



Board Meeting Agenda
February 15, 2023 - 8:00 to 9:30am
McKissack Middle School or via Zoom

ACTIVE AGENDA

- | | | |
|---|------------|---------------------------------|
| Welcome and Introductions | 5 minutes | Wes Payne |
| Review of Minutes | 3 minutes | Meredith Jones |
| <ul style="list-style-type: none">• Approve minutes from November meeting• Executive Committee approvals from January meeting<ul style="list-style-type: none">○ Approval of Board Designating \$2,000 for more Endowment matching gifts○ Approved increasing our Line of Credit to \$350,000 in order to manage our TN Department of Education funding being a reimbursement grant | | |
| Treasurer's Report | 5 minutes | Kenny Crapse |
| <ul style="list-style-type: none">1. YTD financial statements through January 31, 20222. Engagement opportunity – FY24 Budget Team – need 2 or 3 volunteers for 2 review meetings<ul style="list-style-type: none">a. March 28 at 8:30amb. April 11 at 8:30am | | |
| Strategic Growth | 10 minutes | Robyn Williams and Perry Moulds |
| <i>Expanding the scope and availability of the resources we recruit for MNPS</i> | | |
| <ul style="list-style-type: none">1. Evolution of Kids In Need Foundation's distribution model and impact on PENCIL<ul style="list-style-type: none">a. Hub and spoke model; share excess supplies with other community organizations and/or outside our district as long as they benefit Title 1 students/familiesb. Our goals are retention of our primary supply donor and the ability to continue to diversify the products we are able to provide to MNPSc. Our challenge is to move product out fast enough to have space to receive the next delivery<ul style="list-style-type: none">i. Low utilization of Antioch storeii. Testing delivery optionsd. Soon we will likely do more focused due diligence to understand the Kids in Need Foundation's willingness to make a long term commitment to us, and what space we need in order to take full advantage of their product donations and to distribute product as quickly as we need to2. Foundation and Grant Making updates<ul style="list-style-type: none">a. TN Department Of Education grant extended through June 30, 2024 (\$4.6M to serve 3,500 elementary school students with high impact literacy tutoring) | | |

Linking community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.

- b. Fall semester we facilitated a grant from SCORE to MNPS and some key vendors to support high impact tutoring for high school math
- c. A Peabody College Humphrey Fellow is working with Sarah Chin, MNPS Chief of Strategy, and PENCIL to create a full workplan and resources to keep advancing this impactful grant-making work

Development, Marketing, and PR 5 minutes Kendrick Robinson & Nicole Keefe

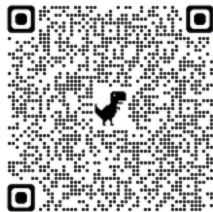
Storytelling to connect donors to meaningful, innovative investments

- 1. Endowment matching opportunity in March/April at \$20,000 target
- 2. ALNM – sponsorship package available; seeking unique experiences for silent auction
- 3. AB Luncheon – board and other individual investors wanting more detailed info on tactics to help them grow their philanthropy; next session in March/April (Donor Advised Funds and Estate Planning)
 - a. We invite guests to submit questions in advance; information on how to do that will be in the calendar invitation to all RSVPs.

CEO Transition 10 minutes Hasina Mohyuddin & John Doerge

Investing in staff leadership and assuring a solid organization infrastructure

- 1. Staff benefit enhancements – closure the week of July 4, paid family leave (8 weeks), incentive pay plan
- 2. Staff promotions – Alayna Cate, the first Director of Partnerships; Kiley Johnson, Director of Events and Marketing
- 3. Updates on our Listening Sessions; share additional feedback on-line via this link



- 4. Share working timeline for a smooth CEO transition in 2024
- 5. **Feedback – do we keep our same Strategic Plan structure for FY24 so teams and leaders can guide the new CEO to success?**

MNPS Engagement and Support 10 minutes Jacky Gomez and Devin Lintzenich

Using technology to link school needs with community volunteers

- 1. For the Spring 2023 semester, we have posted 19 PENCIL Connect events including 9 different schools
 - a. FY23 - 42 total volunteer events posted at local schools
 - i. 63 total events posted on the platform, which includes volunteerism through PENCIL and select Partner Organizations

Linking community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.

2. Celebrating the PENCIL Connect app/tutorial
3. Board Engagement Opportunity through PENCIL Connect

CEO Thoughts

5 minutes

Angie Adams

CONSENT AGENDA

Diversity, Equity, and Inclusion Journey 10 minutes Olivia Hill & Emily Gruening

Defining and implementing an equity vision for all aspects of PENCIL

- Finalizing our recruiting and hiring best practices
- Assisting Board Engagement team with use of a rubric to guide selection of new board candidates
- Next step – identifying Onboarding best practices using a DEI lens

Board Engagement

5 minutes

Kaitlyn Jones & Blake McDaniel

Building a diverse and engaged community of public education advocates

1. Results from Possip text surveys – very positive but participation has declined
2. FYI on hearing from a member of the Board Engagement team if your current board term is up at the end of June
3. FY24 demographic goals – move our board membership closer to the demographics of MNPS students; keep in mind when considering board candidate referrals

ENGAGEMENT OPPORTUNITIES

March 21st – PENCIL Anniversary Party – 4:30-6:30pm at PENCIL

April 20th – A Little Night of Music Patrons Party at home of Mike and Meredith Stewart

April 26th – A Little Night of Music – 6pm to 10pm at Grand Ole Opry House

May 10th – Board Meeting – 8 to 9:30am at PENCIL and via Zoom



Board Meeting Minutes
November 16, 2022 - 8:00 to 9:30am
Hybrid Meeting In Person at PENCIL or via Zoom

Welcome and Introductions - Wes Payne

Review of Minutes - Meredith Jones – no changes were suggested to the August meeting minutes. Norman called for the approval of minutes. Wes seconded the motion. The vote passed unanimously.

- Meredith shared these Executive Committee approvals from September and October meetings
 - Board Designate \$12,000 from Unrestricted Individual Giving to use as an Endowment Campaign matching incentive in November
 - Approved a request from Saint Thomas/Ascension to use final \$5,200 of Board Designated funds for health clinic at Maplewood High School; closure of clinic and removal of signage (They will remain a Partner with the Healthcare Academy at Maplewood.)

Treasurer's Report - Kenny Crapse

Kenny shared these key points on the YTD financial statements through October 31, 2022:

- Individual Giving – we continue to receive gifts beyond what we had budgeted
- Foundations/Corporations – likewise we have received several significant investments that we had not budgeted
- Special Events – during our audit process we discovered that we recorded \$10,000 of FY23 Breakfast sponsorships in FY22, so we will update our Forecast to indicate a reduced expectation in revenue for this year as a result of that error
- Program Project Funding – Together 4 Teachers did fall short of its expected financial target; and we reduced expenses to offset the lower revenues

EXPENSES

- Professional Services – the largest element of our being overbudget is our fee to our outsourced accounting providers; so we have decided to bring the work in house starting in January; we also used a variety of outsourced service providers to fill in for vacant staff positions; you'll note a significant savings in Personnel expenses YTD
- Program Expenses – since our T4T revenue fell short of our goal, we reduced expenses by \$9,000
- Staff Development and Community Events - the variance is primarily due to the executive coaching services provided to mid-level managers. We simply overlooked budgeting the work continuing into this fiscal year.

Linking community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.

7199 Cockrill Bend Blvd | Nashville, TN 37209 | (615) 242-3167 | Info@PENCIL615.org | www.PENCILforSchools.org

Big picture – our forecast now indicates a slight shortfall, however we have not accounted for using any of our \$100,000 that we designated for Staff Retention. So our preference would be to monitor our finances and not use any of those funds until we have a clear need.

He also shared two FYI items -

1. Our FY22 Audit and tax return have been completed and the Executive Committee met with our auditors – we granted \$1.67M to MNPS in FY22
2. Update on operating line of credit - we will need to increase in order to manage cash flow needs due to TDOE grant being a reimbursement grant

MNPS Engagement and Support - Jacky Gomez and Devin Lintzenich

- PENCIL will continue to provide focused training and support to MNPS staff to assure their knowledge of and success at utilizing our resources to facilitate community engagement with schools and students.
- PENCIL Connect - use this app to browse various volunteer opportunities
- Our traditional holiday party will be replaced with a holiday volunteer opportunity.
- Alayna Cate, the first Director of Partnerships (previously a Partnership Manager); now leading the Partnership Team
- Currently, we have 13 PENCIL Connect events listed at 12 schools and 25 people have secured volunteer moments for these events
 - For all time, there have been 31 total volunteer events posted
 - 5 board engagement events & 26 school events
 - 16/25 (64%) of all school-based events this year had at least one volunteer registrant, including events that have not yet occurred yet

Strategic Growth - Robyn Williams and Perry Moulds

- We surveyed teachers to see if they would be interested in using their stipends to purchase supplies from us at a significant discount; not enough feedback to encourage us to develop this aspect of the Box; we'll re-survey in the spring
- Teacher traffic in the Box is down, but we are currently giving away more materials than before. We are hearing that basic burnout is the main cause but other elements are attributing to this decline, too.
- Another satellite location right now doesn't seem like a need.
- We are looking at delivery models and creating core supply boxes to distribute proactively.
- Kids In Need Foundation (our primary supplier) is looking to expand drastically, with PENCIL identified as a top partner for more product distributions
- We are now distributing materials to other community entities who also serve Title 1 students and families
- Our TN Dept of Ed Grant (\$4.67M) for high impact tutoring is now under way.

Linking community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.

- Sarah Chin, MNPS Chief of Strategy, shared about MNPS' future grant ideas in partnership with PENCIL

Diversity, Equity, and Inclusion Journey - Olivia Hill & Emily Gruening

- This work continues to be supported by a partnership with Culture Shift Team. They are going to collaborate with us on the final version of our recruiting and hiring process.
- Jonathan Merrill shared on behalf of Culture Shift Team – the Equity Lens Tool and how it has influenced our updated hiring process
- Next step – create rubric to evaluate potential board candidates

CEO Transition - Hasina Mohyuddin & John Doerge

- Acknowledged Scarlett Family Foundation's investment in our search and transition process.
- Will begin to host Listening Sessions with key stakeholders and staff to get their feedback.
- Our plan is to have the job description prepared by May of 2023
- Hasina then invited the board to review the strategic plan and discuss what we need from our next CEO
 - Seek input on top three focus areas for our next CEO – Small Group Discussions
- Following their small group discussions certain group leaders shared
- Characteristics of what the CEO should have.
 - Being a visionary and having a strong network.
 - Someone who can maintain the culture and create personal connections with each board member
 - Able to manage relationships well and being a responsible steward
 - A responsive nature to MNPS needs and desires. Making sure we are responsive is vital instead of dictating to the district.
 - Flexible and creative while able to be externally focused to maximize fundraising
 - See where they have gaps and look at where we need to supplement staff members as well
 - A personal experience with public schools
 - A special interest in DEI
- Focus on growing PENCIL's footprint inside and outside Nashville
- Focus on building and maintaining the best team for the work at hand – recognizing that with growth the work and maybe the people will change
- Focus on relationship building – Donors, stakeholders, MNPS, Metro, etc....

Board Engagement - Kaitlyn Jones & Blake McDaniel

- Our Possip pulse check results were good however we want to increase the participation
- Shared our demographic goals for the board - Latinx goal being a main focal point for this committee for the next class of board candidates

Linking community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.

Development, Marketing, and PR - Kendrick Robinson & Nicole Keefe

- At each table there are thank you notes to write to recent donors.
- We did meet our \$12,000 endowment match challenge earlier this month.
- Todd Figler will be hosting a lunch at Alliance Bernstein so investors can learn tips that will allow them to increase their philanthropy.
- ALNM will be co-chaired by Rachel Hawksworth, Amani Kelly, and Nancy Floyd.
- Jacquie Thomas shared about PNC's philanthropic efforts. PENCIL is a part of their team goal and after volunteering 100 hours their foundation gives a check to the supported organization, so soon PENCIL will receive a check for \$3,000 as a result of her team's volunteerism in the DG PENCIL Box.

CEO Thoughts - Angie Adams

- Staffing transitions
 - Chief Operating Officer – Robert Wallace – now the Mayor's Education Advisor
 - Great feedback on the role, so we've recast it as a Chief Administrative Officer
 - Outsourced our CFO work to a highly skilled contractor – Matt Deeb
 - While we've had a great experience working with Forvis as our outsourced accounting provider for 2 years, we think it's now time to hire a Business Manager and bring the work in-house; it will be a neutral financial decision but will afford us roughly 20 hours a week of capacity that can support the Chief Administrative Officer
 - We have recently welcomed our first Chief Technology Officer – Olivia Blake
 - Olivia had worked with us in a consulting capacity on and off for 4 years on specific projects
 - Later in the spring she will seek to hire a Technology and Data Coordinator to complete her team
 - Our Individual Giving Manager position transitioned recently, so we are excited to welcome Sky Coakley in this role now. Sky will be your point of contact for questions related to your Board investments, so you will get to engage with her soon.
 - Our long-time team member Sandra Harris was serving as our Grants and Content Manager but made a move to lead the Membership team at Cheekwood. So we are excited to have Holly Hoffman, who you might know from NFocus magazine, join our team in early December.
- A key part of our CEO Transition Committee's work is to focus on staff development and retention, so that team is doing some very thoughtful work around understanding what our team values and how we can expand our budget to be an employer of choice
- Our February Board meeting will be in a school; likely no Zoom option

PENCIL
Balance Sheet - Board
As of 1/31/2023
(In Whole Numbers)

	Unrestricted	Board Designated	Temporarily Restricted	Permanently Restricted	Total
Assets					
Current Assets					
Cash & Cash Equivalents	330,192	43,153	(88,620)	20,180	304,905
Accounts & Pledges Receivable	74,674	0	255,702	3,625	334,001
Inventories	512,725	0	0	0	512,725
Investments	0	762,067	(17,349)	356,720	1,101,438
Prepaid Expenses	24,254	0	0	0	24,254
Total Current Assets	941,845	805,220	149,733	380,526	2,277,324
Long-term Assets					
Property & Equipment	250,005	0	0	0	250,005
Endowment at CFMT	0	58,399	0	0	58,399
Total Long-term Assets	250,005	58,399	0	0	308,404
Total Assets	1,191,850	863,620	149,733	380,526	2,585,728
Liabilities					
Short-term Liabilities					
Accounts Payable	68,720	0	35,896	0	104,617
Deferred Revenue	0	0	0	0	0
Payroll Liabilities	(19,059)	0	55,103	0	36,044
Total Short-term Liabilities	49,662	0	90,999	0	140,661
Long-term Liabilities					
Notes Payable	0	0	0	0	0
Total Long-term Liabilities	0	0	0	0	0
Total Liabilities	49,662	0	90,999	0	140,661
Net Assets					
Beginning Net Assets					
Net Assets	927,555	914,150	354,390	362,497	2,558,592
Board Designated Net Assets	(100,000)	100,000	0	0	0
Total Beginning Net Assets	827,555	1,014,150	354,390	362,497	2,558,592
Current YTD Net Income					
Net Assets	314,634	(150,530)	(295,657)	18,029	(113,525)
Total Net Assets	1,142,188	863,620	58,733	380,526	2,445,067
Total Liabilities and Net Assets	1,191,850	863,620	149,733	380,526	2,585,728

PENCIL

Statement of Revenues and Expenditures - Unposted Transactions Included In Report

10 - Unrestricted
From 1/1/2023 Through 1/31/2023
(In Whole Numbers)

	Current Period Actual	Current Period Budget - Original	Current Period Budget Variance - Original	Current Year Actual	YTD Budget - Original	YTD Budget Variance - Original	Total Budget - Original	Total Budget Forecast
Revenues								
Government Grants	5,594	5,636	(42)	105,011	120,114	(15,102)	216,591	248,595
United Way	5,500	5,500	0	38,500	38,500	0	66,000	66,000
Individual Giving	51,439	26,466	24,973	270,649	192,284	78,365	245,903	295,903
Board Giving	1,228	1,692	(464)	57,929	56,542	1,387	65,000	65,000
Foundation & Corporate Gifts	38,075	64,500	(26,425)	696,679	590,800	105,879	756,300	851,300
Special Events	20,760	27,500	(6,740)	169,736	156,750	12,986	402,075	402,075
Program Project Funding	0	0	0	96,093	110,000	(13,907)	110,000	96,000
Interest & Investment Income	0	0	0	3,192	0	3,192	36,551	36,551
Board Design. Released for O...	0	0	0	75,000	75,000	0	75,000	75,000
Earned Revenue	0	5,000	(5,000)	0	20,500	(20,500)	25,000	5,000
Miscellaneous Revenues	0	0	0	171	0	171	3,000	3,000
Total Revenues	122,596	136,294	(13,698)	1,512,960	1,360,489	152,471	2,001,420	2,144,424
Expenses								
Personnel	122,621	116,947	(5,674)	826,957	837,914	10,957	1,492,688	1,537,264
Equipment	11,070	2,928	(8,142)	60,478	48,526	(11,952)	66,665	83,327
Travel	296	725	429	3,362	5,220	1,858	8,790	8,790
Professional Services	13,949	16,180	2,231	89,825	96,960	7,135	143,460	194,870
Program Expenses	21,065	1,330	(19,735)	85,475	68,000	(17,475)	76,950	87,950
Supplies	822	350	(472)	2,717	2,500	(217)	4,100	4,100
Facility Expenses	4,445	3,895	(550)	29,951	31,180	1,229	52,336	52,336
Communications	1,534	2,685	1,151	19,873	17,195	(2,678)	29,280	29,280
Commercial Insurance	0	1,423	1,423	9,254	9,961	707	17,076	17,076
Staff Dev. & Community Events	2,466	2,545	79	32,367	11,167	(21,200)	18,610	39,960
Donor Cultivation	407	100	(307)	2,397	2,500	103	3,850	3,850
Event Expenses	0	100	100	28,975	29,625	650	76,775	75,225
Fees & Bank Charges	956	400	(556)	6,677	4,740	(1,937)	10,840	13,840
Miscellaneous Expenses	0	0	0	20	0	(20)	0	0
Total Expenses	179,632	149,608	(30,024)	1,198,326	1,165,488	(32,838)	2,001,420	2,147,868
Revenues Over/(Under) Expens...	(57,037)	(13,314)	(43,723)	314,634	195,001	119,633	0	(3,444)

Looking Ahead to 2025



PENCIL partners with businesses, community groups, and other organizations to bridge the resource gaps in Metro Nashville Public Schools (MNPS) that directly impact day-to-day learning.

We facilitate community mentorships, engage in-class and virtual volunteers, and collect and distribute essential school supplies so that students are ready to learn and teachers are prepared to teach.

Our impact is made possible through strategic partnerships, corporate sponsorships, hundreds of volunteer hours, and strong community investment.

2022/2023 Priorities

We've carefully chosen the following priorities based on urgent MNPS teacher and student needs.

Partnerships



MNPS Engagement and Support

Using technology to link school needs with community volunteers

PENCIL will continue training and supporting MNPS staff to understand and utilize our digital resources, facilitating successful community engagement with schools.

Top 2022-23 Goals

1. Become a key component of MNPS professional development
2. Utilization of our virtual suite of tools increases by 25% (includes virtual Job Shadows and Field Trips)
3. 50 schools will list appropriate volunteer opportunities on PENCIL Me In; community partners will fulfill 100 opportunities



Strategic Growth

Expanding the scope and availability of the resources we recruit for MNPS

PENCIL will evaluate potential growth areas and move forward on projects that will make a significant impact on student success.

Top 2022-23 Goals

1. Successfully facilitate our first multi-million dollar grant to support MNPS (impact 3,500 students through Accelerating Scholars)
2. Evaluate the DG PENCIL Box as a possible vendor for MNPS' teachers supply funds
3. Evaluate facility needs to maximize teacher access to quality supplies



Board Engagement

Building a diverse and engaged community of public education advocates

PENCIL will continue to recruit, engage, and celebrate a diverse and enthusiastic cohort of Governing Board and Emerging Leaders Board members, whose guidance we will seek in all aspects of our work.

Top 2022-23 Goals

1. Provide mentoring of new members to facilitate their connection to the group
2. Curate regular opportunities to build community and trust
3. At least 85% of board members rate themselves Highly Satisfied with their experience on our annual survey

Diversity, Equity, and Inclusion



DEI Journey

Defining and implementing an equity vision for all aspects of PENCIL

PENCIL will continue developing and implementing best practices that nurture stakeholder diversity in race, gender, sexual orientation, and socioeconomic status. These practices will foster an inclusive working environment, identify and address inequities, and boost team competency in the areas of diversity, equity, and inclusion.

Top 2022-23 Goals

1. Update core business practices with a DEI lens
2. Continue moving board demographic targets closer to MNPS student demographics
3. Provide ongoing educational opportunities for staff, board, and Partners

Financial & Operational Stability



CEO Transition

Investing in staff leadership and assuring a solid organizational infrastructure

PENCIL will create a thoughtful framework to assure organizational success at managing a planned CEO transition in June 2024.

Top 2022-23 Goals

1. Outline a timeline and key elements for a CEO search
2. Update documentation for all core business practices
3. Identify key strategies for staff development and retention



Development, Marketing, and Public Relations

Storytelling to connect donors to meaningful, innovative investments










































PENCIL will continue to grow deeper and more philanthropic relationships with the community while using first person voices to share the impact of our work. We will also celebrate our 40th Anniversary year as an opportunity to share PENCIL is a forever resource to MNPS.

Top 2022-23 Goals

1. Meet or exceed all operating revenue targets
2. Secure 5 planned gift commitments and reach \$2M in total endowment gift commitments
3. Share "40 PENCIL Stories" to give voice to students, teachers, and Partners

Looking Ahead to 2025

We've identified key areas for growth that will maximize PENCIL's impact. In the next few years, we'll be gathering support for initiatives designed to define and implement an equity vision, expand community partnerships, evolve the DG PENCIL Box, and ensure a stable future for PENCIL.

 Partnerships	FY23	FY24	FY25
Virtual Partnerships Eliminating geographic and scheduling barriers to mentorship success			
PENCIL Me In Using technology to link school needs with community support success			
PR Partnership Using student, teacher, and Partner voices to tell our story			
Fundraising partner with MNPS on strategic projects			
Staff new PENCIL communities			
 DG PENCIL Box			
Satellite DG PENCIL Box Improving teacher access to crucial classroom supplies			
Partner with MNPS on dual use facility			
Assist Kids In Need Foundation by facilitating their regional expansion of supply resources			
DGPB as a vendor for MNPS Helping teachers maximize their limited supply budgets by providing core supplies at cost			
 Diversity, Equity, and Inclusion			
DEI Journey Defining and implementing an equity vision for all aspects of PENCIL			
Update core business practices with a DEI lens			
 Financial Stability			
PENCIL Endowment Ensuring long-term viability for PENCIL Partnerships and Box			
Online content library of PENCIL practices			
CEO transition plan			
Licensing PENCIL Me In software to other communities		