



Penultimate

One Step Away from Reaching New Heights



HELPING OTHERS REACH NEW HEIGHTS

Supporting Penultimate is more than a gift, doing business with Penultimate is more than a business transaction, it's the "Penultimate Step" to help others reach new heights.

Diondre Jackson

Penultimate Development 5 Year Strategic Business Plan Startup to Growth Transition Plan

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Why Penultimate?



*"I was a high jumper at the University of Tennessee, and all students of the high jump understand that the second-to-last step – **the Penultimate** – is the most important before takeoff. For the penultimate step, the jumpers lower their center of gravity, converting horizontal momentum into vertical force and launching into the air. In the Penultimate Leadership Program, participants focus on the personal, spiritual and professional skills they need to exalt themselves to new heights. It's the last step from high school to adulthood and will help shape how far they can soar. The primary goal of the program is to create leaders within our inner-city communities to achieve lasting change."*

Penultimate Founder and CEO,
Diondre

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About the Founder



Diondre is the founder and CEO of Penultimate Development, a 10-month residency leadership program targeting at risk young men between the ages of 18-24. He also owns and operates Penult Place CoWorking and Penultimate Woodworks in downtown Jefferson City, TN. In 2021-22 he was the Interim CEO for the Jefferson County Chamber of Commerce overseeing the economic development efforts for Jefferson County resulting 120+ new jobs and \$12 million in capital investments. From 2005 to 2017 he served as the CEO of Williams Creek Youth Foundation overseeing The First Tee of Greater Knoxville, Williams Creek Golf Course and The Wee Course Academic Learning Center.

Awards and Honors

In 2022 he received the Beta Theta Boule' Foundation Fatherhood Excellence Award, in 2016 he was the recipient of MLK Chairs Award for Community Service and graduate of the Consortium for Social Enterprise Effectiveness program at the University of Tennessee. In 2013 he received the Community Service Award from the 100 Black Men of Knoxville, in 2011 was a member of Knoxville Leadership, and in 2008 a member of the Greater Knoxville Business Journal 40 Under 40.

Community Involvement

He currently serves as the board chairman for the Jefferson County Chamber of Commerce, and a board member for the East Tennessee Foundation, Mossy Creek Foundation, Tennova Jefferson Memorial Board of Trustee, and Thrive Knoxville.

Education

He obtained an MBA from Carson Newman University and a Bachelor of Arts from the University of Tennessee, Knoxville in Urban Studies where he was a captain on the Track and Field Team. He has been married to his wife Adia for 20+ years and they have three children Delaney, Diondre, and Denver.



Diondre's family from left to right are; Delaney (17), Diondre Jr (16), Adia (Wife), Me, and Denver (12).

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Program Description

Penultimate Development was created in 2017 and began programming in 2019 by the founder and CEO, Diondre Jackson. From 2005-2017 he served as CEO of Williams Creek Youth Foundation where he oversaw The First Tee of Greater Knoxville, The Wee Course Learning Center, and Williams Creek Golf Course, serving 20,000 kids annually across East-Tennessee. Serving in this capacity he realized the lack of programs and opportunities for young underserved males ages 18-24 from single parent, low-income homes in disadvantaged communities. As a result, he created Penultimate, a 10-month leadership, residency, and professional development program in downtown Jefferson City, serving six at-risk males ages of 18-24 from disadvantaged communities in Knoxville.

Mission

To improve the lives of underserved young men, giving them the tools needed to be successful leaders by focusing on their professional, personal, and spiritual development.

Vision

To develop underserved young men with a foundation to learn a trade, be successful in college, or obtain full time employment impacting the community as societal contributors and community volunteers.

Purpose

To help underserved young men become contributing members of society, obtain stable sustainable employment, and end the cycle of fatherless families and generational poverty; ultimately becoming leaders and role models in the community through service and volunteerism.

Program Need

In Knoxville there are a high percentage of underserved African-American males that are not being taught the spiritual, personal, and professional building blocks needed to make a successful transition into adulthood. This is evident because of the increasingly high rate of violent crimes, fatherless homes, unemployment and low income and graduation rates. Underserved African-American males are disconnected from the networks and connections that exist in the community that lead to apprenticeships, long term employment, and financial stability.

In 2021 the murder rate in Knoxville soared reaching an all-time high of 30+ deaths, one of the deadliest year on record, according to the Knoxville Police Department. From 2009-2018 African-

American males between the ages of 18 to 34 committed 54% of Knoxville murders. In 2019 41.6% of blacks lived below the poverty rate, the national average is 25.2%. According to the BLS and Census, the unemployment rate of the targeted audience is 2.5 times higher than the city of Knoxville's average; the median household income is 3X lower, and 55% are from single-parent homes.

Penultimate Development has done extensive research involving non-profit organizations (NPO's), schools, employers, and funders who support underserved youth from low-income communities. As a result, we discovered a "transition of service gap" left by NPO's whom services stopped once the target audience have aged out of their program. Based on research conducted there are no organizations that provide professional, personal, and spiritual support; and housing to the targeted demographic in a holistic approach. Many educators and local employers communicated the need for holistic workforce programs. Teachers desire more options for high school graduates that don't have the support to be successful in college and local employers have stressed their desire to hire from the targeted audience but are hesitant because of lack of experience and job readiness skills.


The Penultimate Leadership Program (*Flagship Program*) is a 10-month leadership residency program located in Jefferson City Tennessee, for Knoxville underserved males. The program was designed to transform underserved males from followers to leaders by focusing on their spiritual, personal, and professional development. The program targets underserved males between the ages of 18 to 24 in the Knoxville community from single parent, low-income homes, in disadvantaged communities. The Knoxville community has a significant number of programs supporting underserved youth ages 6 to 17, but once they leave high school, they do not have the support, wisdom, or guidance needed to make the transition into adulthood. The program will enroll, employ, and house six young men. For 10 months participants work full time jobs, complete a series of workshops, seminars, and experiences to build a foundation built on wisdom, develop core values, and the development of a five-year career plan that will lead towards self-sufficiency and long-term success. The goal is to create the next generation of leaders from within these communities providing them with the skills needed to be agents of change for lasting impact.

Internal Review

Startup to Growth Transition Plan

The Internal Review Covers:


- Organizational Chart,
- Historical Timeline
- Five year- Business review
- Success Stories
- Marketing Efforts
- Partnering Agencies



Why Penultimate?

“ I am thankful for my time at Penultimate, it gave me a new beginning where I learned to become a true man. It helped me to change my mindset, improve my relationship with others, and be more flexible in the workplace. ”

Jay Henry
Penultimate Participant 2019
Lead Cook, Custom Foods of America



Penultimate
One Step Away from Reaching New Heights

Organization Chart

Current Staff

- Founder and CEO - 1
- Program Coordinator and Woodshop Manager - 1
- Volunteers - 30
- Founding Board Members- (7) Chairman Ryan McGrew, Troy Smith, Ralph Silvan, Andrew Huck, Hallerin Hill, Diondre Jackson, Adia Jackson

Penultimate- Organization History/ Time Line

2016

- Awarded Funding to Start Fellows Program at WCYF- 350k

2017

- Penultimate Leadership Program launched w/ 150k in committed funds
- Started restoration of building

2018

- Diondre become an employee of Penultimate Development
- Diondre completes restoration of Penult Place CoWorking

2019

- Diondre completes restoration of Penult Place Residentials Lofts
- Diondre recruits and enrolls the first class of Penultimate participants from East Knoxville
- Five (5) Participants start program;
 - employment, seminars, leadership development, Proverbs, etc.

2020

- Participants spend a week in Mississippi, visit the Mississippi Civil Rights Museum
- Participants become primary volunteers for all downtown events in Jefferson City partnering with Mossy Creek Foundation
- COVID Pandemics happens, program continues, participants receive new jobs as a result
- Façade completed at Penult Place- building totally finished
- First Class of Participants complete program, (2) continue working, (2) go to college

2021

- Desmond is hired as Program Coordinator
- Diondre and Participants build tables and restore furniture on the side

- 2nd Class of participants start programming

2022

- 2nd Class of Participants complete program, (4) continue to work (2) are recruited by Red Stag in Knoxville
- 3rd Class of participants start programming
- Diondre and Adia Purchase Building on Branner Street

2023

- Past participant and wife move into Transitional Housing in 2nd Building
- Penultimate Woodworks is launched
- 3rd Class of Participants Finish Program (1) enter college, (1) enters Army Reserves, (1) works in desired field
- 4th Class starts program

5-Year Program/ Business Review

5-Year Profit and Loss

	2017	2018	2019	2020	2021	2022
Revenue	30,221	117,424	82,420	113,113	117,780	135,229
Expense	9,928	59,458	81,965	113,460	112,515	120,381
Net Income	\$20,292	\$57,966	\$455	(\$347)	\$5,265	\$14,848

Leasehold Improvements \$45,934

Largest expense is staffing, followed by housing, program activities. 65% of the revenue is generated from grants and 35% came from individuals.

Who are your clients? Clients served, per program per year

2019- Five (5) Participants: Jay, Tyquan, Malachi, Andre, Jaylan

2020-21- Five (5) Participants: Isaiah, Marquez, Darryl, Tylan, Dwayne

2021-22- Three (3) Participants: Tylan, Jaquez, Jayden

2022-23- Eight (8*) Participants: Carson, Trillion, Canaan, Nicholas, Michael

*Jaquez, Andre, Cierra (extended or additional housing support post leadership program)

Demographics Makeup of enrollees- Underserved At-Risk Youth ages 18-24, Primarily from East Knoxville Community, race 89% black & 11% white.

OUR SUCCESS STORIES

Participants

I am thankful for my time at Penultimate, it gave me a new beginning where I learned to become a true man. It helped me to change my mindset, improve my relationship with others, and be more flexible in the workplace. **Jay Henry, Program Participant 2019, Lead Cook, Custom Foods of America**

The Penultimate Leadership Program helped me be a better man and gave me the structure to be successful on my own and also to do things as an adult... But most importantly I learned to keep my faith, always pray, and keep close to God. If you have weight on your shoulder that you want to get rid of, talk to God and he'll carry it for you. **Jayden Jenkins, Penultimate Participant 2022, United States Army Reserve**

Penultimate Development has played a huge role and shaped my mindset in a positive way as a young adult, pushing me to go harder and achieve the things I thought were out of reach, if it weren't for the Penultimate I don't know where I'd be. **Jaquez Hill, Penultimate Participant 2022, Student Walter State Community College**

Employers and Parents

Testimonials from Participants Parents and Employers

Growth and development are the two words that come to my mind when I think about the program and what it did for my son. Before the program Malachi was in introvert always confined to his room, now I see a young adult who interacts with his peers, enjoying and exploring life. I am very proud of the man who returned home to me and very excited to see the man he will become. Thank you for your program! **Tyisha Dixon, Parent of program participants**

Employing participants from Penultimate Development has benefited our business in many aspects. We get the opportunity to train individuals and learn about their life experiences . . . It also helps us to grow as managers and supervisors as we train these individuals to become successful employees not only for

our company, but for the future companies . . . **Susan Rogers, Director Premiere Building Maintenance Corporation**

“I am grateful for Penultimate. . . I have had 2 very outstanding individuals that we employed. Both were very hard working, respectful and dependable. This program is so important for our employment community. In our area it is hard to find quality applicants. I trust this program to send outstanding candidates, that are eager and ready to work.” **Rebecca Greenep, Director, Aramark Carson-Newman University**

Penultimate Development participants joined the team earlier this year. Since day one, they have been working with a diverse team meeting RSF’s standards of excellence! **Tiffanie Meyers, Manager Red Stag Fulfillment**

Marketing Efforts

Currently marketing is done by monthly post on Facebook, Mid-Year Newsletter, Year End Letter, and on the Penultimate Development website news page. We have around 100 people on our mailing list and 193 Facebook Followers. We send all material to current and previous donors. Special interest story on WBIR and twice on WVLT, Cover Story Tennessee Magazine circulation 60K.

Partnering Agencies

Participant recruiting is primarily done via referrals from Youth Serving Agencies:


- Project Grad
- YWCA
- City of Knoxville Parks and Recreation
- Knox County Schools
- Boys and Girls Club
- SEED
- Empower Knox
- KLF
- CAC-Youth Homelessness
- Helen Ross McNabb
- Thrive,
- Wears Valley Ranch- Children's Home

External Review

Startup to Growth Transition Plan

The External Review Covers:


- Industry Trends
 - Program Research
 - Competitive Analysis
 - Program Comparatives
-



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Jayden Jenkins, Penultimate Participant 2022, United States Army National Guard

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External Review

Industry Trends

According to the Knoxville News Sentinel, Black male enrollment at Tennessee colleges is down by 24% from last year, and enrollment of first-time, full-time Black students is down by 31%. First-time, full-time enrollment of Black male students declined by 35%.

As of May 2023, US and East Tennessee in particular is experiencing a labor shortage. The speculated causes are due to rising inflation, retiring baby boomers, COVID-19, and rising cost of childcare. The Knoxville, TN Unemployment Rate is at 2.80%. Black Unemployment rate is 3 to 4 times higher than the city average. The unemployment for the targeted audience 56%.

Program Research

Organization: THISTLE FARMS

Services Provided: Residential Program, Addiction Recovery, Job Training, Life Skills, Social Enterprise, and Global Distribution Network

Program Summary:

Our two-year residential community offers women survivors of trafficking and prostitution the space to heal and thrive. Five years after program completion, 75% of our graduates are living healthy, independent lives. Following graduation, many women move into full-time positions with one of Thistle Farms' social enterprises. Others take the skills they have acquired and pursue work elsewhere in the community. Four-Million-dollar social enterprise selling oils, soaps, lotions and more. They also have a global network of products by women who are survivors of trafficking and the like. The revenue generated from the global network provides economic freedom for the women in the network.

Organization: Knox Fellows

Services Provided: Leadership Development, Residential Program, Spiritual Development, and Workforce Development

Program Summary:

Leadership Program for recent college graduates with the purpose of training up the next generation of Young Leaders in Knoxville.

Organization: 4:13 Strong

Services Provided: Life Skills, Residential Program, Spiritual Development, Workforce Development, Recidivism Reduction, Job Training/ Construction Certification.

Program Summary:

RESIDENTIAL PROGRAM- 6-8 month residential program provides men with both the opportunity and the tools to succeed personally and professionally. Our hands-on approach sets us apart from other programs.

MENTAL TOUGHNESS WEEK- To apply for the program, participants must complete a week of physical and mental conditioning we call "Mental Toughness Week." Men are put to the test with a series of challenges that will push them outside of their comfort zones and test their character under pressure.

40 DAY CHALLENGE- Graduation after 5 requirements are met; 1 pay off all fines, 2 pay for car and insurance, 3 obtain driver license, 4 \$1,500 emergency fund, 5 4 months continues employment. Guaranteed job in the construction industry.

Other Programs Researched:

Young Life- Volunteer Management

Emerald Youth- Career Readiness Program

Son of a Saint- Mentoring & Advancement Program

Homeboy Industries- Social Entrepreneurship

Two Bikes- Internships

	Thistle Farms	4:13 Strong	Knox Fellows	SonofSaint
Annual Budget	\$ 6,871,998	\$ 537,796	\$ 491,659	\$ 6,250,000
Assets	\$ 9,542,265	\$ 378,276	\$ 349,752	\$ 5,221,000
# Employees	123	7	2	42
# Volunteers	700	80	30	500
Total Served	37/569	60	14	350

What we learned from program research & competitors

Thistle Farm- Social Entrepreneurship Work & Nat'l Impact

3:14 Strong- Shorter program cycle option, Mental Toughness Week

YoungLife- Relationships, OFF-SITE impact & volunteer management

Son of a Saint- Mentoring, Resources, Capable Staff

Knoxville Fellows- 10-month model

Two Bikes- Two (2) Track Internships (Sales & Mechanic)

Overall, we need more human and capital resources to carry out our mission.

External Factors for the need for Penultimate

- Increased violence in the low-income community
- High unemployment
- Lack of skilled workers in the trades
- Shortage of affordable housing
- Cost/ risk of apprenticeship programs
- Transportation
- Lack of father figures
- Program services gap

Strategic Growth Plan

Startup to Growth Transition Plan


The Strategic Growth Plan Covers:

- Primary, Secondary, & Linking Activities
 - Competitive Advantage
 - Customer Value Proposition
 - Profit Formula that supports the process
 - Strategy Implementation and Execution
 - Funding Strategy
 - Five Year Budget Projects
 - Diondre and Adia's Financial Support Summary
-

Why Penultimate?

“Growth and development are the two words that come to my mind when I think about the program and what it did for my son. Before the program Malachi was an introvert always confined to his room, now I see a young adult who interacts with his peers, enjoying and exploring life. I am very proud of the man who returned home to me and very excited to see the man he will become. Thank you for your program!”

Tyisha Dixon, Parent of program participants



Penultimate
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Startup to Growth Development Strategy

- Organization Assessment & SWOT Analysis ATTACHED
- Long Term Strategic Plan ATTACHED

Penultimate Strategy Development

Primary Activities

- Penultimate Leadership Holistic Approach
 - Housing, workforce, personal, and spiritual development.
- Woodworking Entrepreneurship
 - Teaching Skilled Trade and revenue generating opportunity

Secondary Activities

- Camps for woodworking and e-commerce middle school and high school
- 40 Day Challenge & Men's Toughness Weeks
- Summer Workforce Camps
- Monthly Outreach events teaching youth how to basic household chores related to automotive, construction, landscaping
- Mentoring Recruitment from younger generation (Guardian Redeemer Initiative)

Identify Linking Activities

- Leadership Participants employed in Woodworking, leading camps,
- 40 Day Challenge, Men's Toughness Weeks, and Weekend Warrior being a precursor to the 10 month program
- Summer Programs working in the woodshop
- Monthly Outreach increasing exposure to leadership program
- Quarterly Mentoring Events

Competitive Advantage

The Penultimate Advantage

Supporting Penultimate is more than a gift, doing business with Penultimate is more than a business transaction, it's the "Penultimate Step" to help others reach new heights. No other nonprofit or business is investing in underserved men like Penultimate.

Penultimate has the resources and capability to provide:

- Housing
- Employment
- Skilled Trade
- Professional Development
- Spiritual Development
- Personal Development
- Financial Literacy
- Mentoring
- Social Capital

Customer Value Proposition

The Penultimate Value Proposition

We are teaching young men from generational poverty the building blocks of becoming self-sufficient, community leaders, and living a successful life through an all-inclusive approach by providing jobs, housing, leadership training, personal development seminars, and discipleship.

Penultimate business model is designed to:

1. Create the next generations of leaders in the community
2. End the cycle of fatherless homes and generational poverty
3. Provide a pathway into a trade, college, or full-time employment
4. Opportunity for others to lead the next generation

Penultimate has transformed downtown Jefferson City. Since the Coworking Space has opened up over a dozen businesses have opened up as well.

Profit Formula that supports the process

Non-profit Model- (Grants, Individual and Corporate Giving, Fundraisers)-Attached

Business model & 5-year budget for woodworking- Attached

Key action needed to achieve long term impact and profitability

- Strong Staff
- Consistent Programming
- Financial Stability
- Deeper relationships with participants
- Dedicated Volunteer (MENTORS)
- Alumni Support Program
- Partnerships and Alliances
 - YSO, Local Businesses, churches, funders
- Profitable Woodworking Business Model
 - business partners for woodworking business

Porters Generic Strategy

Penultimate has a specialized service to meet an unmet need in the market place in an all-inclusive approach selling premium wood products. Which is a combination of a FOCUS and Differentiation Strategy

Strategy Implementation and Execution

(Based on the long term strategy and SWOT analysis done in 2022) with staff, community, and BOD)

- Develop a Sustainable Funding Model
- Build a Cohesive Leadership Team
- Establish Continuity in Flagship Program
- Launch Secondary Programs
- Establish Penultimate Woodworks Training Program
- Increase Board and Volunteer Participation
- Expand Program to other communities

Developing a Sustainable Funding Model (Penultimate STEP-1)

- Establish relationships with key funders
- Develop an Income Base Funding Component
- Develop two Fundraising Events
- Establish a corporate and individual giving campaign

Build a Cohesive Leadership Team (Penultimate STEP-2)

- President and CEO-Diondre
- ED/ Area Director
- Program Director
- Program Coordinator/ Woodshop Manager-Desmond
- WorkForce/ Development Director
- Part Time Support
- InternsX4

Establish Program Continuity (Penultimate STEP-3)

- Establish policies and procedure
- Create a programming plan and schedule
- Improve Outreach and Recruitment
- Establish volunteer teams
- Establish mentoring program
- Create secondary supporting programs

- Improve our relationship with other non-profit organizations

Launch Secondary Programs

- Camps for woodworking and e-commerce middle school and high school
- 40 Day Challenge
- Summer Workforce Camps
- Monthly Outreach events teaching youth how to basic household chores related to automotive, construction, landscaping
- Quarterly Mentoring Events

Fundraising Campaign Local Fundraising Initiative

\$1.35 Million over next 5 years

	Year1	Year2	Year3	Year4	Year5	Total
Major1	100,000	100,000	75,000	50,000	25,000	350,000
Major2	75,000	75,000	50,000	50,000	50,000	300,000
Major3	75,000	75,000	50,000	25,000	25,000	250,000
Major4	50,000	50,000	25,000	15,000	10,000	150,000
Major5	25,000	25,000	25,000	15,000	10,000	100,000
Corporate Partner1	25,000	25,000	25,000	25,000	25,000	125,000
Corporate Partner2	10,000	10,000	10,000	10,000	10,000	50,000
Corporate Partner3	5,000	5,000	5,000	5,000	5,000	25,000
	365,000	365,000	265,000	195,000	160,000	1,350,000

Expansion Funding for Growth

\$960,000 over the next 5 years

	Year1	Year2	Year3	Year4	Year5	Total
Expansion Funding	10,000	75,000	125,000	250,000	500,000	960,000

(5-Year Budget Projections on Next Page)

5 Year Budget Projections

	Year1	Year2	Year3	Year4	Year5
Revenue from Fundraising Activities					
New Funding	\$ 365,000	\$ 365,000	\$ 265,000	\$ 195,000	\$ 160,000
National Funding For Growth	10,000	75,000	125,000	250,000	500,000
Current Funding	140,000	158,750	224,500	280,000	308,000
Social Enterprise Revenue	46,000	52,900	63,480	76,176	83,413
Total Revenue	\$ 561,000	\$ 651,650	\$ 677,980	\$ 801,176	\$ 1,051,413
Expenses					
Staffing	321,250	322,938	294,250	294,250	294,250
Administrative and Development	47,900	55,400	65,400	65,400	65,400
Program Operations	80,900	80,900	80,900	80,900	80,900
Woodworking Enterprise	36,000	36,000	36,000	36,000	36,000
Capacity Building	10,000	71,250	92,500	212,500	425,000
Total Expense	496,050	566,488	569,050	689,050	901,550
Alumni Support Fund Distribution Expense 5%	\$ 3,247.50	\$ 4,258.13	\$ 5,446.50	\$ 5,606.30	\$ 7,493.14
Margin of Safety/ Net Income	\$ 61,702.50	\$ 80,904.38	\$ 103,483.50	\$ 106,519.70	\$ 142,369.58
	11%	12%	15%	13%	14%

	Year1	Year2	Year3	Year4	Year5
East Tennessee Operations Budget					
Revenue	\$ 551,000	\$ 576,650	\$ 552,980	\$ 551,176	\$ 551,413
Expenses	486,050	495,238	476,550	476,550	476,550
	61,703	77,154	70,984	69,020	67,370
	11%	13%	13%	13%	12%
Expansion Initiative Budget					
Revenue	10,000	75,000	125,000	250,000	500,000
Expenses	10,000	71,250	92,500	212,500	425,000
	-	3,750	32,500	37,500	75,000
	0.00%	5%	26%	15%	15%

Diondre and Adia's Financial Support Summary as of 12/31/2023

Capital	
Building 1 Penult Place	\$110,000
Improvements	22,500
Building 2 Expansion	190,000
Improvements	2,350
Equipment (Woodworking)	5,000
Material (Hardwood Lumber)	4,000
TOTAL Capital Investment	\$333,850

Vehicle	\$12,500
Cash Donations towards operations	58,900
Sweat Equity	?
Total Contribution	\$405,250

ATTACHMENTS

Penultimate Development Short-Term and Long-Term Goals and Strategies

Short Term Goals and Strategies

Penultimate has short term goals and strategies in three areas: personal, professional, and spiritual development. The short-term goals are accounted for in the annual strategic operating plan and accounted for in the annual operations budget.

- **Personal Goals – Improve Self-management and Interpersonal development skills**
 - Life Skills Classes: Interns will have character development and life skills classes focusing on interpersonal and self-management development
 - Financial Literacy and Money Management Seminars: Participants will learn how to effectively manage their money learning the importance of budgeting, saving, credit, and investing for the future.
 - Personality Training: Interns will learn their own learning style and personality trait and the different personality traits of others.
 - Communication and Working with Others: Interns will learn effective techniques to be better communicators and techniques on how to work with others.
- **Professional Goals - Obtain stable sustainable long-term employment and/or a career plan**
 - 10 Month Internship: Interns will be employed full time for the entire 10-month program, working entry-level full-time positions.
 - Career Planning: Interns will undergo a career planning program designed to help them develop and implement the short-term objectives needed to achieve long term success.
 - Etiquette and Professionalism: Interns will complete a series of training designed to improve their professionalism and etiquette.
 - Networking and Social Development: Weekly interaction and networking with community leaders from a variety of industries, trades, and careers
- **Spiritual Goals- Develop a foundation built on faith**
 - Weekly Wisdom Study Group
 - Weekly Lunch and Learns with community leaders
 - Mentoring Program- Redeemers Initiative

Long Term Goals and Strategies

The Long-term goal for Penultimate Development is to expand programming to underserved communities throughout the nation, by developing a social entrepreneurship business and partnership with businesses, improve on-going program operations, and create an alumni support program.

- **Developing a social entrepreneurship business**
 - Develop more work opportunities for participants
 - Develop apprenticeship and internship opportunities for participants to become business owners
 - Create a business so participants can earn a living wage, develop a skill, and have equity and ownership.

The long-term strategy to achieve these goals are to:

- Explore and develop social entrepreneurship opportunities that are in alignment with Penultimate Development values and culture.
- Collaborate and partner with local, regional, and national businesses to create entrepreneurship opportunities and work opportunities.

- Improve on-going program operations
 - Continually monitor and improve program; operations, development, effectiveness and communication.
 - Complete annual program assessment and operational plan review.

The long-term strategy to achieve these goals are to:

- Increase Volunteer participation
- Expand and diversify fundraising efforts
- Recruit, hire, and train key paid staff
- Improve and increase collaboration efforts with businesses and Non-Profits
- Research and develop new programs to fulfill mission and purpose

- **Alumni Support**
 - Develop long-term mentorship opportunities for participants
 - Create an Endowment that directly support alumni education and continuous learning beyond the 10-month program

The long-term strategy to achieve these goals are to:

- Increase mentoring opportunities for volunteers
- Develop mentoring partnership with churches, business, and local organization
- Raise funding for an endowment to support program graduates and alumni

2019-2022 Penultimate Development Program Assessment/ SWOT Analysis Summary

What's going Well

8-10 Month Program Cycle
Employment at Aramark, Total, Food City,
and Premiere
Friday Leadership Day
Proverbs
Personality Assessment
Food Stipend
Rent \$250.00
Job Readiness
Community Service
PIT Training
Basic Tax Class
Weekly Speakers
Activities
Location- Jefferson City Community
Program Housing

Challenges

Recruiting
Life Skills classes
Financial Literacy
Vehicle Program
Mentoring
Program Transition Plan
Job outside of the 3
Career Planning
Funding Gaps
Transportation
Housing post program
House Rules
Cleanliness
Volunteers
Mental health
Fundraising
Events
Graduation Ceremony
Administrative Duties

Opportunities

Woodworking business & Apprenticeship
4 more beds available
Summer Job-Readiness Camps
Company Tours

Areas of Focus

Transitioning from Startup Phase to Growth Phase to improve program operations, staffing, board involvement, marketing, and fundraising.

PHOTOS

Penult Place Residential Lodging & Coworking Space

- 4150 sq. ft Residential Fully Finished Living quarters
- Sleeps 6
- 3 Full Bathrooms
- 1,500 sq. ft Co-Workspace, which serves as headquarters for Penultimate Development.



Penultimate Development
104 East Old Andrew Johnson Hwy
Jefferson City TN 37760

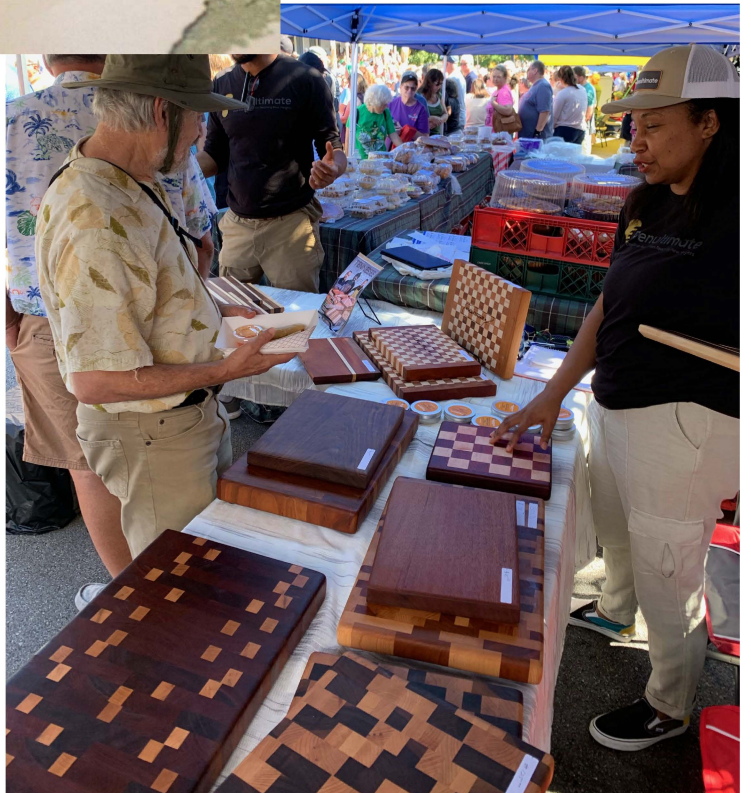
Educational & Fun Activities

- Trip to the Civil Rights Museum in Jackson Mississippi.
- Hunting & Fishing
- Bowling and Golfing
- Automotive and Carpentry



1919 Branner Ave Penultimate Woodworks Expansion Facility







Penultimate

One Step Away from Reaching New Heights