

THREE RIVERS CHRISTIAN SCHOOL

Educating for Eternity



2012 ANNUAL REPORT

DATED AUGUST 19, 2012

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CONTENTS

Contents	2
The Purpose and Benefit of an Annual Report	3
The Mission of TRCS.....	3
The Vision of TRCS	3
Administrator’s Letter	3
TRCS Financial Overview	5
Analyzing the Rentals	7
Enrollment	7
Table 1: Total Enrollment for all TRCS Programs.....	7
Program Analysis: The Child Development Center.....	8
Table 2: Registration for Child Development Center By Age Group....	8
Program Analysis: The Elementary School.....	9
Program Analysis: The Junior/Senior High School.....	10
Table 3: College Enrollment Levels for TRCS Graduates.....	11
Future Campus Development.....	11
Fundraising and Development.....	13
Appendix A: 2012-2013 Budget Overview	15
Appendix B: Proposed High School Plan	16

THE PURPOSE AND BENEFIT OF AN ANNUAL REPORT

The purpose of this booklet is to inform our supporters of the current state of our ministry, as well as to lay out our vision for the future.

THE MISSION OF TRCS

The specific mission of Three Rivers Christian School shall be to glorify God by providing quality, biblically-based, Christ-centered education dedicated to developing students with a Christian world view who are spiritually, socially, physically, and academically prepared to impact the world for Christ.

Proposed Mission Statement: *“Preparing students through Bible-based education to impact the world for Christ.”*

THE VISION OF TRCS

The vision for Three Rivers Christian School is to produce graduates who will be servants of Christ, committed to excellence and equipped to transform the world.

Proposed Vision Statement: *“Three Rivers Christian School recognizes a growing need in the Lower Columbia Region for an adaptive, challenging, encouraging academic environment with a:*

- *Focus on Christ-centered values*
- *Holistic approach of body, mind and spirit*
- *Nurturing/ supportive/ safe environment from infancy to high school graduation.*

Our vision is to meet that need.”

ADMINISTRATOR’S LETTER

Two scriptures come to mind as I look back on the 2011-2012 school year. I will paraphrase: “Delight in the Lord and he will give you the desires of your heart,” (Psalm 37:4) and “In all your ways acknowledge him and he will direct your path.” (Proverbs 3:6) I believe it to be true that God has been giving TRCS the desires of our heart this past year and then directing our path, and He continues to do so.

He has amazed us and has blessed us and continues to walk before us. God has delighted us by:



- Providing not just one small bus for the CDC but two! Not for thousands of dollars but only \$3,000! Not for just one or two days a week, but every day of the week to bus children to our afternoon and after school programs! Thank you, God.
- Provided funds to end the year in the black! (Enrollment has decreased but God has increased us above and beyond our expectation.)
- Providing a refurbished, newly painted gym floor! Many hands worked to sand, paint, measure, and create a beautiful working floor for the Secondary Campus. Thank you, volunteers and donors.
- Bringing non-believers into contact with staff, then into scripture and then into our school! We have watched the amazing story of a family that helped us with a school project learn what prayer was by experiencing it with a staff member and then be delighted with a Bible. And then making the decision to attend TRCS!
- Providing a great evening with a great author, Frank Peretti! This event was an opportunity to shine in the larger community and provide for tuition assistance.
- Providing sports additions at High School level of Cross County and Tennis.
- Providing the technology infrastructure at both campuses so that all classrooms have access to the internet, email and educational tools. (All our teachers will be on the school email this fall.)
- Providing new cribs in the CDC! The state of Washington changed the requirements for cribs in child care facilities and TRCS made the changes this summer.

“...GOD HAS BEEN GIVING TRCS THE DESIRES OF OUR HEART THIS PAST YEAR AND THEN DIRECTING OUR PATH...”



Now what is ahead for TRCS in the year to come?

Enrollment - We anticipated a drop in enrollment but we are close to last year's numbers. We have made some changes in how we set up classrooms to adjust to the lower numbers that were reflected last

school year. We are blending the 3rd, 4th and 5th grades in two rooms rather than three classrooms. We are also blending the kindergarten, first and second grades in the afternoons. The quality of teaching does not change and the quality of education is not lowered. Children will find the experienced teachers very good at differentiating instruction in these groupings.

Middle School - We are beginning a two year process of moving our Middle School to the Longview campus. The rooms above the gym are being reworked to accommodate the Youth Program of NBC for the evenings and weekends. With those changes the classrooms work perfectly for the Middle School seventh grade this year. We have lockers for the students in the smaller office room, will use the main youth room for seventh grade classes and then have the smaller classroom for smaller groupings in math and small "Exploratories." These are once-a-week classes intended to provide new experiences for sixth and seventh grade. We are happy to say that seventh grade class is almost at maximum, keeping students and enrolling new students.

TRCS FINANCIAL OVERVIEW

With last year's effort to "put our house in order," this year we felt assured that we have accurate information on which to base our financial projections. It was another difficult year in the local economy, yet through God's grace and the continued support of our donors, we managed to come through this year "in the black."

With the retirement of Carolyn Cade, we are working to divide jobs into smaller, more manageable tasks for two part-time employees. Debbie Sullivan will be handling all accounts and registrations, and Kari Rushmer will be providing technical support and management of the iNow system.

Improvements to our systems include the following:

- iNow – This cloud-based system will replace Sycamore. It is cheaper and runs off the more familiar "Student Minder" platform. It will

allow us to do all school bookkeeping in-house, but also allow for parent access to see these accounts so they can pay online. (This was the benefit that we formerly used Smart Tuition for, but iNow will allow more flexibility).

- PayJunction – We are currently rebuilding our new website and have discovered that we can save more than \$90 a month switching from Plug 'n Pay to PayJunction as our credit card processor.
- Accounts Receivable – We have further reduced accounts receivable from its high of over \$180,000 down to \$61,000. We have the consistent efforts of our bookkeeping team to thank for this.
- Pay Schedule – In previous years, we had certain months of the year that required additional money due to the pay schedule. The Child Development Center pays on a 4 week schedule, so November tended to be a hard-hit month as they made up for the additional 4 weeks of pay. This year, we are implanting an accrual system to set aside money for that so that we don't experience months of "being in the red" while we make up for this additional outlay. We have also done this for the summer months of paying K-12 teachers, instead of borrowing from pre-paid tuition for the coming year.



Goals for finances include:

- Getting Quickbooks on the cloud to allow for all administrators to access up-to-date information
- Have accounts receivable within 90 days
- Implement Direct Deposit for staff payroll
- Create a "Buildings and Grounds" committee to determine facility upkeep needs and how to pay for them
- Consider creating technology replacement fund

Please see "Appendix A" for a snapshot of the 2012-2013 budget.

ANALYZING THE RENTALS

One of our goals for this year was to begin to trim down the cost of the rentals. 2604 has been refinanced, saving nearly \$150 per month, and we have also pursued a property tax exemption under the WAC code allowing housing for school administrators to operate on tax-exempt status. (That status should be finalized this month by the Department of Revenue, resulting in a tax refund on that property.) We are currently looking to refinance 2602 Ocean Beach Highway and secure that loan with the general assets of the school instead of the house. For future building plans, that would most likely be the property to be removed for ingress/egress, so we need to find a loan that would allow that to happen.

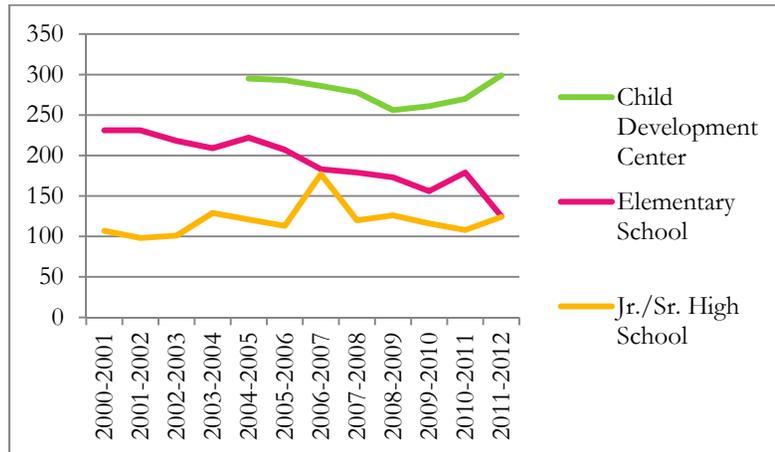
2588 is currently being rented by Younglife at a rate that will cover all expenses for that property. We are thrilled to have a ministry so close in mission to our own sharing our space. What a blessing!

Goals for the Rental properties include:

- Refinancing of 2602 Ocean Beach Highway
- Finalization of tax-exempt status on 2604 Ocean Beach Highway

ENROLLMENT

TABLE 1: TOTAL ENROLLMENT FOR ALL TRCS PROGRAMS



PROGRAM ANALYSIS: THE CHILD DEVELOPMENT CENTER

Employee Statistics:

37 employees

Employee Education Statistics:

14% hold a Bachelor's degree

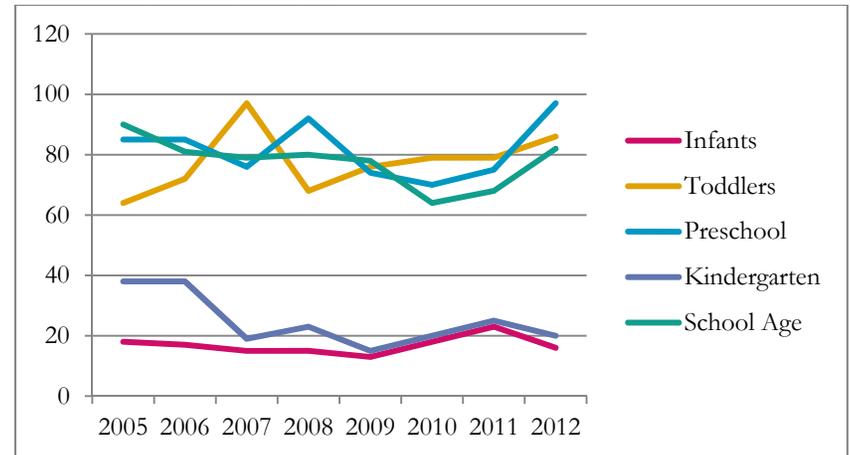
29% hold an Associate's degree

20% hold CDA Washington Journeyman Status

20% are Washington State Merit Training Status Certified



TABLE 2: REGISTRATION FOR CHILD DEVELOPMENT CENTER BY AGE GROUP



CDC Improvements for 2011-2012 include expanded quarterly enrichment classes, bus transportation system for after-school care to two public schools, new cribs for the infant room, updated restrooms (thanks to the continued efforts of Northlake Baptist Church),

Goals for the Child Development Center include:

- Since many of our younger students come to us on state aid and have very limited exposure to technology, we would like to increase technology in preschool classrooms, including access to iPads with learning apps installed on them.
- Analyze need for expanded busing from public schools for after-school care program.
- Improvements to the Toddler Playground (see below) – creating a natural playspace celebrating God’s creation and allowing for more educational interaction. We hope to raise funds to accomplish this during this school year.



FIGURE 1: PROPOSED CDC TODDLER NATURAL PLAYSACE

PROGRAM ANALYSIS: THE ELEMENTARY SCHOOL



Employee Statistics:
 11 teachers (8 full-time, 3 part-time)
 2 part-time office staff

Employee Education Statistics:
 8 Bachelor of Arts Degrees, 2 Masters Degrees, a total of 21 of our teachers are state certified

Technology infrastructure has continued to improve with multiple wireless access points, laptops for all teachers, and high-speed internet to all classrooms.

Program additions include Art, Art Appreciation, Spanish, Keyboarding beginning in 4th grade, and the Middle School Program. The TRCS Music Conservatory also launches this year.

Curriculum Maps have been completed by teachers and will be part of our accreditation process.

Barton Program/Resource Room provide additional help for students who are struggling with certain elements of learning.

Goals for the Elementary School include:

- Purchasing new doors for the gymnasium (\$1200 has been raised so far)
- New signage in Spanish for inside classrooms
- Consider VOIP phone system upgrade
- Expand CARE team

PROGRAM ANALYSIS: THE JUNIOR/SENIOR HIGH SCHOOL

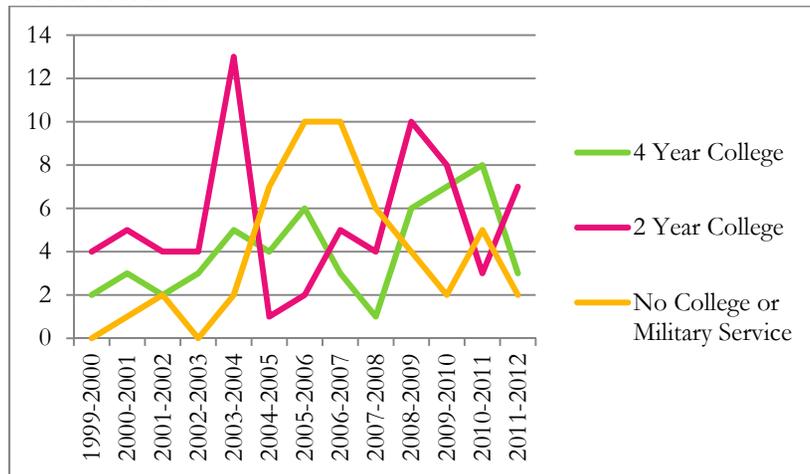


Employees Statistics:
 16 teachers (5 full-time, 11 part-time)
 1 office manager
 1 part-time Athletic Director
 1 part-time Counselor
 1 part-time lunch/gym supervisor
 1 part-time janitor

Employee Education Statistics:
 100% of teaching staff have BA degree or teaching endorsements, and many have earned credits beyond the BA degree. Teacher experience ranges from two to twenty years.

Two new teachers this year have Master's Degrees.

TABLE 3: COLLEGE ENROLLMENT LEVELS FOR TRCS GRADUATES



Jr./Sr. High School Improvements for 2011-2012 include the purchase of new curriculum at the high school, including new Biology textbooks, Spanish I, Contemporary World Problems, and World History. We've updated the band room, computer lab, and room 101. The gym floor has been refinished and well as a new weight room area.

Athletics: Tennis, Cross Country, Booster Board – Adopt a student program supporting Booster Club, and considering adding bowling team.

Goals for the High School include:

- Finish technology infrastructure with wireless access points

FUTURE CAMPUS DEVELOPMENT

“Let us not grow weary of doing good, for at the proper time we will reap a harvest if we do not give up.” - Galatians 6:9

Future development of the campus has been moving forward at a steady but cautious pace since the beginning of the year. With the previous Campus Development Task Force determining the high priority of moving the high

school to the Longview campus, the TRCS school board undertook the creation of a long-term master plan for campus expansion.



FIGURE 2: NORTH ELEVATION OF PROPOSED HIGH SCHOOL BUILDING

During prior meetings with the City of Longview, the City requested that we spell our vision for the entire campus before bringing a single-phase project to them for approval. To that end, the school board conducted final interviews of candidates from a field initially narrowed by the Campus Development Task Force. A Request for Proposal was prepared to allow for “apples to apples” comparisons of bids. David Brittell, a local architect and product of Christian schooling, was selected to perform the master planning process and develop a first phase plan.

The school board also chose to follow a Design/Build process, choosing Matt Ouellette of J.H. Kelly as Project Manager for the process. (Again, a Request for Proposal was prepared and interviews were conducted.)

Currently, we have initial schematics of the first phase, and the board has hired Mike Westby of Westby & Associates (Vancouver, WA) to begin constructing a case statement for fundraising and studying feasibility for the plan.

The hope is that all of these varied streams of progress will come together this winter with a solid plan approved by the city and a strong idea of whether or not we have a large enough donor base to proceed with building. This first phase of building will be more expensive than subsequent phases because of the required infrastructure.

Please continue to pray for God’s will and “open doors” as we walk in His will for the school.

-Erin Hart
Development Director
Building Project Facilitator

FUNDRAISING AND DEVELOPMENT

The Three Rivers Christian School Foundation is now an officially recognized entity by the Washington Secretary of State. We are currently pursuing non-profit status and hope to implement estate planning education in the fall. Our board consists of the following individuals:

- Jean Zoet (TRCS Administrator/Elementary Principal)
- Jim Chenoweth (Retired TRCS Administrator, NBC Elder)
- Dr. Richard Imholte (Former TRCS School Board member, Former TRCS Parent, local Dentist)
- Virginia Russeff (Former TRCS Parent, CEO of Cowlitz Credit Union)
- Jacob Klaus (Attorney, Salzsieder Law Officer)
- Kasia Klaus (Attorney)

Nick Lemiere (Investment Advisor with Edward Jones) is current assisting in the Foundation creation and will become our investment advisor when funds are raised over time. Erin Hart will be the Registered Agent and Incorporator, and will continue to keep records of the meetings and communications.

We held multiple great events this year that helped to get our name out in the community. The Christmas Shopping Festival, held in November, had the largest attendance yet and the most vendors. We added a very successful lunch counter to the mix. In the spring, we held “An Evening With Frank Peretti” at the Columbia Theater. Attended by more than 400 people, it raised more than \$12,000 for the Tuition Assistance Fund. Despite the July 4th holiday falling mid-week (Monday and Tuesday were low profit days), we also had a record-breaking Go 4th Wednesday, and raised more than \$5,000.

In January, Dr. Alan Pue of Health Christian Schools came out to do board training, helping the board to further understand its role at the school, and also challenging them to answer some hard questions regarding tuition and budget.

In a continuing effort to have consistent branding, we now have the TRCS logo on four of our buses.

A new website will be ready to launch this month. A Wordpress-driven site, it will allow for multiple users, simpler updates and better SEO to search engines. It also looks much better. Our school Facebook page has been expanding in reach, and this year we will begin to use Twitter to reach our families.

In the spring, we conducted a survey across all programs, receiving a great deal of mostly positive feedback regarding our school. Most important, it affirmed that expanding our programs and pursuing adaptive learning opportunities are important to our families. It also re-emphasized the need to keep tuition as low as possible while not cutting program.

Goals for Fundraising and Development include:

- Raising \$60,000 for the Tuition Assistance Fund
- Creating further awareness of our school and building bridges of support with local congregations through special events.



APPENDIX A: 2012-2013 BUDGET OVERVIEW

Income		
CDC Income		
CDC Tuition		950,000.00
CDC registraton		19,000.00
CDC Enrichment		4,000.00
Food income		40,000.00
Transportation fee		3,000.00
Total CDC Income		1,016,000.00
School Income		
School Tuition		1,057,500.00
School - Staff Discounts		-45,000.00
School - Multi Child Discount		-31,000.00
School - NBC Staff Discount		-4,700.00
School -N.Gate Lease Agmt.Disc.		-4,700.00
School - Pay in Full Discount		-8,000.00
School - Financial Aid		-59,525.00
Tuition asistance/donations		60,000.00
School Registration		43,700.00
Food income		17,000.00
Total School Income		1,025,275.00
Total income		2,041,275.00
Expense		
Wages and salaries		1,317,284.00
FICA		100,772.00
Insurance		87,665.00
L&I		15,264.00
Retirement		19,000.00
Vacation, sub pay, study hall		35,000.00
Custodial		33,000.00
Expenses -student supplies, utilites, lease		111,800.00
Supplies- office, books, custodial		163,000.00
Support services		22,000.00
Insurances		31,000.00
Building additions		11,000.00
Operational expenses		90,000.00
Total Expense		2,036,785.00
Budget excess		4,490.00

APPENDIX B: PROPOSED HIGH SCHOOL PLAN

