



**Board Meeting Agenda**  
**August 14<sup>th</sup>, 2024 – 4:00-5:30pm**  
**Hybrid Meeting In-Person at Jere Baxter Middle School or via Zoom**

Board Members: Robyn Williams (Chair), Kaitlyn Jones (Vice Chair), Kason Davis (Secretary), Jose Ferreira (Treasurer), Chuck Abbott, Brittany Adams-Davis, Kfir Alexandroni, Lamar Allen, Libby Berman, Brent Binns, Lillian Blackshear, Herbert Brown, Elizabeth Garza Bumpas, Britney Cline, Melissa Cornejo-Nell, Leslie Cowell, Kenneth Crapse, Josh DePriest, Kirsten Dodson, John Doerge, Flynnne Dowdy, Christina Feagins, Todd Figler, Nicole Flynn, Jessie Garcia Knowles, Sharon Gentry, Kia Goodwin, Jeff Gregg, Lila Hall, Taneisha Harvey, Jacqueline Hayes, Herman Hicks, Brandon Hill, Colleen Hoy, Kaitlyn Jones, Meredith Jones Long, Minh Le, Emmanuel LeGrair, Devin Lintzenich, Johari Matthews, Blake McDaniel, James McIntyre, Norman Merrifield, Hasina Mohyuddin, P Danielle Nellis, Will Parrott, Sam Reed, Kendrick Robinson, Nicole Robinson-Hamilton, Yanet Rodriguez, Nicole Sims, Rachael Terrell, Jennifer Wade, Juan Williams

Welcome and Introduction                      20 minutes                      Robyn Williams

- Welcome from Principal of Jere Baxter Middle
- Welcome new board members – brief introductions at your table
  - Prompt at table: *How do you explain PENCIL to friends and colleagues? What opportunities do you see for our future?*
  - Card writing to Jere Baxter families
- Emerging Leaders Board reminder

Review of Minutes                              5 minutes                              Kason Davis

- **Approve minutes from the May board meeting**
- Executive Committee actions since our May meeting

Treasurer's Report                              5 minutes                              Jose Ferreira

1. Final FY24 financial statements
2. YTD financial statements through July 31, 2024
3. **Approve \$69,120 contract for Nashville Analytics for outsourced CTO services from August 1, 2024 to July 31, 2025**
  - a. By laws require Board of Directors approval on any contracts over \$50,000

Board Engagement                              10 minutes                              Jacqueline Hayes & Herbert Brown

*Building a diverse and engaged community of public education advocates*

1. May board satisfaction survey results; will complete again in November
2. Conflict of Interest Policy and Statements
3. Quarterly Volunteer Date – September 28<sup>th</sup> 9am-11am at DG PENCIL Box

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



# PENCIL

- Development, Marketing, and PR      5 minutes      Kendrick Robinson & Nicole Sims  
*Growing deeper and more philanthropic relationships while using first person story telling*
1. Status on FY25 Board Investments – celebrate 100% participation with an (apple cider) toast.
  2. Reminders for Back-to-School Breakfast on 8/22
    - a. Special thanks to co-chairs
  3. Donor Thank You Postcards for signatures

- CEO Thoughts      10 minutes      Christiane Buggs
1. Emerging Leaders Board recruitment for the future
  2. Strategic Plan update
  3. Facilities & Capital Campaign reminder
  4. Nashville Analytics update & performance

Tour of Jere Baxter Middle with Ambassadors      30 minutes

## Consent Agenda Items

Facilities      Kfir Alexandroni & Kirsten Dodson  
*Creating a workplan to assure facilities meet PENCIL Box expansion needs*

MNPS Engagement and Support      Leslie Cowell & Devin Lintzenich  
*Using technology to link school needs with community volunteers*

Strategic Growth      Kenny Crapse, P. Danielle Nellis, & Jennifer Wade  
*Investing in growth areas that demonstrate a clear, positive impact on student success*

CEO Transition      John Doerge & Hasina Mohyuddin  
*Investing in staff leadership and assuring a solid organization infrastructure as we transition our CEO*

## ENGAGEMENT OPPORTUNITIES

- August 22<sup>nd</sup> – 7:00am - Back to School Breakfast  
September 28<sup>th</sup> – 9am-11am – Board Quarterly Volunteer Date at DG PENCIL Box  
October 24<sup>th</sup> – 7:00am – Principal for a Day – First Bell through morning, followed by luncheon  
November 13<sup>th</sup> – Board Meeting – 4:00- 5:30pm at PENCIL and via Zoom  
February 19<sup>th</sup> – Board Meeting – 4:00- 5:30pm at an MNPS school  
May 14<sup>th</sup> – Board Meeting - 4:00- 5:30pm at PENCIL and via Zoom

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**Board Meeting Minutes**  
**May 8<sup>th</sup>, 2024 – 4pm to 5:30pm**  
**Virtual Meeting via Zoom**

In attendance: Chuck Abbott, Kfir Alexandroni, Libby Berman, Herbert Brown, Elizabeth Bumpas, Britney Cline, Leslie Cowell, Kenny Crapse, Kason Davis, John Doerge, Shani Dowell, Jose Ferreira, Todd Figler, Robert Fisher, Ryan Flanagan, Jessie Garcia Knowles, Emily Gruening, Brandon Hill, Olivia Hill, Kaitlyn Jones, Meredith Jones Long, Nicole Keefe, Devin Lintzenich, Johari Matthews, Blake McDaniel, Norman Merrifield, Perry Moulds, P Danielle Nellis, Kendrick Robinson, Jaimie Swann, Juan Williams, Robyn Williams

Staff: Christiane Buggs, Skylar Coakley, Cait Guskowski, Holly Hoffman, Bob Kucher, Jane Meneely, Hal Qazi, Kelly Rolf, Mike Rossi, Meena Swaminathan, Joel Wright

Welcome and Introduction

Christiane Buggs & Robyn Williams

- Explanation of meeting change due to inclement weather and erring on the side of caution from Christiane Buggs
- Robyn Williams shared Hasina Mohyuddin sends her regrets that she is unable to celebrate her final board meeting as chair, but Robyn is excited to move forward as the incoming board chair.

Review of Minutes

Perry Moulds

- **Approve minutes from the February board meeting.**
  - **Motion to approve Blake McDaniel, Second Robyn Williams – approved unanimously**
- FYI on Executive Committee actions since our February meeting
  - Executive Committee reviewed Christiane's First 90 Days and Back to School Breakfast impact/board goals.
- Executive Committee approvals from April meeting
  - Investment account withdrawal as budgeted at 4% or \$38,772
  - CFMT Investment account withdrawal at 5% or approximately \$2,920

Treasurer's Report

Jose Ferreira

- YTD financial statements through April 30th, 2024
  - Jose Ferreira shared that the balance sheet is very healthy. Liability on balance sheet associated with TDOE grant – our payables to MNPS from the last semester. Last month we had \$600K and we made payments in April and May 2024.
  - Statement of Rev/Exp: Government grants are favorable; we updated forecast to be more accurate for the year-end. Fundraising and Corporate gifts are still trending down due to \$75K loss in Oct and \$25K in January and the forecast has been adjusted accordingly. ALNM was very successful and reduced the forecast expectations.

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- Personnel is trending ahead in Expenses but offset by professional services reduction. In program expenses we are trading more with our peers on supplies and seeing savings there. We also saved on Pack for Success expenses. Bank and fee charges are overbudget because of line of credit related to TDOE and higher fees related to ALNM payments.
- Forecast shows a \$20K surplus. We reduced the deficit we saw last month due to the success of ALNM, so we are cautiously optimistic for year end to get as close as possible to forecast.
- **Seek approval on FY25 Proposed Budget**
  - Jane Meneely shared highlights of the FY25 Budget.
    - Revenue looks very good for FY25 – we learned through Ryan Ellis on our TDOE grant that we can ask for 10% of the grant indirect cost allocation – we conservatively budgeted for that at 5%. We will wait for confirmation of the actual number. Our budget has conservative estimates of incoming grants and gifts, and a slight increase in investment income as our investments grow.
    - Expenses for FY25 show an increase in personnel as we see changes in our team that require outsourcing professional services. We are also investing more in staff development, updating materials, and increasing participation in community events. There is also an increase in fees and bank charges due to annual increases and due to the number of times per year we must engage with our line of credit when we are embargoed by the state. We also are adding a line item for the capital campaign needs for our eventual facilities goals.
  - **Blake McDaniel Motioned to Approve, Chuck Abbott Seconded – budget approved unanimously**

#### Board Engagement

Kaitlyn Jones & Blake McDaniel

#### *Building a diverse and engaged community of public education advocates*

- Recognize Exiting Board Chair: Hasina Mohyuddin
- Recognizing Exiting Board Members for their service – Kaitlyn Jones thanked all exiting board members and our exiting board chair and assured that we will be connecting with each individually with a gift in lieu of celebrating together in person at this board meeting.
  - Mike Harris, Shani Dowell, Robert Fisher, Joan Fleming-Ridley, Jacky Gomez, Rachel Hawksworth, Olivia Hill, Amani Kelly, Whitney Kalb, Perry Moulds, Brandyn Payne
- Recognize Exiting YLC Interns:
  - Ali Buchanan, Ryan Flanagan, Will Parrott, and Jessica Turcasso
- **Approval of new board candidate short list**- Kaitlyn Jones provided time for board members to review the board member bios before breaking for a vote. Both Christiane Buggs and Robyn Williams shared excitement about this slate of candidates who will bring broad skill sets to

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committees. Christiane also clarified that there is still room for people to join the board with 5 extra spots and potential new ad-hoc committees for any changes over the coming year.

- Lamar Allen, Brent Binns, Lillian Blackshear, Melissa Cornejo-Nell, Christina Feagins, Sharon Gentry, Kia Goodwin, Taneisha Harvey, Minh Le, Emmanuel LeGrair, Jim McIntyre, Will Parrott, Sam Reed
- Recognition of Board Demographics – Kaitlyn reviewed the goals and results of our board candidate search for FY25, showing gradual improvement in most categories and impressive improvements for MNPS Graduates and Parents with our FY25 demographics.
- **Kaitlyn Jones Moved to Approve Candidates, Nicole Keefe Seconded the Motion – Board Candidates approved unanimously.**
- **Vote to Approve FY25 Board Renewing Members:**
  - Sue Spickard, Jeff Gregg, John Doerge, Lila Hall, Hasina Mohyuddin, Juan Williams Sr, Kaitlyn Jones, Norman Merrifield, Wes Payne
  - **Blake McDaniel Motioned to Approve, Robyn Williams Seconded – Renewals approved unanimously.**
- **Vote to Approve FY25 Slate of Officers:**
  - Chair: Robyn Williams, Vice-Chair: Kaitlyn Jones, Secretary: TBD, Treasurer: Jose Ferreira
  - **Blake McDaniel Motioned to Approve, Nicole Keefe Seconded – Slate of officers approved unanimously.**
- **Vote to Approve FY25 Check Signers:**
  - CEO: Christiane Buggs, CAO: Jane Meneely, Chair: Robyn Williams, Treasurer: Jose Ferreira
  - **Blake McDaniel Motioned to Approve, John Doerge Seconded – Check Signers approved unanimously.**
- Board Engagement Survey – Break Out Discussion:
  - QUESTION 2: During our meetings and in our work together, we allocate an appropriate amount of time to the issues and strategic priorities that matter most.
  - QUESTION 5: My time and skills are well utilized by PENCIL's staff.
  - QUESTION 6: PENCIL allows for diverse voices to be heard in board meetings.
  - After regrouping Robert Fisher and Herbert Brown shared their thoughts on the dichotomy of including a large amount of board members that have diverse thoughts but perhaps not enough time/spaces for them to all contribute fully.
    - Is this board too large for everyone to contribute thoroughly? Christiane mentioned that this would be a big topic of conversation as we move towards a FY30 Board Plan
    - Leadership in committees could connect better with their board members to make sure they all have ways to engage.

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# PENCIL

- Another approach would be to have a smaller board with more ad-hoc and advisory committees that can utilize voices as needed.
- There are upcoming opportunities for Board socializing like the Board Orientation dates and the upcoming Board Social – Thursday 6/13 from 4:30-6pm at R.C. Mathews

## Strategic Planning

Robyn Williams

- Review of proposed FY25 Strategic Plan & Committees
  - Robyn encouraged all board members to indicate where they would like to serve on committees. We are adding a Strategic Planning Committee as the CEO Transition Committee winds down in FY25.

## Development, Marketing, and PR

Meredith Jones Long, Kendrick Robinson  
& Nicole Keefe

### *Growing deeper and more philanthropic relationships while using first person story telling*

- Share results of *A Little Night of Music*
  - Meredith Jones Long shared a huge thank you to everyone involved in the ALNM event. Our goal was \$337K and we raised \$428K which was stunning.
  - Nicole Keefe shared gratitude to CAA and Ryman Hospitalities who donated so much for the event to be successful.
- 2024 Back to School Breakfast – table host sign ups
  - Nicole shared the impact the BSB has every year as we start the school year and encouraged Board Members to start sharing in the chat the number of tables they can commit filling for the event.
    - Board Members who commit to one table: Hasina Mohyuddin, Kaitlyn Jones, John Doerge, Blake McDaniel, Kason Davis, Britney Cline, Robyn Williams, Kfir Alexandroni, Johari Matthews, Herbert Brown, Kendrick Robinson, Chuck Abbott, Juan Williams
  - Johari Matthews and Herbert Brown both expressed their excitement to host the event and encourage everyone to sign up for table(s)! Fill all the tables up! Share the information far and wide so that we can top the numbers from last year.
  - Nicole shared that PENCIL would share as many templates and tools as possible to make asks easy and participation streamlined.
- FY25 board investment – review form, expectations, and ways to support; even alumni board members can invest.
  - Kendrick Robinson shared that the Board member commitment for the year remains at \$1,200, or whatever amount is meaningful to each board member. We expect 100% participation.

## CEO Updates

Christiane Buggs

*Investing in staff leadership and assuring a solid organization infrastructure as we transition our CEO*

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- Partnerships with the State
  - Christiane Buggs shared that she has felt very encouraged as everyone is getting out of their silos and excited to work together on new relationships. We did not receive the \$250K allocation in the annual state budget, but we are spreading the word across the state about PENCIL.
  - Our TDOE grant is expanding in FY25 as we will be supporting more students.
  - The Mayor’s office has included us in their proposed budget again and the district continues with our funding via our 5-year contract signed in FY24.
- PENCIL retreat – June 2024
  - We are excited to have a jam-packed handful of days so that the team can connect outside of the office, learn more about one another’s styles, and develop our strategic plan for the coming year.
- Facilities plan update
  - We are in conversation with Dr Battle regarding potentially partnering with MNPS on a long-term lease. We would need to renovate and potentially build a warehouse, but we wouldn’t need to pay for land or major construction the way that we would need to if we were starting from the ground up.
- Public-private partnerships update
  - We have partnered with a local PTO which is funding a reimagining of spaces in three schools to the tune of \$5M. We hope to see how more relationships like this could develop in the coming years.

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Submitted by Perry Moulds, Board Secretary

**Board Meeting Minutes  
May 8<sup>th</sup>, 2024**

PENCIL  
Balance Sheet - AMM - Combining Balance Sheet Board Report  
As of 7/31/2024  
(In Whole Numbers)

	<u>Unrestricted</u>	<u>Board Designated</u>	<u>Temporarily Rest...</u>	<u>Permanently Res...</u>	<u>Total</u>
<b>Assets</b>					
<b>Current Assets</b>					
Cash & Cash Equivalents	(163,514)	52,721	2,566,810	14,239	2,470,257
Accounts & Pledges Receivable	54,932	0	(457)	2,404	56,879
Inventories	785,044	0	0	0	785,044
Investments	0	993,803	120,957	439,227	1,553,987
Prepaid Expenses	128,450	0	2,499	0	130,949
Other Current Assets	6,826	0	0	0	6,826
<b>Total Current Assets</b>	<b>811,739</b>	<b>1,046,524</b>	<b>2,689,809</b>	<b>455,870</b>	<b>5,003,942</b>
<b>Long-term Assets</b>					
Property & Equipment	145,765	0	0	0	145,765
Endowment at CFMT	0	41,980	0	0	41,980
<b>Total Long-term Assets</b>	<b>145,765</b>	<b>41,980</b>	<b>0</b>	<b>0</b>	<b>187,745</b>
<b>Total Assets</b>	<b>957,504</b>	<b>1,088,505</b>	<b>2,689,809</b>	<b>455,870</b>	<b>5,191,687</b>
<b>Liabilities</b>					
<b>Short-term Liabilities</b>					
Accounts Payable	14,675	0	742,107	0	756,781
Deferred Revenue	0	0	0	0	0
Payroll Liabilities	61,382	0	7,674	0	69,057
Other Short-term Liabilities	0	0	6,826	0	6,826
<b>Total Short-term Liabilities</b>	<b>76,057</b>	<b>0</b>	<b>756,607</b>	<b>0</b>	<b>832,665</b>
<b>Long-term Liabilities</b>					
Notes Payable	(0)	0	0	0	(0)
<b>Total Long-term Liabilities</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>
<b>Total Liabilities</b>	<b>76,057</b>	<b>0</b>	<b>756,607</b>	<b>0</b>	<b>832,664</b>
<b>Net Assets</b>					
<b>Beginning Net Assets</b>					
	1,058,592	934,043	518,862	420,405	2,931,902
<b>Current YTD Net Income</b>					
	(177,145)	154,462	1,414,340	35,465	1,427,122
<b>Total Net Assets</b>	<b>881,447</b>	<b>1,088,505</b>	<b>1,933,202</b>	<b>455,870</b>	<b>4,359,023</b>
<b>Total Liabilities and Net Assets</b>	<b>957,504</b>	<b>1,088,505</b>	<b>2,689,809</b>	<b>455,870</b>	<b>5,191,687</b>



**PENCIL**

Statement of Revenues and Expenditures - Unposted Transactions Included In Report  
 10 - Unrestricted  
 From 7/1/2024 Through 7/31/2024  
 (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
<b>Revenues</b>							
Government Grants	0	101,300	(101,300)	0	101,300	(101,300)	632,420
United Way	5,083	5,083	0	5,083	5,083	0	61,000
Individual Giving	4,557	7,410	(2,853)	4,557	7,410	(2,853)	287,393
Board Giving	34,139	41,809	(7,670)	34,139	41,809	(7,670)	70,105
Foundation & Corporate Gifts	138,042	188,708	(50,666)	138,042	188,708	(50,666)	900,475
Special Events	17,670	30,000	(12,330)	17,670	30,000	(12,330)	479,600
Program Project Funding	121,000	117,500	3,500	121,000	117,500	3,500	145,000
Interest & Investment Income	651	0	651	651	0	651	48,876
Earned Revenue	0	0	0	0	0	0	14,750
<b>Total Revenues</b>	<b>321,142</b>	<b>491,811</b>	<b>(170,668)</b>	<b>321,142</b>	<b>491,811</b>	<b>(170,668)</b>	<b>2,639,619</b>
<b>Expenses</b>							
Personnel	173,972	101,155	(72,817)	173,972	101,155	(72,817)	1,713,426
Equipment	18,901	27,683	8,782	18,901	27,683	8,782	64,945
Travel	226	435	209	226	435	209	5,500
Professional Services	6,978	18,575	11,597	6,978	18,575	11,597	281,615
Program Expenses	72,714	102,050	29,336	72,714	102,050	29,336	163,250
Supplies	244	315	71	244	315	71	3,780
Facility Expenses	5,552	4,133	(1,419)	5,552	4,133	(1,419)	47,976
Communications	1,719	5,696	3,977	1,719	5,696	3,977	30,674
Commercial Insurance	5,590	9,132	3,541	5,590	9,132	3,541	18,750
Staff Dev. & Community Events	1,116	7,774	6,659	1,116	7,774	6,659	35,478
Donor Cultivation	29	350	321	29	350	321	3,550
Event Expenses	48	1,350	1,302	48	1,350	1,302	96,638
Fees & Bank Charges	1,061	5,800	4,739	1,061	5,800	4,739	30,235
Miscellaneous Expenses	61	0	(61)	61	0	(61)	0
<b>Total Expenses</b>	<b>288,212</b>	<b>284,447</b>	<b>(3,765)</b>	<b>288,212</b>	<b>284,447</b>	<b>(3,765)</b>	<b>2,495,817</b>
<b>Revenues Over/(Under) Expenses</b>	<b>32,930</b>	<b>207,364</b>	<b>(174,433)</b>	<b>32,930</b>	<b>207,364</b>	<b>(174,433)</b>	<b>143,802</b>

# 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, thousands of volunteer hours, and strong community investment.

## 2024/2025 Priorities

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

## Partnerships



### MNPS Engagement and Support

PENCIL will increase awareness and utilization of its offerings, which connect teachers and schools to community members and resources.

#### Top 2024-25 Goals

1. Embed PENCIL Partnerships, programs, tools, and resources into MNPS professional development events; engage in person with MNPS principals and MNPS departments regularly.
2. Increase utilization of PENCIL Connect: 70 schools post volunteer opportunities and 70% of these are claimed by at least 1 volunteer.
3. Impact 7,500 students through STEAM Lending Library and guest speaking from 15 industry professionals.
4. Meet or exceed \$2,750,000 in resources to MNPS via DG PENCIL Box.
5. Continue to boost competency of community partners to be inclusive and supportive of students by providing educational opportunities in partnership with MNPS.
6. Secure 2 *Pack for Success* events.



### Strategic Growth

PENCIL will invest in growth areas that demonstrate a clear, positive impact on student success.

#### Top 2024-25 Goals

1. Identify core pillars of PENCIL's 2030 strategic plan.
2. Set expectations for and better align data dashboard KPIs with the PENCIL 2030 strategic plan.
3. Successfully conclude the extended literacy tutoring grant with TDOE.
4. Focus on education and professional development in areas of DEI to grow and retain a diverse staff.

## Financial & Operational Stability



### Facilities

PENCIL will transition into a new space that meets our partnership and PENCIL Box expansion needs to serve MNPS for the long-term.

#### Top 2024-25 Goals

1. Identify permanent site for PENCIL facilities after October 2027 by 12/31/2024.
2. Create a budget and timetable for building construction and/or retrofitting.
3. Secure outside partner to conduct capital campaign feasibility study.



### Development, Marketing, and PR

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.

#### Top 2024-25 Goals

1. Meet or exceed all operating revenue targets.
2. Add \$25,000 (and/or a new Named Fund) and three planned gift commitments to our endowment.
3. Raise overall awareness for everything PENCIL does through a new branding campaign that targets current and future volunteers, corporate decision makers, investment dollars, and ERG leaders at major companies.



### Board Engagement


PENCIL will continue to recruit, engage, and celebrate a diverse and enthusiastic group of board members – both our Governing Board and our Emerging Leaders Board. We will actively seek their guidance and support in all aspects of our work.

#### Top 2024-25 Goals

1. Provide mentoring of new members to facilitate their connection to the group.
2. Create regular opportunities to build community and trust; at least 50% of board members participate in volunteer events posted on PENCIL Connect.
3. Continue to monitor the diversity of our boards and staff to assure all underrepresented communities have a voice at our table.
4. Annual satisfaction survey results indicate that at least 85% of board members are Highly Satisfied with their experience and/or would refer a peer to this board.

# Looking Ahead to 2025

PENCIL has made measurable progress over the past five years in expanding our overall impact on MNPS, demonstrating our commitment to equity, deepening community partnerships, evolving the DG PENCIL Box, and ensuring a stable future through an endowment. Now that our CEO transition is complete, we will embark on a full-scale strategic planning process – PENCIL 2030 – in the fall of 2024.

 <b>Partnerships</b>	<b>FY25</b>
<b>MNPS Engagement and Support</b> Use MNPS professional development events to drive awareness of PENCIL resources	●
<b>PENCIL Connect</b> Increase utilization of tool to connect volunteers with onsite school experiences	●
<b>STEAM Partnerships</b> Utilize STEAM lending library to drive broader engagement of companies within STEAM industries	●
<b>DG PENCIL Box</b> Plan for program and facilities expansion; map out future capital campaign strategy	●
 <b>Financial &amp; Operational Stability</b>	
Broaden awareness and support of PENCIL within diverse philanthropic communities	●
Continue focus on staff development and retention	●
Grow endowment through new cash investments / named funds	●
Continue executing core business practices with a DEI lens	●



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Metro Nashville Public School Students  
through PENCIL

This Fall, local PENCIL Partners & Supporters can purchase a 2025 City Saver Mobile App Subscription for \$25 & HALF of each purchase will go directly to the PENCIL!

The City Saver Mobile App contains thousands of dollars in discounts to over 150 Nashville-Area restaurants, attractions and shops. The "Around Me" feature finds offers closest to you and a "Savings Calculator" keeps up with how much you save throughout the year. Discounts include strong BOGO and 50% OFF meals, admission prices and more! Mobile coupons do not expire until the end of 2025!



PENCIL

LINKING COMMUNITY RESOURCES WITH NASHVILLE PUBLIC SCHOOLS TO HELP YOUNG PEOPLE ACHIEVE ACADEMIC SUCCESS AND PREPARE FOR LIFE.



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