



-AGENDA-

Full Governing Board Meeting
November 19, 2025 | 4 to 5:30pm
In-Person at Whitsitt Elementary School
110 Whitsett Rd. Nashville 37210
or via Zoom

Food Drive to Support Our Community Many local families are feeling the impact of ongoing SNAP delays. As part of our commitment to supporting MNPS students, teachers, and families, we invite Board members to bring non-perishable food items to the Full Governing Board Meeting on November 19, which we will then donate to Second Harvest Food Bank of Middle Tennessee. *Please do not bring anything in glass or that is perishable.* Together, we can help ensure our community has what it needs during this challenging time.

FULL GOVERNING BOARD MEMBERS:

Brittany Adams-Davis, **Kfir Alexandroni (Treasurer)**, Lamar Allen, **Anupam Bhakta**, Liberty Berman, **Brent Binns**, **Lillian Blackshear**, **Herbert Brown (online)**, Elizabeth Garza Bumpas, **Patrick Carnell**, **Leslie Cowell**, **Kenneth Crapse**, **Shohreh Daraei**, **Cory Dell**, Josh DePriest, Josh Derryberry, **Joya Dinwiddie**, **Kirsten Dodson**, **John Doerge**, **Christina Feagins**, Jose Ferreira, Todd Figler, Nicole Flynn, **Derrick Free**, **Sharon Gentry**, **Kia Goodwin**, Jeff Gregg, Taneisha Harvey, **Jacqueline Hayes (Secretary)**, Brandon Hill, **Kaitlyn Jones (Chair)**, **Minh Le**, **Emmanuel LeGrair**, Devin Lintzenich, **Johari Matthews**, **Blake McDaniel**, James McIntyre, Norman Merrifield, **Kelly Mitchell**, Hasina Mohyuddin, P. Danielle Nellis, Stephanie Nesbitt, **Will Parrott**, **Katlin Pendleton**, Sam Reed, **Nicole Robinson-Hamilton (online)**, **Yanet Rodriguez (online)**, **Karen Schillinger**, **Nicole Sims (Vice Chair)**, **Jennifer Wade (online)**, **Juan Williams**, **Robyn Williams (Immediate Past Chair)**

EX OFFICIO BOARD MEMBERS:

Sue Spickard, Adrienne Battle, **Mason Bellamy**, John O. Akerele, **Jennifer Tillotson (online)**

Welcome and Introductions

15 minutes

Kaitlyn Jones

- Welcome from Principal, Michelle Hill, and Community Achieves Site Director, Angela White, Whitsitt Elementary School
- Donor Thank You cards & Teacher Thank You cards at your table

Kaitlyn J: Food drive. Consider making a donation.

Michelle Hill, Interim Principal at Whitsitt Elementary. : I've taken over with the usual principal on maternity leave. This is my 4th year here at Whitsitt, 13th for Metro. We're a small school, a hidden gem, very diverse. About 75% of students have limited English proficiency. And, about 50% are active English Language Learners. Thank you for being here and welcome to Whitsitt.

KJ: Donor Thank you Cards

Review of Minutes

5 minutes

Jacqueline Hayes

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

Kaitlyn:

Jaqui is not here, so moving on we're going to do the review of the August minutes.

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With that, I want a motion to approve.

Blake McDaniel moves
P. Danielle Nellis seconds.
Ayes. No opposed.

Treasurer's Report

10 minutes

Kfir Alexandroni

- YTD financial statements through September 30, 2025

Kenny Crapse (presenting for Kfir):

Okay, financials are in your stack of papers. I'm going to take you on a financial journey.
We'd like to simplify these financials with our new accounting platform.

Balance Sheet

- The large balance in Temporarily Restricted cash is due to the Reimagining Community Spaces contributions that we have received to date. We will see that amount grow through December of this year. It also includes some multi-year grant funds that are restricted.
- PENCIL's investments are over \$1.7 million.
- Similarly, our short-term liabilities are high (Temporarily Restricted) to reflect payments that will be paid for Reimagining Community Spaces and for future multi-year grant expenditures.

Statement of Revenue & Expenses

Revenue

- Individual Giving – currently looks as if we are ahead of budget, but this is due to timing. We received two major gift renewals early that we had budgeted for Oct-Dec.
- Board Giving – we have changed how we capture pledges, which makes it seem as if we are behind in Board Giving. However, we decided in July NOT to record individual board investment pledges in MIP and continue to maintain the details in Salesforce. We are confident that we are on track with the budget.
- Foundation & Corp Gifts – due to timing, it seems as if we are behind the monthly budgeted amount, yet for the year-to-date we are on track. We received a Family Foundation grant award (\$150K) a month early. We lost/decreased a couple budgeted grants but these were more than covered by new/increased grants in the same period.
- Special Events – We received some sponsorships early (ALNM), but overall we are on track for the year.
- Board Designated Revenue – This amount (\$142,500) was voted upon by the Board in the original FY26 Budget. It will be updated by what was voted upon by the Board in August once the FY25 Audit is completed.

Expenses

- Professional Services – Due to the timing of beginning our Sage implementation (a bit earlier than anticipated), it seems as if we are over budget, but do not expect to be overall.

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- Program Expenses – Most the of the deviation is timings of expenses and staying slightly under budget. Timings on purchases for STEM Kits for the Lending Library is later than expected. Shipping costs have been low (Partnership with Amazon Local Good), and Pack4Success and Pop-Up Shops expenses are spread evenly through the year, but are looking like they will be lower than anticipated.
- Supplies, Facility Expenses, Communications, Insurance, Staff Development & Community Events - When we budget, we estimate the timing of certain expenses. Therefore, we may seem over or under budget in several lines, yet we are under budget overall for our annual expenses anticipated at this point in the year.
- Fees & Bank Charges are currently over budget for this point in the year, however, that is due to revenue (donations) coming in, so there are credit card fees on those transactions.

Finance Committee Update - Audit is wrapping up soon, and the new accounting and payroll systems are being implemented now.

Kaitlin P:

Do we typically break out individual events in the budget?

Christiane:

We don't typically show that on the balance sheet, but we can include that in the Newsletter.

We can include numbers from T4T, BTSB, and PFAD.

Box & Facilities

10 minutes

Kaitlyn Jones, Nicole Sims, & Christiane Buggs

We will secure and sustain a long-term facility that meets our operational needs while investing in program delivery systems that increase the number and frequency of classroom resources for Metro educators.

- Contract, Capital Campaign, and timeline updates
 - Working with city on Lillard building lease to finalize terms and move in on July 1, 2027.
 - Pro Bono design services from Earl Swensson Associates
 - Launching the public phase of the capital campaign will encourage more pro bono work

KJ: As an update, Christiane and I had a meeting with MNPS Leadership on Monday. It was a very positive, productive meeting. We went through lease terms. They want us in the space. They want to make this work. We went into details, and Nicole Sims can handle the contract talks.

Earl Swenson & Associates is providing pro bono design services. We're going through with the team to see what parts that we want.

RC Matthews is now sending out to market the preliminary schematics to get pricing back and come up with a range of numbers that we can pin the capital campaign to. Things are moving, and it's really exciting.

Nicole:

The lease is in great shape, we're pretty much there with Metro. It's more difficult to sign a lease.

Usually you sign it and move on. That's not what happens here. It's gotta go to the School Board for approval. That's moving forward. Hopefully, that's all wrapped up soon enough.

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Christiane:

Some talking points you can give to community members: We'll be able to triple our warehouse space. 35k sq ft. Built out teacher store space. Built out volunteer space. Much bigger, more inviting and much prettier. This is being described as a 40-year lease. Technically, it's 10 years, but with 3 options to renew every 10 years. Thanks to Nicole for working with us pro-bono. And, Kaitlyn and her team at RC Matthews. We hope to have that good, better, best cost analysis by the February board meeting. Timeline for a lease in hand. We have a thumbs up from MNPS, and going before School Board by Dec 9th. It may have to wait until January. It has to be in 3 readings. There's a MNPS building with a similar contract, the McGruder building, that just got passed last night. It's a very similar project to ours.

Councilmember Quante Tombs is sponsoring the bill, and it's in her district. Triples our footprint, triples our warehouse. We'll have cost analysis soon.

Capital Campaign

5 minutes

Lillian Blackshear & Norman Merrifield

Plan multi-year fundraising campaign to secure capital investment in a long-term PENCIL facility

- Working on updated timeline and proposed next steps
- Staff are working with Angie Adams and Rob Jack

Christiane:

I'm asking Kelly up here to talk about the Capital Campaign, and talks we have with Angie Adams and Rob Jack. We've been doing feasibility research to see how much we can raise. Once we have that cost analysis, we can show that to the community to ask about donations. Once Rob has the cost analysis, Angie comes on to help lead Kelly and I through the Capital Campaign. Because I've been sick, Kelly has been great picking up the work with Angie and Rob.

Kelly R:

What Angie and Rob walked us through given our timeline, Rob could deliver his finding to this group. The next phase will be led by the capital campaign committee. 100% of board members typically participate in the capital campaign. With 100% board participation, we can go to donors in 2026 and tell them that our board is very behind this project. That gives donors great sense of confidence. That board phase is the focus in the spring. And what's the best way to build community confidence around this phase. The public portion of the campaign could coincide with the ribbon cutting and move in in early '27.

Hasina: I wonder if this can be folded into the board pledge. It's very nice to have that come out automatically.

Kelly: Yes, we can do that to make it as easy as possible. Investment in the capital campaign is a one-time investment.

Cultural Cohesion

5 minutes

Leslie Cowell

Invest in the growth and leadership of our staff, board, and service-learning groups by aligning culture

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- PENCIL Emerging Leaders committee participation – Leslie Cowell
- Henk Koning Exemplary Business Partner Award celebration – John Doerge

Leslie C.: Thank you! You will receive an email from Alayna or Claire on who from ELB is assigned to your committee. Once you receive a member's name, reach out to greet them. ELB members.

John Doerge:

PENCIL Staff attended the NCAC with schools across the world. And, at the conference PENCIL got the Exemplary business partner award (for the world). They did workshops to share our story. It was really exciting.

Finance

5 minutes

Kfir Alexandroni & Kenny Crapse

Maintain robust practices in financial oversight and compliance

- Finance Committee meeting - updates on the Sage accounting software and APS Payroll implementation projects, the ongoing FY25 audit, and the FY26 budget.

See Treasurer's Report.

Marketing & PR

10-15 minutes

Christina Feagins & Minh Le

Specify and amplify PENCIL's unique value to our business partners and public schools

- Giving Tuesday and Holiday Card-Signing Party
- Survey completion and data review



Mihn:

We're discussing marketing + pr. PENCIL does so many things that people have difficulty discussing what PENCIL does. We want to be more intentional about what PENCIL does. We want to be more concise about how we discuss PENCIL. I think a lot of you filled out the messaging questionnaire. We got a really good response.

Christiane wanted to call out people who didn't respond. We have a QR code so you can still do it.

Christina:

29 people completed it.

Minh:

High level summary. Not scientific. Top level results based on responses.

How do you describe what PENCIL is to someone for the first time.

See slides.

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Minh:

Once we have a full summary, how do we include that in all messaging. The idea is to have a foundation of messages so that everything we're doing beyond that keeps us heading in the same direction. That's where we are now.

Christina:

Next steps, we have information here. The marketing committee is meeting the same day of the card signing party. We're going to do a quick workshop on how to refine the information. We're going to work on that in Dec. And we should have something to present by the next board meeting.

Giving Tuesday is Dec 2. Please get the word out to get donations. We should have more rinse & repeat opportunities to create templates for LinkedIn or Instagram to help spread the word. That's coming soon.

Strategy & Sustainability

5 minutes

Elizabeth Garza Bumpas & P. Danielle Nellis

We will assure PENCIL's long-term impact and stability through proactive relationship building with local, state, and federal decision-makers, and other Nashville nonprofit organizations; we will strengthen data systems and use a comprehensive dashboard to track and communicate progress to all stakeholders.

- Dashboard redesign and input needs

P. Danielle:

We look at strategy and sustainability in terms of metrics. What metrics does your committees need on the dashboard. Individual expenses vs cost is a metric. Committee chairs, you should be hearing from teams. *Reads assignments.*

What are the metrics to help determine the success of your committee. These will go out in the newsletter.

Board presence in public spaces. I'm glad we're getting a small tidbit of this via the lease. We encourage the board to show up in public spaces for these meetings. We're sharing ways to engage. Go for public comment on the bill and have your 2 minutes ready. I hope that we can assist with these meetings.

Convening of non-profits and supporter stakeholders. We have a list of people we have relationships with and orgs that we should have relationships with. It's not the direction of PENCIL, but we want to know how best we can work within this ecosystem, working with this system.

Christiane:

First I want to thank P. Danielle and chairing that committee and showing up to those district 1 meetings. It's been productive. We feel very good about where we are with those meetings. We feel good. I'm so cautiously optimistic about where we are.

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CEO Thoughts

5 minutes

Christiane Buggs

- ***Complimentary *It's a Wonderful Life* tickets at TPAC*** PENCIL is receiving 50 free tickets to the Nashville Rep Theater of [It's a Wonderful Life at TPAC](#), which we'd like to offer to PENCIL Staff, Emerging Leaders Board, and Full Governing Board on a **first-come, first-served** basis. Please use the QR code to indicate how many tickets you'd like and for which show—Sunday, December 14 at 2pm *or* Thursday, December 18 at 7:30pm. You're welcome to invite family, friends, and guests to join you.



Christiane:

2 things are happening that we're excited about. Kelly has been here 7 years, and she's going on sabbatical in January! Under the previous board, we added an incentive to retain talent, and a sabbatical after 7 years is one of them.

We'll have about a month overlap working with the capital campaign to make sure everything is ready to go once ALNM is over. This is how I want you to think about this cycle. April 29th mark your calendars.

-Optional Tour of Whitsitt Elementary School-

ENGAGEMENT OPPORTUNITIES

Tuesday, December 2, 2025 at 5 pm - Board Holiday Card-Signing Party + Giving Tuesday!

December Committee Meetings

Mktng./PR:	Dec. 2 at 4pm
Cult. Coh.:	Dec. 3 at 1:30pm
Cap. Cam.:	Dec. 10 at Noon
Strategy:	Dec. 10 at 1:30pm
Box:	Dec. 11 at 3pm
Finance:	Dec. 15 at 4pm

Wednesday, February 18th – Full Governing Board Meeting – 4-5:30pm at Eakin Elementary School Library

Wednesday, April 29th – A Little Night of Music, Grand Ole Opry House

Wednesday, May 13th – Full Governing Board Meeting – 4-5:30pm at MNPS Elementary School TBD

Thursday, June 11th – New Board Member Orientation and Full Governing Board Mixer (Time TBD)

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