



State of the School

Andrew Ross, Executive Director
February 23, 2026

Playscape Project: Installed This Summer!

This project, funded primarily through money received from the Employee Retention Credit (ERC), will include:

- Playground equipment from Kompan
- Large shade structure
- Improved soccer field
- Redesigned bike pump track



2030 Strategic Path

After one year along the Path, there is notable progress on many initiatives that support our overarching goals. These goals build upon each other by starting with supporting our students' learning which leads to stronger community connections and results in thoughtful growth we can sustain in support of all our well-being at RWS.



School-Wide Renovation Concept

With nearly 200 students and growing programmatic demands, the school needs more and improved spaces to meet these needs. For over a year the school has been working with engineers, architects, and a consulting firm in order to bring us closer to a school-wide renovation concept that we can begin a capital campaign to fund.

It's time to dream out loud for the betterment of our students and community!



School Finances and Priorities

With an industry recommended operating reserve in place and the fulfillment of some financial priorities, we remain focused on the goals established within the long-range strategic plan. Improved playscape spaces on our campus and the reinstatement of health benefits for employees are just a few priorities that have been actualized.



Playscape Project: Installation This Summer

Our Annual Fund goal this year is \$75,000. The Legacy Fund is every dollar raised beyond that goal. Making improvements in the spaces where our children play remains the priority of the Legacy Fund. It is with this fund that we installed new playground equipment in the early childhood playground and a basketball hoop on the blacktop.

Backed by strong feedback received from students and faculty, the Kompan playground company has been selected to supply equipment for this project. Some of their recent projects in the Richmond area include Taylor Farm Park and the Southside Community Center. With the new grades playground funded from the ERC, we look again to the Legacy Fund to enhance this project. Help us surpass our Annual Fund goal by leveling up your own giving and talking with family and friends about all that is happening at RWS.

This year, there will be special recognition for gifts at the Harvester and Sustainer levels on a commemorative plaque as part of the new playground project. Additionally, gifts at the Rain Maker level will be recognized on either a commemorative outdoor bench or table.

- 🌸 Harvester: \$500-\$999
- 🌸 Sustainer: \$1,000-\$4,999
- 🌸 Rain Maker: \$5,000+



School-Wide Renovation Concept

With nearly 200 students and a growing faculty to meet our student's needs, it is time to respond with a comprehensive campus renovation and expansion. For over a year, the school has partnered with multiple companies to assess current conditions and imagine what our future facilities could look like. These companies include: Quinn Evans Architects, Inversity Consulting Engineers, Gradient Solutions, Markham Planning, The Curtis Group & Bob Architects.

This would involve renovating our existing 30,000 square foot building with improved lighting, windows, fixtures - among other functional enhancements. Architectural concepts being explored involve adding 8,000-10,000 square feet of space. Additionally, we have applied with the city of Richmond to purchase the closed slip lanes in front of the building and construct an over 30 space parking lot in order to improve our parking and arrival/dismissal traffic flow.

It was one of the most significant decisions in the school's history to move into this building in 2017 from a rented facility. In 2026, we are at a new inflection point to make our next decision to better meet the needs of our students. It is time to dream out loud and build a legacy for this beautiful school!

School Finances and Priorities

SAIS Financial Wellness Questionnaire

Does the school have a balanced budget in the current, prior and next year, without reserves?	YES
Does the school use deferred tuition to pay for current year expenses?	NO
Is the school able to meet the current year annual fund budget?	YES
Has the school been able to meet net tuition goals in each of the last 3 years?	YES
Is the school able to meet the debt service ratio?	YES

Financial priorities continue to point towards the themes/goals of the 2030 Strategic Path:

- Seamless Learning
- Vibrant Community Connections
- Sustainable Growth & Well-being

Financial Industry Targets

	Days Cash on Hand	Operating Reserve
RWS	261 days	\$1,492,824
Target	180 days	\$1,388,211

People

This year, we restored health benefits for employees for the first time in 10 years. With the first use of our ERC funds, RWS bestowed a financial gift to our employees as a gesture of appreciation for the care they extend to our students and community.

Place

Last year, the engineering assessment confirmed that the HVAC units in the gymnasium and kitchen were in need of full replacement. This has been completed! Our long-range plan reflects the importance of investing in our school campus as a means to better meet the needs of our programs, and this work has already begun.

Play

The most significant use of our ERC funds is dedicated to the grades playground set to be installed this summer! The grand opening for the new playground will be at the Back to School Picnic in late August.

Net Operating Income

As a 501(c)(3) non-profit, we are accountable for the continued investment in our programs by how much of our expenses (at least 65%) are directly associated with our program. One target we continue to track is the net operating income. This number continues to lower each year which indicates financial stewardship and a focus on the continued investment in the fulfillment of the mission being enlivened everyday!

2030 Strategic Path Updates

Seamless Learning

Enrich the Middle School Program

Through the eventual hiring of an Enrichment Coordinator, the staffing will be in place to develop new extra-curricular opportunities. Additionally, the school is dedicated to restoring Eurythmy classes to enrich the middle school and other programs.

Review & Renew Our Pedagogical Programs

The expansion of the Educational Support section to include the Developmental Support Specialist position paves the way for a continuum of support and services for the diverse needs of our students.



Vibrant Community Connections

Serve with the School Community

The PA, College, and Administration continue to collaborate on our volunteer expectations for families to be both authentic and meaningful.

Partner & Serve within the Richmond Community

In partnership with local non-profit organizations, food and clothing collections were completed in the fall. Additionally, the spring all-school work day on April 11th will involve volunteering with another local non-profit.

Sustainable Growth & Well-Being

Enhance the School Campus

An updated master site plan is being developed to address critical facility gaps. Concepts that renovate, expand and maximize the school's 2.8 acres remain focused on key programmatic needs for optimal classrooms, additional bathrooms, and other enriching spaces for the school's enrollment capacity.

Recruit & Retain Talented & Dedicated Employees

Through our newly hired Human Resources Coordinator, as well as training for all hiring committees, new employees are supported by a stronger on-boarding process.

Deepen Collaborative & Generative Governance

With a newly developed governance diagram that more accurately portrays the school's working structure, the Board of Trustees and College continue to hold joint meetings multiple times a year with a focus on strategic and generative discussions. Currently, both governing bodies are focused on the creation of a co-governance manual that will further clarify and depict their roles and responsibilities in governing RWS.