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STONE SCHOOL  
COOPERATIVE  
NURSERY

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2011 - 2016

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# Stone School Cooperative Nursery Five Year Plan 2011-2016

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## I. INTRODUCTION

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### A. OVERVIEW

Through careful planning and management, Stone School has thrived over the past 50+ years. The excellent reputations of our teachers, generally good enrollment rates, and sound fiscal policies have resulted in a very stable cooperative. In 2005 we paid off our mortgage, making us one of the very few cooperative nurseries in North America to own its building.

With assets such as these comes responsibility. Long term planning is essential for the continued success of Stone School. However, the cooperative model means that each year, many of the member families - and Board members - are new to the cooperative. In this setting, how can long-term planning exist? How can a vision for continued success be sustained?

One answer is the adoption of a Five Year Plan. This type of plan sets a vision to guide future members. Although this practice is common in business environments, it is a rarity for nursery schools. A Five Year Plan provides long-term stability in establishing goals, prioritizing them, budgeting for them, and documenting progress.

In 2005, Stone School commissioned a '5 Year Plan' committee for the purpose of creating such a document, and updating it regularly (ideally every year). The composition of the committee varies, but typically includes the Building and Grounds board member, the Treasurer, one Co-President, one Teacher, one or two other board members, and one or two parent volunteers who are not board members. The committee shall be chaired by a board member elected by majority vote. The chair shall report on any updates, revisions, and progress to the board and to the cooperative membership at the Spring General Meeting. The members of the committee in 2011 were Stephanie Scrivens (Building and Grounds), Tom Leone (Treasurer), Michele Huston (Co-President), Annie Zipser (Teacher), Vidya Guruprasad (Secretary), and Tom Idzikowski (parent).

### B. OUR VISION



### **C. OUR GOAL**

To be the best nursery school in southeastern Michigan.

### **D. OUR PRINCIPLES**

A play-based curriculum is central to our mission.

Parents and children go to school together to play and learn.

Each member plays a role in, and shares responsibility for, our success.

### **E. OUR OBJECTIVES**

Instill in the children a lifelong love for school and learning.

Develop a supportive and cooperative relationship between children, teachers, and parents.

Foster in parents an enduring involvement in their children's education.

Prepare children for kindergarten.

Provide a safe, nurturing environment where children can grow, moving beyond their homes into the realm of school and the wider community.

Help children to master some basic life skills.

Have a strong and cohesive board.

Have a membership filled with the cooperative spirit.

Offer the best value in preschool education.

Achieve full enrollment every year.

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## II. STRATEGIC DIRECTIONS

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### A. INTRODUCTION

In the 2010-2011 school year, school enrollment and tuition income were very low, so spending was limited to critical items only. The Five Year Planning Committee focused on updating maintenance records and preparing for future work.

### B. FUTURE PROJECT PRIORITIES

A primary concern is the stewardship of our building, its contents, and the land. Many capital improvements have been made since 2006, the most notable being an extensive repair and waterproofing of the foundation. Future projects will include the entire spectrum of typical property maintenance: roof replacement, tuckpointing the stonework, replacing the furnace and the hot water heater, etc. Major repairs such as these could take an unprepared Board by surprise and overwhelm the cooperative's resources. Additionally, major capital improvements, (e.g. renovating the basement, replacing the kitchen) will require a focused long term capital plan.

The following list of maintenance and improvement projects (approximately in priority order) is offered as a guide for planning purposes.

- Improve ventilation: repair window counterweight in office; install window screens; remote control or other independent controls for ceiling fans; add third ceiling fan; easier access to windows in the office
- Improve office: stabilize/replace desk; privacy doors; add a fan
- Schedule a full building inspection (should be done every five years; last done in 2007)
- Repair inner surfaces of foundation (this should be coordinated with basement renovation). The 2007 building inspection says "The foundation is currently stable and there is no concern that it is near failure. However, the concrete is deteriorating and the long term outlook is that the foundation will eventually not be able to support the weight of the heavy stone walls... The interior face of the concrete walls will need to be repaired after the water issue is addressed... [The water issue was addressed with 2007 foundation waterproofing and exterior drainage work.] It will be necessary to expose all of the concrete walls by removing the paneling and plaster covering. The loose concrete will have to be removed by hand chipping and grinding. After stable concrete is exposed, a concrete bonding agent would be applied and then a trowel applied layer of concrete applied to restore the walls to their original thickness."
- Renovate basement and kitchen (especially cabinets, and shelf above sink; new refrigerator with more usable space; possibly sell antique stove for a profit?)
- Fix or cover ceiling damage around light in entryway
- Replace rear door and frame
- Repair main room ceiling tiles
- Inspect the shed, and repair or replace if necessary
- Find a way to use unused space behind the shed
- Improve exterior lighting
- Improve landscaping
- Improve front staircase, to avoid foot traffic through bathroom
- Build loft for additional storage and/or play area?

### C. CONTINUED EXCELLENCE IN TEACHING

Our teachers are a cornerstone of our school. Their job longevity has given us the asset of memory, and their love for the school and the children has earned the respect of our members. Stone School

has had a long standing commitment to our teachers, and they have demonstrated a similar commitment to us. We hope to continue our pattern of minimal teacher turnover by offering a quality place to work and by maintaining a supportive teaching environment. We will continue to offer a competitive salary and access to continuing education.

Stone School should strive to observe other local preschools in session. The benefit of this action would be two-fold. First, it may bring in fresh ideas for our environment and curriculum. Second, it will help us assess progress toward our goal of becoming the best nursery school in southeast Michigan.

Stone School should also plan and prepare for the eventual retirement of one or both teachers. The current teachers should be deeply involved in these plans and preparations. Such preparations could include: (a) creating a document which lists the desired qualifications and characteristics of a Stone School teacher, (b) creating a document which describes the teachers' duties in more detail (daily/weekly/monthly) than the Teacher Contracts, (c) creating a list of potential candidate individuals, and (d) cultivating relationships with teaching programs at local colleges and universities, and possibly hosting student teachers in our classroom.

**D. FINANCIAL RESOURCES**

Without a strong financial basis, our plans for capital improvements and even building maintenance may not be achievable. The school has a history of generally strong finances, except for occasional periods of crisis caused by major repair expenses, such as the 1979 fire, 1996 roof repair, and 2007 foundation waterproofing and drainage work.

It is important to maintain sufficient cash reserves so that the school can survive a major building problem which could cause extended class cancellations (no tuition income). The Greater Detroit Cooperative Nursery Council recommends a minimum of \$10,000-15,000 for emergency building repairs **plus** \$2,500 for teacher unemployment claims **plus** enough funds to cover three months of critical expenses (~\$2,000-4,000). This is a total of ~\$15,000-22,000.

The school's income is primarily from tuition, which naturally depends on the number of students enrolled. From 1997 through 2008, average enrollment was 80 students, and there were at least 75 students in all but two of those years. Enrollment dropped sharply after the 2008 economic recession, which has prevented the school's cash reserves from recovering after the 2007 foundation work:

<b>Year</b>	<b>Enrollment *</b>	<b>Cash Reserves *</b>
1997-98	68	~\$15,000
1998-99	75	~\$38,000
1999-00	75	~\$28,000
2000-01	80	\$41,589
2001-02	82	\$50,993
2002-03	87	\$38,693
2003-04	89	\$44,042
2004-05	88	\$37,219
2005-06	85	\$42,107
2006-07	81	\$40,714
2007-08 **	72	\$7,540
2008-09 **	75	\$15,110
2009-10	68	\$17,728

\* Enrollment is approximate (it varies within each year); cash reserves are at end of fiscal year.

\*\* Loan from 2007 foundation work was fully repaid in 2008-09.

Below is budget information from the last several years. Note that actual income and spending are shown separately from the planned budget for previous years.

Stone School Budget for 2011-2012: **Approved on February 15, 2011**

INCOME	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Proposal	Comments
Tuition (Assumes # Students)	44,955	48,453	55,024	55,024	55,024	81 students in 2006-07, 72 in 2007-08, 75 in 2008-09, 68 in 2009-10, 64 in 2010-11
Registration/Fees	3,000	3,000	2,920	3,080	3,080	Assume 4 applicants don't enroll
Fines	200	200	200	200	200	Actual \$ 140 2007-08 & 2008-09, \$285 2009-10
Net Fundraising	8,500	8,500	3,650	3,500	4,200	Raffle now \$60/family (not per student - assume 3 families have siblings in the school)
Miscellaneous (donations etc.)	500	500	200	200	200	\$213 2007-08, \$255 2008-09, \$1500 2009-10
Interest Income	710	0	0	265	265	
Building Fund Donations/Grants	750	750	0	0	0	Actual \$0 since 2007-08
Fundraising Mejer/Kroger/Scripps	1,750	400	400	1,000	1,000	Actual \$1114 in 2008-09, \$1045 2009-10
<b>TOTAL INCOME- Budget</b>	<b>60,365</b>	<b>61,803</b>	<b>62,394</b>	<b>63,269</b>	<b>63,969</b>	
<b>TOTAL INCOME- Actual</b>	<b>58,062</b>	<b>72,700*</b>	<b>61,971</b>	<b>56,000?</b>		* 2009: \$7,800 from old unclaimed deposits
<b>EXPENSES (Fixed)</b>						
Payroll (Gross)	31,722	33,308	33,308	34,973	34,973	No raise
Teacher bonuses		1,665	1,665	1,749	1,749	5% bonus (cancel if enrollment is low)
Payroll Taxes (FICA & Medicare)	2,427	2,548	2,554	2,717	2,717	
Line of Credit - Interest	94	0	270	0	0	
Line of Credit - Principal	0	0	4,900	0	0	
Phone	600	600	600	700	700	Actual \$655 2008-09, \$759 2009-10
Gas	1,000	1,000	1,400	1,300	1,300	Actual \$1236 2008-09, \$1212 2009-10
Electric	850	850	1,050	950	950	Actual \$850 2008-09, \$907 2009-10
Insurance	4,000	4,000	4,000	3,600	3,600	Actual ~\$3400 since 2007-08
Non-Profit Fee	10	10	20	20	20	
DSS License	30	30	125	125	125	Actual \$125 2008-09
HVCCN/MMCN Dues	352	352	0	0	0	
Safe Deposit Box	25	52	52	52	52	
Post Office Box	65	65	65	65	65	
Financial Review	850	800	900	950	950	Actual \$950 2009-10, \$900 2010-11
<b>SUBTOTAL- Budget</b>	<b>42,024</b>	<b>45,280</b>	<b>50,909</b>	<b>47,201</b>	<b>47,201</b>	
<b>SUBTOTAL- Actual</b>	<b>42,920</b>	<b>50,966*</b>	<b>43,333*</b>			* \$4,900 paid in 2008-09, not 2009-10
<b>EXPENSES (Discretionary)</b>						
Net savings for the future	7,500	5,218	55	2,162	3,837	Calculated to balance budget.
President	50	50	50	50	50	
Treasurer/Asst. Treas./Fin. Proc.	100	100	100	100	125	Actual \$124 2008-09, \$184 2009-10
Secretary	25	25	25	25	25	
Fundraising	250	250	250	250	250	
Membership / Orientation Expenses	350	350	350	350	350	
Building and Grounds	4,550	4,874	5,100	7,000	7,000	Actual \$6577 in 2007-08, \$8329 2008-09, \$9242 2009-10
Equipment and Supplies	900	900	900	1,200	1,200	Actual \$1216 in 2007-08, \$1068 2008-09, \$1478 2009-10
Pre-K Room Group	20	20	20	20	20	
4's Room Group	20	20	20	20	20	
3/4's Room Group	20	20	20	20	20	
3's Room Group	20	20	20	20	20	
Stone Chips	300	300	300	300	300	
Publicity (Website)	150	150	150	150	150	
Internet connection service	150	150	0	0	0	
School Bags	500	500	550	550	550	Actual \$547 in 2008-09, \$555 in 2009-10
Teaching Supplies	1,200	1,200	1,200	1,200	900	Actual ~\$700-750 (except \$1150 in 2007-08)
Field trips	1,100	1,100	1,100	1,500	750	Actual \$1582 in 2007-08, \$1715 2008-09, \$1153 2009-10; cut in half for 2011-12
Library	40	40	40	40	40	
Conferences/Seminars/CPR	800	800	800	550	550	Actual \$454 in 2007-08, \$410 2008-09, \$646 2009-10
Service projects	60	60	60	60	60	
Speakers/Gifts	50	50	50	50	50	
Toys	250	250	250	150	200	Actual \$0 2007-08, \$119 2008-09, \$220 2009-10, \$277 YTD 2010-11
Friends of Stone School Startup	0	0	0	0	0	
Miscellaneous	79	75	75	300	300	Actual \$186 in 2007-08, \$366 2008-09, \$629 2009-10
<b>SUBTOTAL- Budget</b>	<b>18,484</b>	<b>16,522</b>	<b>11,485</b>	<b>16,067</b>	<b>16,767</b>	
<b>SUBTOTAL- Actual</b>	<b>37,814*</b>	<b>15,108</b>	<b>15,952</b>			* 2007 foundation work (partly borrowed)
<b>TOTAL EXPENSES- Budget</b>	<b>60,509</b>	<b>61,803</b>	<b>62,394</b>	<b>63,269</b>	<b>63,969</b>	

## **E. STRATEGIC FUNDRAISING**

Stone School's strategic directions will often include major capital improvements, such as renovating the basement and kitchen. These improvements will require a focused long term budget process, and/or strategic fundraising (that will be in addition to the routine fundraising activities). The new *(added in 2011)* "Reserve and Maintenance Plan" should be used to track expected lifespan and replacement costs of major building and grounds subsystems, and guide expense planning (see Excel file on the school's web site, and on Google Docs under "SSCN-Board" in the "Building and Grounds" section).

Strategic fundraising can be addressed in several ways: optional fundraisers, applying for grants, soliciting tax-deductible donations from current and former members, and special events such as ice cream socials and anniversary celebrations.

Before 2007, Stone School maintained a "Building Fund" to accumulate money for capital improvements (it was spent for foundation repair and waterproofing). In 2011, a separate bank account was established for "The Stone School Fund", and a formal policy was adopted:

"Stone School Cooperative Nursery maintains The Stone School Fund separate from its day-to-day operating account. The net income from all optional fundraising is transferred to the fund unless otherwise specified. Money from the fund is intended to pay for special projects or upgrades to the school. However, the board reserves the right to spend the fund as it deems necessary or prudent. "

## **F. RESERVE AND MAINTENANCE PLAN**

A "Reserve and Maintenance Plan" estimates the annual cost of each major building subsystem and its associated maintenance costs to guide long-term financial planning. A preliminary plan was created for Stone School - the full Excel file is on the school's web site, and on Google Docs under "SSCN-Board" in the "Building and Grounds" section. This version uses fairly pessimistic assumptions, so it should be considered a "worst case scenario". Future Five Year Plan committees should update the Reserve and Maintenance Plan, and use the calculations to guide budget and saving plans.

Each line item listed below has an estimated annual contribution (EAC) associated with its use. The EAC is calculated in the following way:

$$EAC = RCost * (1 + (Inf))^{(Lifespan+2011-RYear)} / (Lifespan+2011-RYear)$$

RCost - The current replacement cost or cost estimate of the asset.

Lifespan - The estimated lifespan of the asset.

RYear - The year the asset was last replaced.

Inf - Assumed inflation rate: 3.0%.

Year of R&M Schedule: 2011.

<b><u>Budget Year</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>
Building	\$ 127,308.00	\$ 131,127.24	\$ 135,061.06	\$ 139,112.89	\$ 143,286.28
Cement block addition	\$ 31,827.00	\$ 32,781.81	\$ 33,765.26	\$ 34,778.22	\$ 35,821.57
Furnace area	\$ 10,609.00	\$ 10,927.27	\$ 11,255.09	\$ 11,592.74	\$ 11,940.52
<b>Exterior, Building</b>					
Roof replacement	\$ 2,483.00	\$ 2,483.00	\$ 2,483.00	\$ 2,483.00	\$ 2,483.00
Chimney restoration	\$ 414.00	\$ 414.00	\$ 414.00	\$ 414.00	\$ 414.00
Gutters	\$ 158.00	\$ 158.00	\$ 158.00	\$ 158.00	\$ 158.00
Foundation, repairs	\$ 373.00	\$ 373.00	\$ 373.00	\$ 373.00	\$ 373.00
Foundation, tuck pointing	\$ 239.00	\$ 239.00	\$ 239.00	\$ 239.00	\$ 239.00
Foundation, waterproofing	\$ 477.62	\$ 477.62	\$ 477.62	\$ 477.62	\$ 477.62
Front door	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00
Wood sash window restoration	\$ 104.00	\$ 104.00	\$ 104.00	\$ 104.00	\$ 104.00
<b>Exterior, Grounds</b>					
Playground equipment	\$ 2,003.00	\$ 2,003.00	\$ 2,003.00	\$ 2,003.00	\$ 2,003.00
Playground, swing chains	\$ 41.00	\$ 41.00	\$ 41.00	\$ 41.00	\$ 41.00
Shed	\$ 289.00	\$ 289.00	\$ 289.00	\$ 289.00	\$ 289.00
<b>Interior, Building</b>					
Furnace room, repairs	\$ 260.00	\$ 260.00	\$ 260.00	\$ 260.00	\$ 260.00
Carpet, replacement	\$ 91.00	\$ 91.00	\$ 91.00	\$ 91.00	\$ 91.00
Tile, replacement	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Plumbing</b>					
Toilets	\$ -	\$ -	\$ -	\$ -	\$ -
Sinks	\$ -	\$ -	\$ -	\$ -	\$ -
<b>HVAC</b>					
Furnace	\$ 472.00	\$ 472.00	\$ 472.00	\$ 472.00	\$ 472.00
<b>Maintenance</b>					
Clean ducts	\$ 158.00	\$ 158.00	\$ 158.00	\$ 75.00	\$ 75.00
Furnace, inspection	\$ 21.00	\$ 21.00	\$ 21.00	\$ 21.00	\$ 21.00
Roof, inspection	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00
Carpet, cleaning	\$ 113.00	\$ 113.00	\$ 113.00	\$ 123.00	\$ 123.00
Trim, Paint and Caulk	\$ 742.63	\$ 131.00	\$ 131.00	\$ 131.00	\$ 131.00
Playground, Mulch	\$ 82.00	\$ 82.00	\$ 39.00	\$ 39.00	\$ 39.00
Sidewalk, repair	\$ 246.00	\$ 246.00	\$ 246.00	\$ 246.00	\$ 246.00
Landscape, Tree removal	\$ 37.00	\$ 37.00	\$ 37.00	\$ 37.00	\$ 37.00
Asphalt, sealing	\$ 438.00	\$ 438.00	\$ 139.00	\$ 139.00	\$ 139.00
Replacement Budget	\$ 7,430.62	\$ 7,430.62	\$ 7,430.62	\$ 7,430.62	\$ 7,430.62
Maintenance Budget	\$ 1,897.63	\$ 1,286.00	\$ 944.00	\$ 871.00	\$ 871.00
Total Budget	\$ 9,328.25	\$ 8,716.62	\$ 8,374.62	\$ 8,301.62	\$ 8,301.62

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### III. ACCOMPLISHMENTS & MAINTENANCE HISTORY

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#### A. BEFORE 1994

- 1911 schoolhouse built
- 1949 cement block addition at rear (bathrooms)
- 1958 furnace area enclosed with cement block wall

#### B. 1994-1995

- Hole in the roof fixed
- Made play structure safer for children, Broken swing replaced
- Grass and hard-packed dirt under the play structure replaced with a softer surface
- Decided as long as SSCN does not change its use or remodel, it does not need to have a handicap access
- Replaced padlock in the front gate
- Assistant Treasurer was made a board position

#### C. 1995-1996

- 1995 building purchased from Ann Arbor public school district
- SSCN comes up with a Mission Statement
- New see-saw added to the playground, new answering machine purchased
- All the red trims touched up, new lighting fixtures installed and grounded in the main room, installed new light fixture in the main hallway, electrical work done, outlets added, got ceiling fans
- 5's class designated as 'Pre-K
- SSCN added to the National Historic Register
- First fire report prepared and everything checked out fine for that
- New water heater purchased (40 gallons), made some adjustment to improve water pressure in the faucets

#### D. FROM 1996 TO 2001

- 1996 restored Spanish tile roof and chimney, painted exterior trim, repaired stone work at front entrance, new basement carpet, new basement paneling & wall paper
- 1997 Phase I window restoration, painted exterior trim, new concrete slab on playground, new flat roof over bathroom extension, new bell tower access door & maintenance repair to bell, new furnace
- 1998 new front door, sidewalk repair
- 1999 Phase II window restoration, new playground and wood chips, new front door, new tile upstairs, new carpet in front office and hall, new chain link fence along Stone School Rd. and next to shed, new basement storm windows, painted red furniture & trim in main room, walnut tree removed
- 2000 restored bell and bell tower, paved parking lot, painted back hall & stair, new plantings installed around building

#### E. 2001-2002

- Front hall painted, back hall trim painted, gutters replaced, new fence (Packard Road chain link and wood fence)
- Decided format for Report of Condition

- Upgrades to the playground made – dinosaur, jeep, swing, sandbox, lot of mulch and containment timbers
- 4's Teacher Annie Zipser got HVCCN Outstanding Teacher Award

**F. 2002-2003**

- Purchased two file cabinets and file folders
- Roof fixed and inspected, New window
- Changes made to SSCN Bylaws to add Financial Processor, Publicity and Stone Chips editor to the board

**G. 2003-2004**

- SSCN Snack List decided and added to the Handbook (Summer 2003)
- 3's Teacher Barbara Hutchinson won HVCCN Lifetime Service Award

**H. 2004-2005**

- ABC book started by Annie Zipser (?)
- Latch put on shed
- Work done on the back door to prevent water from seeping in and flooding of the basement
- Purging receipts over 5 years old but keeping the minutes from 1980's
- Bug spray by Orkin, Cork bulletin board added, Fire extinguisher checked and found good till 2/06
- Mural painted in restroom by Suzanne Boissy
- Water meter changed
- Barb Loomis donated several SSCN papers to Bentley Historical Library

**I. 2005-2006**

- Eliminated all poison ivy by the fence near the parking lot
- Building sprayed for bees, Cork put on the walls, Building re-keyed
- Last mortgage payment made on October 11, 2005. We own the building.
- Friends of Stone School started as a booster group

**J. 2006-2007**

- Paid for a professional inspection of entire building
- Replaced all gutters; painted and caulked exterior trim and bell tower
- New thermostat, dehumidifier, smoke detector, and carbon monoxide detector
- New playground mulch, trees trimmed
- Radon mitigation system installed
- Repaired roof - 4 tiles replaced
- Painted shed, playhouse, bench & car
- Sealed asphalt in parking lot
- Exterior front door varnished
- Domain of [www.stoneschool.org](http://www.stoneschool.org) renewed for 5 more years
- Drinking fountain fixed
- Changes made to SSCN Bylaws to include a new committee called '5 Year Plan'

**K. 2007-2008**

- Foundation maintenance – including foundation repairs, waterproofing, furnace room repairs, and tuck pointing
- Electrical inspection – no problems found
- Clean ducts
- Roof inspected - found to be in good condition

**L. 2008-2009**

- Paid off line of credit from foundation repairs
- Changed fundraising from mandatory \$200 of merchandise sales per family (with only a fraction of profit to the school), to mandatory \$50 of raffle tickets per family (100% profit) plus optional fundraisers
- Repaired roof, furnace, bathroom plumbing
- Playground inspection; new chains on swings
- New radon fan
- Fixed window and modified sign above front door, so that window can be opened for summer ventilation
- New blue carpets in story and block areas

**M. 2009-2010**

- New mulch for playground and swings, and border around swing area
- Roof repair (replaced one tile) and inspection
- Oak tree removed from playground (it was large and dying, thus hazardous)
- New stereo system, dehumidifier pump

**N. 2010-2011**

- New door on shed
- Repaired sidewalk near street (required by the city)
- Oak tree removed by the city (between sidewalk and street)
- New web site
- Changed street address from 2600 Packard Road to 2811 Stone School Road (because the entrance is on Stone School Road, and because the road is named after the school)

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**IV. CHANGES FROM PRIOR YEAR'S PLAN**

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In 2011, the Five Year Plan document was re-organized for easier reading and less duplication. A history of enrollment and cash reserves was added. The maintenance history was thoroughly updated based on a search of available records in the Building & Grounds folder and meeting minutes. A separate "Reserve and Maintenance Plan" (Excel file) was created, to track expected lifespan and replacement costs of major building and grounds subsystems, and to guide expense planning. The Excel file is saved on the school's web site, and on Google Docs under "SSCN-Board" in the "Building and Grounds" section.