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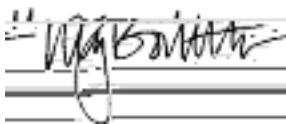
Henry P. Becton, Jr.

Jacqueline Blombach

David Bush-Brown

William G. CreelmeErOw|p

LETTER FROM T. E. EC.


A handwritten signature, possibly "W. B. Smith", is written on a musical staff consisting of five horizontal lines. The signature is written in a cursive style and spans across the staff.

STUDENTS 2007-2008

Gayle Koyanagi
Katherine Mazzone
Michelle Mercaldo
Glee Mollan
Kaylie Rosborough
Anita Page-Svensson
Michael Sprague
Beth Thompson-
Robbins
Jack Thompson
Vinh Tran
Bridget Ann Walsh*

Robert Purcell*
Nate Reyburn*
Michael Shaw*
Emily Townsend*

RESERATIO.
AAE TR

Ryan  N

OC S IT I

Sean Hamel*
Brendan Larrabee*
Thomas Lemere*
Seth Mason*
Christopher McGuirk*
Sean O'Mara*
Larry Pinkerton
Michael Raymond*
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BASIC LA O
EQ . O O ,

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Eric Donnelly*
Brian Greene
Richard Gruenler*
Elizabeth Harris*
Jade Hecht*
Marguerite Lykes*
Erica Miao*
Matthew Quinlan*
Russell Andy Reach*
Rachel Elizabeth Rose
Christopher Storch*
John Stothoff*
Laura Wyeth*

D A CED LA O
EQ . O O ,

William Chubb III*
Seth de Berry*
Jacob Gonchar*
Shawn Hansen*
Xiaodan Liu*
Kevin Luke*


In recent years North Bennet Street School has invested a significant amount of time defining and confirming the mission and vision of the long-standing organization. The school's leadership is firmly convinced that the School continues to play a unique and important role by training students for careers in traditional trades that use hand skills. Through full-time programs and short term workshops, NBSS has significant reach, and the school is currently at capacity in a number of its programs. After a period of transition, the school has also begun to strengthen its internal management capacity and structure. At the same time, the school's North End facility is overcrowded and in many ways poorly suited to the school's needs. While NBSS has a satellite facility in Arlington that has provided some flexibility in terms of available space, it also complicates the operations and management of the school. These space constraints and operating challenges have caused the school to come to a plateau in its growth and development, prompting the school's leadership to call into question the future trajectory of the organization.

The following plan lays out the questions that were posed to explore these issues, the key research findings that emerged in relation to these questions, and a plan for the future that builds upon these findings and will enable NBSS to ensure ongoing vitality and quality in craft education.

The Questions

In July 2007, a Business Planning Committee was formed to examine matters relating to growth, accessibility and vitality. The Committee identified four primary questions to guide the research for the planning process:

Q. What is the potential to improve or expand each of the various programs at the School?



At the most basic level, the research confirmed the sentiments expressed by senior leadership at the outset of this process – the NBSS mission to prepare students for work in the trades is both unique and valued.

Faculty and staff consistently report that the key strengths of NBSS are embedded in the school's unique character and traditions that emphasize quality and excellence in craftsmanship. There is

unanimous agreement that the school's unwavering commitment to high quality craftsmanship and preparing students for work in traditional trade fields are what make the institution truly unique. The school's commitment to these values is evidenced in its emphasis on its selective admissions process, its high expectations of its students, and the dedication of a mature and talented student body.

Similarly, current NBSS students and alumni exhibit high levels of satisfaction across

programs. The constituent survey revealed strong satisfaction levels for course instructors, course curriculum, the application and enrollment process, and the overall experience



It is central to the school's mission to
b



The varied structures

Doris C. Freitag
Stephen Friedlaender
John F. Gifford,
Jewelry '97, Furniture '01
Miguel Gómez-Ibáñez,
Furniture '99
Nehemias Gorin
Foundation
Richard Grubman &
Caroline Mortimer
Brian Holt
Barbara R. Kapp
Wallace Kemp
L. Patton Kline Family
Foundation, Inc.
Charles L. Kline,
Furniture '05
Laura Kline & Michael
Lazarus
Catherine C. Lastavica
Francis J. Lynch
Nancy L. Maul
Walter H. McDonald
Stephen J. Memishian
Mr. & Mrs. Preston R.
Miller, Jr.
Peter Nessen
Marie Oedel,
Bookbinding '02
Richard Oedel,
Furniture '05
Lynn C. Osborn
Morgan Palmer
Finley Perry
Pomeroy & Co., Inc.
Mr. & Mrs S. Parkman
Shaw
Shawmut Design and
Construction
Sholley Foundation
William & Laura Shucart
Lewis J. Surdam,
Piano '80 (Piano)
Elizabeth Thomson
Anne Van Nostrand
(Bookbinding)
Robert C. Weir
Jane Wilson
Norman & Rosita
Winston Foundation,
Inc.
"The Woods" Charitable
Foundation



Thomas S. McAndrews,
Furniture '03

Dennis McCarten,
Violin '06

Judith B. McDonough

William McGuffin,
Piano '79

Gretchen A. Meyers,
Carpentry '01

Daniel Michaels,
Carpentry '98

Nina Moore-Howell,
Jewelry '94

Robert V. Mullen,

Nils A. Ohlson,
Furniture '85

Elissa O'Loughlin

Patrick O'Shaughnessy,
Carpentry '06

Sonja Piilgaard Reid,
Bookbinding '98

Jack L. Renner (*Piano*)

Ira Richer, *Furniture '02*

Deborah L. Rossi,
Bookbinding '02

Catherine Saines

Rebecca Searls

Nicki Skipper, *Piano '93*

Craig Smith,
Preservation Carpentry '98

Barbara St. Clare Post

Josene M. Steinberg,
in honor of Burton Harris,
Furniture '97

Michelle Stranges,
Piano '94

Molly Sturges, *Piano '00*

Donald J. Sutkus,
Furniture '04

Jane A. Swanson,
Furniture '93

John Toto, *Carpentry '06*

Salvatore Ursino

Ruth Van Dine, *Piano '00*

David H. Wellington,
Furniture '98

Leslie Wills, *Furniture '04*

Dr. & Mrs. Bertil Wolf

John V. Yore, *Piano '03*

Peter Yozell

Brian Yurewicz,
Preservation Carpentry '03

North Bennet Street School
Treasurer's Report
August 1, 2007 - July 31, 2008

Ladies and Gentlemen:

I am pleased to present the Treasurer's Report for the North Bennet Street School for the fiscal year beginning on August 1, 2007 and ending on July 31, 2008.

The School closed the fiscal year with net assets of \$4,500,403, which represents a 5.1% increase over the prior year. This p




North Bennet Street School
Statement of Activities
For the Years Ended July 31, 20

Pop-Up Extravaganza*

Suitcase Full of
Pop-Up Books*



Copperplate Script*

Introduction to
Calligraphy (2)

Introduction to
Marbling*

Manuscript Gilding &
Illumination (2)



Historic Timber
Framing

Platform Framing

Window Sash
Restoration

E | E R

The Art of Mokume
Gane Patterning*

Bezel Making & Setting
for Faceted Stones

Exploring the Ring*

Fun

Kevin Mack CFM '08
Nicholas Maraldo CFM '07
Dennis J. McCarten VMR '06
Jonathan McLean CFM '92
Peter Michelinie CFM '08
Amanda Nelsen BB '07
Adam O'Donnell JMR '05
Richard Oedel CFM '04
Ford B. Ogden PC '94
James Reid-Cunningham BB '90
Emily Scott JMR '07
Dean Stillings CFM '97
Matt Wajda CFM '00
Sarah West JMR '97

▲ RAFT BOSTON

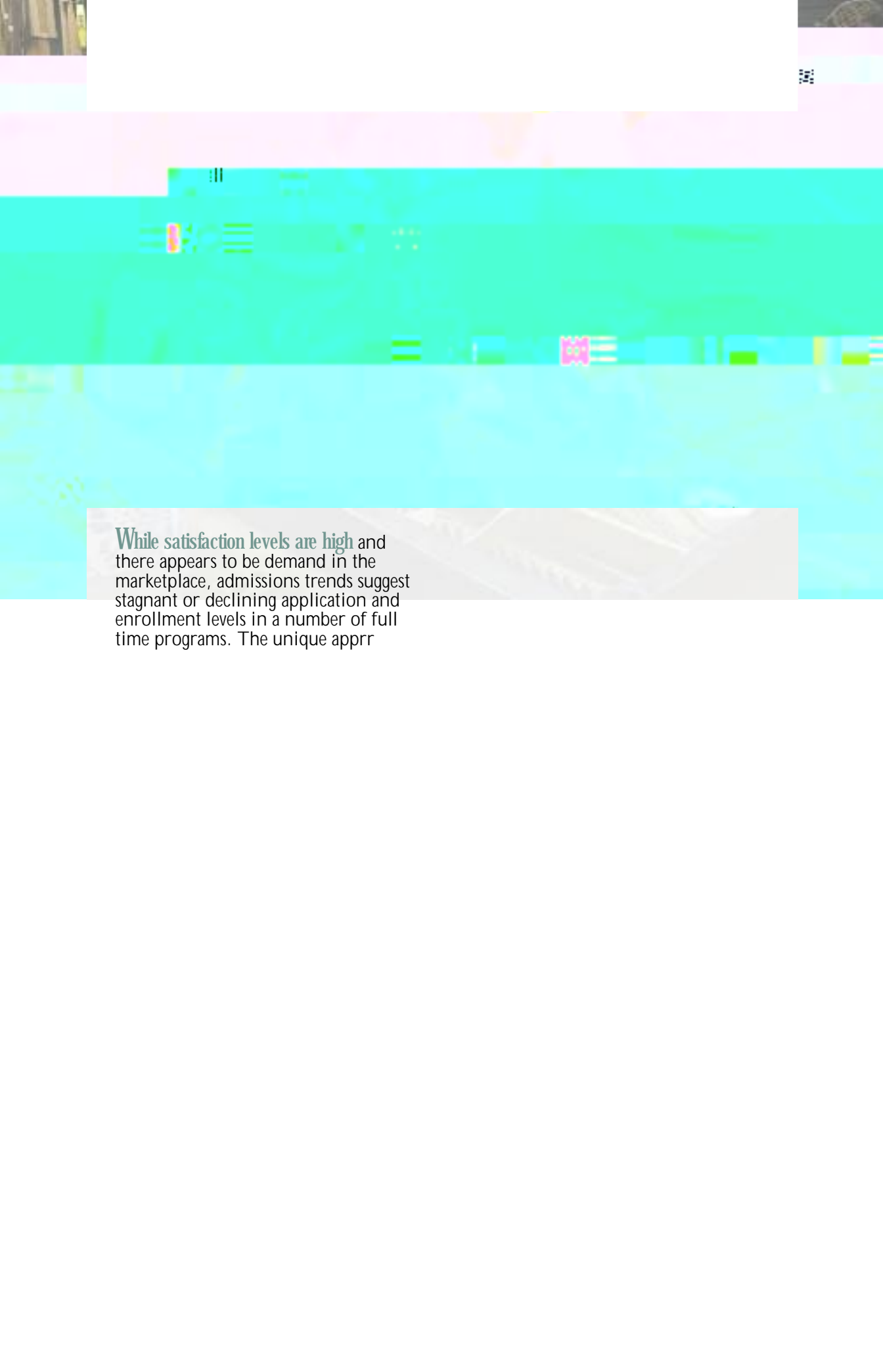
OR D RADE
▲ E TER
ARC

Kevin Ainsworth CFM '09
Joseph Balboni JMR '08
David Benetello CFM '08
Brian Boyd CFM '08
Rebecca Caswell BB '09
Eli Cleveland CFM '09
Jade Drakes JMR '08
John Ewart CFM '08
Monica Feeney BB '08
Aude Gabory BB '09
Andrew Glenn CFM '08
Saedis Bauer Halldorsdottir JMR '09
Yumiko Harris BB '08
Sarah Johnston-French BB '09
Justin Keegan CFM '09
Gayle Koyanagi JMR '09
Keith McIntosh CFM '08

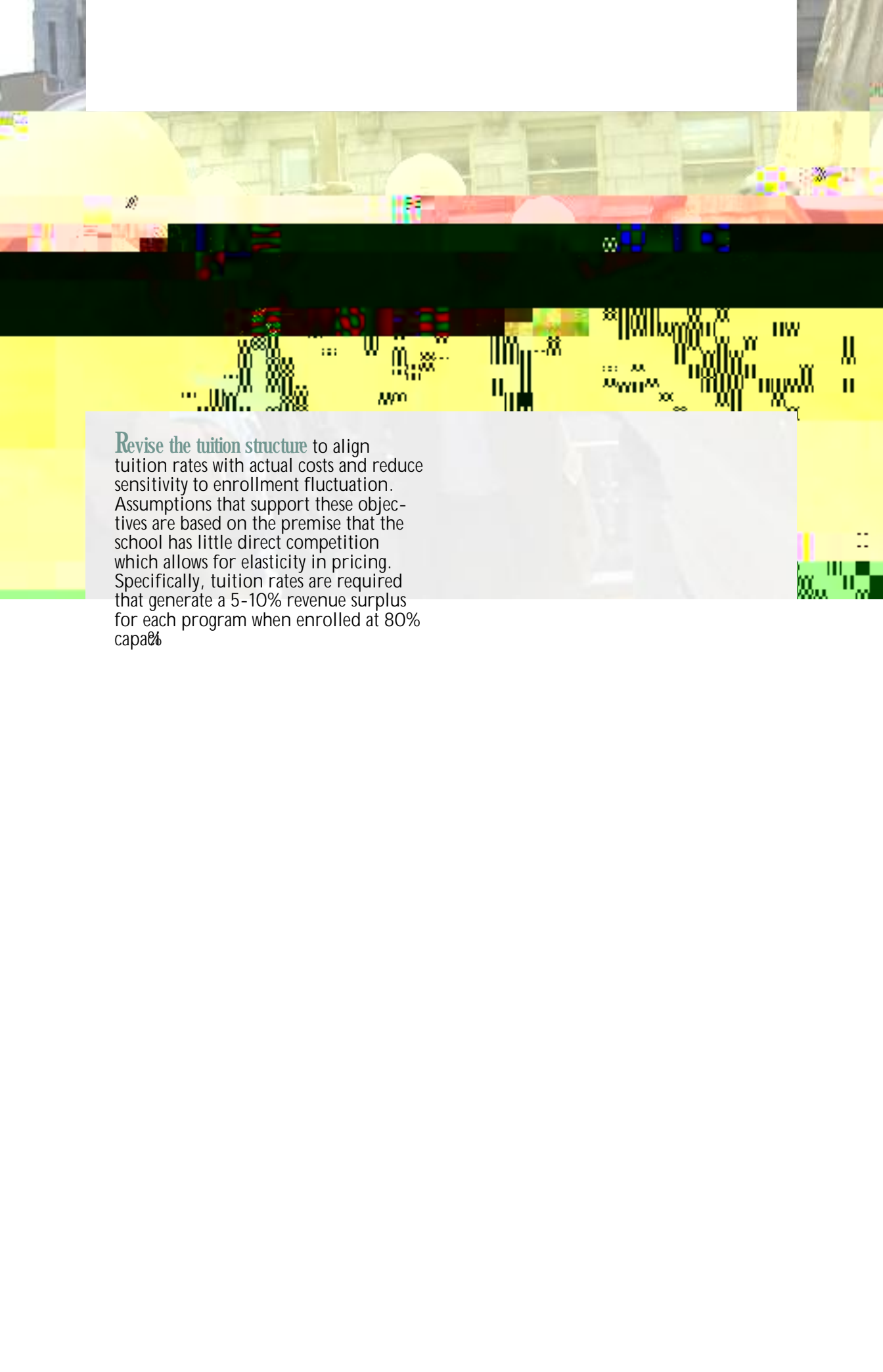
Michelle Mercaldo JMR '09
Glee M. Mollan JMR '09
Jean-Pierre Parnas CFM '08
Elizabeth Rideout BB '08
Kaylie Anne Rosborough JMR '09
Erika Safran VMR '09
Katie Smith BB '09
Michael Sprague JMR '09
Christoph Streubert CFM '09
Christina Q. Thomas BB '08
Jack Thompson JMR '09
Paul Trombly VMR '09
Bridget Walsh JMR '09
Katherine Westermann BB '09
Wendy Withrow BB '08

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While satisfaction levels are high and there appears to be demand in the marketplace, admissions trends suggest stagnant or declining application and enrollment levels in a number of full time programs. The unique appr



Revise the tuition structure to align tuition rates with actual costs and reduce sensitivity to enrollment fluctuation. Assumptions that support these objectives are based on the premise that the school has little direct competition which allows for elasticity in pricing. Specifically, tuition rates are required that generate a 5-10% revenue surplus for each program when enrolled at 80% capacity.

GIFTS & SUPPORT

ATQ I IFTS

Firestone & Parson
Pioneer Investments

E ORIA IFTS

*In Memory of Harold Caro and
In honor of his wife Judy
Brown Caro*

Anita Bender & Geroge
Abrams

Barbara Starr Wolf

*In Memory of Clayton Ecke
Robert & Joanna Ecke*

*In Memory of Harold Inson,
to the Harold*

Richard & Marie Oedel
Osborn Studio +
Pasek Corporation
Adrienne N. Rabkin
Racine Iron & Wire Works
Mark Richey Woodworking
Mr. & Mrs. S. Parkman
Shaw
S + H Construction, Inc.
Laura & Bill Shucart
South Shore Mill Work
M. Steinert & Sons
Arthur & Jeannette
Taylor
Jane & James Wilson



(\$500)

Ann Beha Architects
Albert & Donna Bangert
Jeannie & Henry Becton
James Bertram
Boston Gems
William M. Braucher
Fenton J. Burke
Richard Cheek
Daniel S. Cheever, Jr.
& Susan Stasiowski
Meredith & Eugene
Clapp
D2 Piano Movers
Fine Woodworking
Nicholas & Paula
Gleysteen
Frederick Goldstein
Kimo Griggs Architects,
Inc.
Highland Hardwoods
Emily & Frank
Hunnewell
Barbara Kapp &
Paul Mitarachi
Wallace & Barbara Kemp
Long Wharf Investors
Nancy Maul
Mr. & Mrs. Paul F.
McDonough, Jr.
Peter & Beatrice Nessen
Fred & Christine Parson
Christina

Improve the operating infrastructure and enhance support staff capabilities

With or without investments to grow the institution and enhance its presence in the community, there are key investments that must be made in the organization's operating infrastructure to improve efficiency and effectiveness.

Secure an adequate database system. At the root of many of the challenges that have been identified in the school is the lack of a database system that allows administrators to monitor trends on an ongoing basis program trends and marketing investments. NBSS will continue to work with TDC in order to refine the organization's understanding of its precise database needs and purchase and install a new system.

Improve internal communication capabilities. To address identified issues with internal communication, NBSS will pursue a cultural shift towards increased electronic communication and scheduling. NBSS will equip all staff with a standardized email server,

calendar sharing and email address. To ensure the effectiveness of this system, NBSS will provide all staff with formal training and support in use of the email server and scheduling systems.

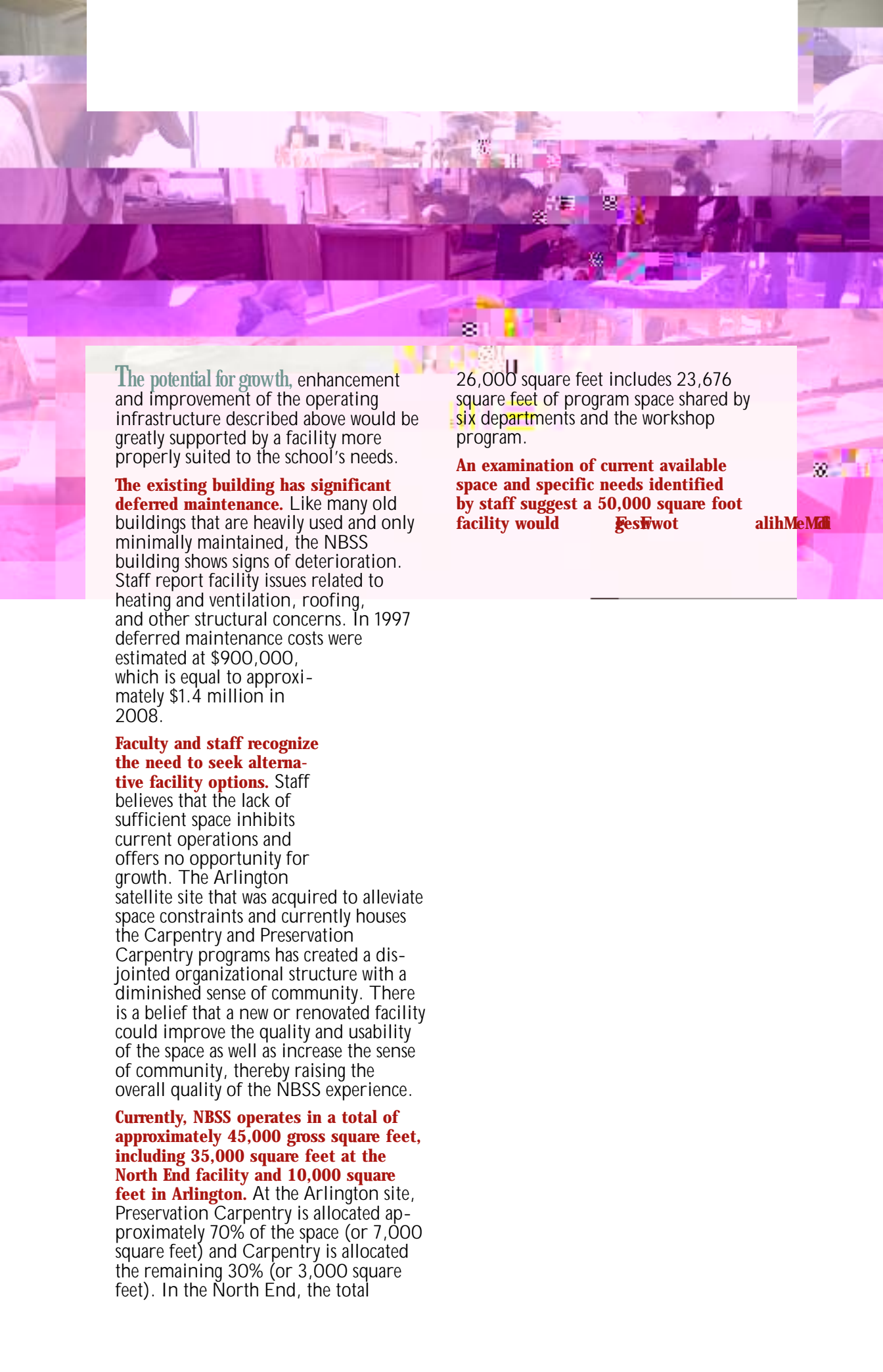
Increase Information Technology support capacity.

The items discussed above, as well as the increased emphasis on web-based marketing strategies, will require increased IT support capacity. NBSS will evaluate the costs associ-

ated with hiring an internal IT support person or contracting with a consultant to meet these needs. The financial model calls for significant increases in funding for annual IT support.

Increase administrative support capacity.

Increased administrative support capacity will allow full time program instructors to dedicate additional time to crucial program development. In FY10, NBSS will hire a full time administrative assistant to support full time and workshop program staff.



The potential for growth, enhancement and improvement of the operating infrastructure described above would be greatly supported by a facility more properly suited to the school's needs.

The existing building has significant deferred maintenance. Like many old buildings that are heavily used and only minimally maintained, the NBSS building shows signs of deterioration. Staff report facility issues related to heating and ventilation, roofing, and other structural concerns. In 1997 deferred maintenance costs were estimated at \$900,000, which is equal to approximately \$1.4 million in 2008.

Faculty and staff recognize the need to seek alternative facility options. Staff believes that the lack of sufficient space inhibits current operations and offers no opportunity for growth. The Arlington satellite site that was acquired to alleviate space constraints and currently houses the Carpentry and Preservation Carpentry programs has created a disjointed organizational structure with a diminished sense of community. There is a belief that a new or renovated facility could improve the quality and usability of the space as well as increase the sense of community, thereby raising the overall quality of the NBSS experience.

Currently, NBSS operates in a total of approximately 45,000 gross square feet, including 35,000 square feet at the North End facility and 10,000 square feet in Arlington. At the Arlington site, Preservation Carpentry is allocated approximately 70% of the space (or 7,000 square feet) and Carpentry is allocated the remaining 30% (or 3,000 square feet). In the North End, the total

26,000 square feet includes 23,676 square feet of program space shared by six departments and the workshop program.

An examination of current available space and specific needs identified by staff suggest a 50,000 square foot facility would

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The identified potential for growth and enhancement of NBSS programming and the inadequate state of the current facility suggest that securing an improved facility - under the right conditions - would greatly support the ability of the school to carry out its work into the future.

Evaluate alternative facility options.

As a preferred option, NBSS will pursue a new facility. Over the next 18 to 36 months, NBSS will continue the work already underway, evaluating potential facility options. The school seeks a space to consolidate operations that are currently on two sites that has no more than 60,000 square feet, an open floor plan, and which will require minimal build-out to be suitable for NBSS operations.

The advantages to this preferred option:

- The move would not have to disrupt full time programming;
- The school would be consolidated at one site;
- The layout would be reflective of the school's needs;
- Additional space would provide opportunity to expand and test strategic priorities; and
- Elimination of rental costs could increase contribution to overhead from the Preservation Carpentry and Carpentry programs.

Raise capital to support investments in a new or renovated facility. During this period of exploration, NBSS will need to demonstrate the ability to fund maintenance reserves at a rate of approximately \$292,000 per year, based upon an \$8.75M estimated value of the existing facility depreciated over 30 years. The capital investments that would be required to move to a 50,000 square foot space are estimated to total between \$12.5 million to \$15 million. This projection assumes that the building would be acquired for a nominal rate and that build-out would cost between \$250 and \$300 per square foot, inclusive of hard costs, soft costs and fees.

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STAFF & FACULTY

 DEPARTAMENTO DE
GESTIÓN ESTRATÉGICA

Miguel Gómez-Ibáñez
Executive Director

