,552.00			
Teacher/Staff Salary Costs	$620,000.00			
Teacher Absence Costs	$9,000.00			
Curriculum Costs	$29,400.00			
Total Annual Costs	**$736,952.00**			
Tuition Income	$656,700.00			
Registration Fee Income	$34,540.00			
Curriculum Fee Income	$36,540,00			
Annual Offerings, School Fund, Fundraiser Income	$49,600.00			
Total Annual Income	**$777,380.00**			
Annual Income/Yr	$777,380.00			
Annual Costs/Yr	-$736,952.00			
Total Annual Overage	**$40,428.00**			About $40,000 more income than expenses.