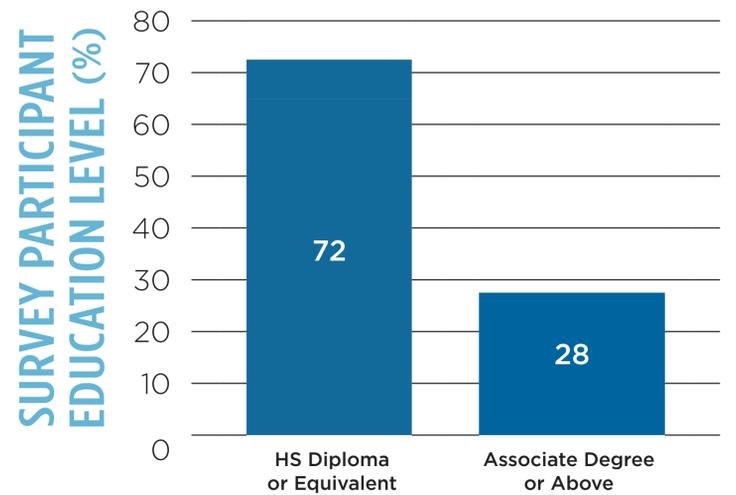
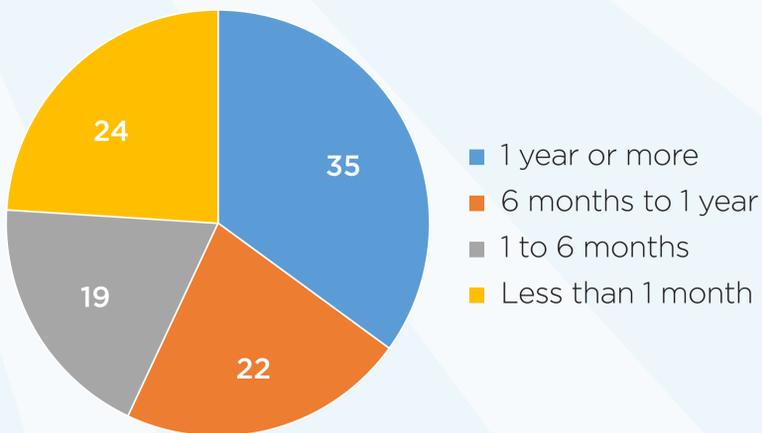


EMPLOYEE SURVEY SUMMARY 2021

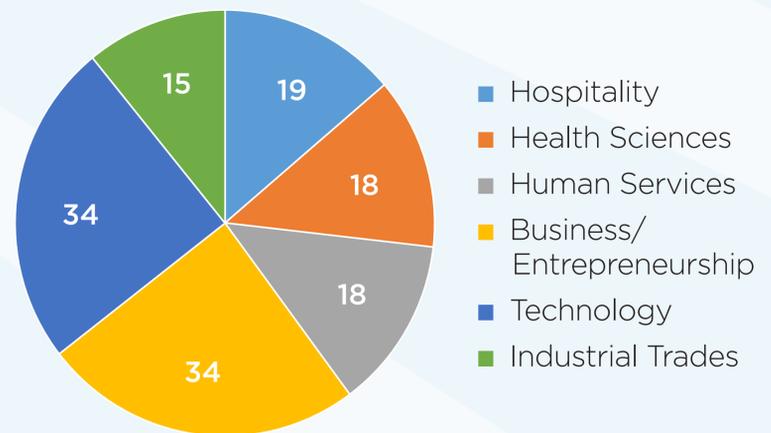
Instrument Method Survey Monkey
Survey Conducted April 2021
Respondents 92% (795 of 865 eligible employees)



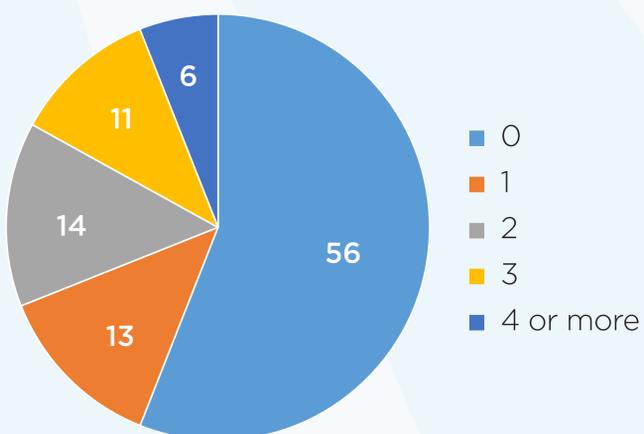
ADDITIONAL EDUCATION & TRAINING PURSUIT (%)



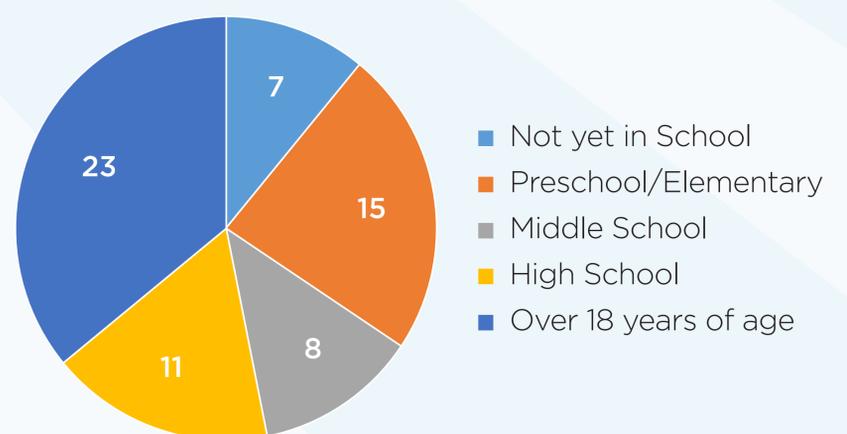
EDUCATIONAL PROGRAM OF INTEREST (%)



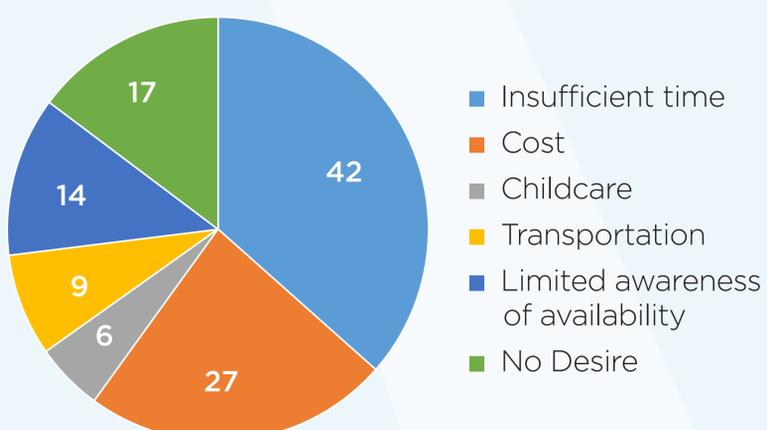
EMPLOYEE NUMBER OF DEPENDENTS (%)



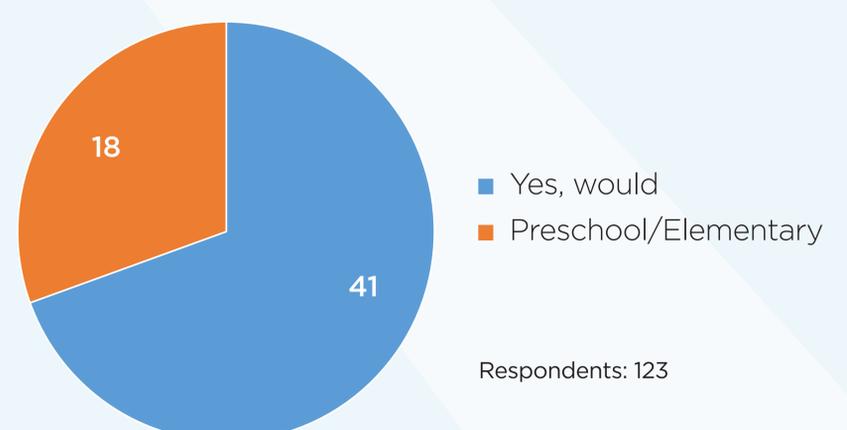
EMPLOYEE DEPENDENTS IN SCHOOL (%)



BARRIERS TO PURSUIT OF EDUCATION/CAREER DEVELOPMENT (%)



UTILITY OF GOODWILL PROVIDED CHILD CARE (%)



SWOTV SURVEY Results

	Executive Team	Senior Leadership Team	GIMG & GWF Board
<i>Strengths</i>	<p>Brand association w/ mission work</p> <p>Diverse revenue streams</p> <p>Innovative ways</p> <p>Effective DRGO program</p>	<p>Brand strength in community</p> <p>Stable, diverse revenue streams</p> <p>Leadership agility & innovation</p>	<p>Brand recognition (mission)</p> <p>Leadership representation</p> <p>Commitment to mission</p> <p>Financial position</p> <p>Job training</p>
<i>Weaknesses</i>	<p>Support for Tech & Infrastructure</p> <p>Community understanding of brand</p> <p>Fundraising difficulties</p> <p>Specialized leadership skills (Personnel)</p>	<p>Internal communications & infrastructure</p> <p>Internal project planning & requirements mgt</p> <p>Personnel challenges</p> <p>Retention & work environment</p>	<p>Public perception of brand (retail vs mission)</p> <p>Personnel resource issues</p> <p>Inadequacy of staff to manage business</p> <p>Financial sustainability of HC & Culinary Talent retention</p>
<i>Opportunities</i>	<p>Expand HC geographic scope & programs</p> <p>Increase community brand engagement</p> <p>Retail improvement & expansion</p> <p>Strengthen financial position</p>	<p>Expansion of HC trades & geographic footprint</p> <p>Expand & improve retail footprint</p> <p>Diversify revenue streams that will support HC grads</p> <p>Internal leadership</p>	<p>Numerous, varied partnerships</p> <p>Targeted, mission-focused outreach</p> <p>Continued expansion of educational offerings</p>
<i>Threats</i>	<p>Business lines competition - all sectors</p> <p>Negative press</p> <p>Economic disruptions to labor force</p> <p>Leadership instability</p> <p>Systems & infrastructure</p>	<p>Turnover/Success planning</p> <p>Employee engagement</p> <p>Work/life balance</p> <p>Government/Economic disruptions (funding & business patterns)</p>	<p>Retail & hospitality impacted by economy</p> <p>Online sector retail competition</p> <p>Financial instability</p>
<i>Vision Vision</i>	<p>Expansion of HC & HCE geographically and programmatically, educational offerings, tuition supports, and applied learning opportunities</p>	<p>Expansion of HC & HCE geographically and programmatically</p> <p>Increased hospitality services</p> <p>Diversified revenue</p> <p>Expand retail locations</p> <p>Increase Ecommerce</p>	<p>Expansion of HC & HCE geographically and programmatically</p> <p>Fiscally sound profit centers across the board</p> <p>Leverage partnerships</p>

Board	Executive Team	Senior Leadership Team
Helms College offers bachelor degrees in nursing, computer engineering, and culinary arts. Associate degrees in dental hygiene, radiology/technology, veterinary technicians and other healthcare fields.	Aligned with mission.	We could have a thriving campus at both Macon and Augusta with a much larger graduating class. We could be offering many more data security degrees with the Fort Gordon data security initiative.
A destination restaurant/bar in downtown Macon.	Aligned with community demand and a value to other Goodwill's.	Many more donated goods retail locations and several eCommerce sites to maximize e/r.
Highly commoditized products and services that are competitive.	Low cost or free education.	Helms College would look like a four year college.
A destination retreat center at Lake Oconee, with a retail store, restaurant, bakery and coffee shop and campus for Helms College.	HC will be an independent 501-C3 that has historical connections and mission, but stands on its own and is self-supporting.	Potentially having a few additional hospitality locations in areas where the community goes to eat (near malls, or other popular gathering places).
Be considered a new entrants in the market place for non-traditional Goodwill services.	Helms College could be the fastest growing career college in the U.S.	Helms will be the household name.
Have a Helms College campus environment to motivate and encourage quality versus quantity for students, staff and leadership/management team.	HCE is offering one hundred short-term, no cost training programs all sponsored through GW's social enterprises and training thousands each year with starting wages higher than the national average.	50% of our retail sales will be eCommerce, employing tech savvy employees who can work from home. Massive retail space will be replaced by packaging and shipping departments.
Break even operations at Helms College with full classes.	Helms College could have multiple satellite branches in other Goodwill territories.	We will be a 100 million dollar agency.
Helms College could be the recruiting and training institution for specific industries and companies as competition for workforce escalates.	The organization is debt free, well-funded, and considered the #1 non-profit in the S.E. USA.	Career Services will operate Internet job sites, similar to Indeed.com, increasing their revenue through sponsored job postings.
Success stories from those we serve are prevalent on social media and traditional news outlets. The more we tell the stories, the more support we will get and the more folks we can serve.	Helms College could be a first-in-class education model offering guaranteed on-the-job training and employment in one of our current or future social enterprises.	Helms College will begin offering high demand specialized training programs that other schools are unwilling or unable to offer. These programs will be tied to Goodwill business lines that support the training and employment of graduates, following an extensive needs assessment.
With a digital platform connected to staffing agencies, Helms College could provide a significant pipeline to fill jobs with a flexible workforce.	Goodwill and its enterprises should have a consistent branding and message that is represented across all marketing and media.	This area of business will be extinct if we are not able to keep our accreditation and vision for the College.
One stop shop for wrap around services, job training and placement.	Additional retail stores to continue growth there.	Increased retail stores, increased mission opportunities, etc.
One stop shop for wrap around services, job training and placement.	Helms College will provide clearer, more direct pathways for students to persist in their education.	Re-branded to create a synergistic 'Goodwill', how to create streamlined marketing campaigns.
Goodwill Social Enterprises - Pinnacle Club striving to be the premier dining club... Continue to be an avenue for our students to perform and hone their skills. Making good use of the Snelling Center and Anderson Conference Center.	It is possible something special could be created at Lake Oconee. If not the hotel complex a eco-tourism retreat with vegetable farm, flowering plants and shrubs.	I see Helms College growing with new programs and a new site in Lake Oconee. I see us offering new programs and residential housing on or nearby each campus. Growth will then come as we will be able to recruit regionally, nationally and Internationally with the goal of exceeding 400 total students in Augusta alone.

Board	Executive Team	Senior Leadership Team
Social enterprise will recruit and retain the brightest and the most motivated to appreciate the goal of getting a hand up and paying it forward.	Construction trades classes evolving to a Goodwill construction business employing students and providing well paid positions to those seeking training.	Stronger team by ensuring process flows, clear directives and pathing, etc.
Profit centers that are fiscally sound.	Helms College will have select programming in Culinary, Health Services, Industrial Trades and Business & Technology.	Hospitality roaring back after weathering the pandemic, when so many have permanently closed the doors.
Successful catering business and food services using all our culinary resources. Expanding Ritz Carlton and Augusta National partnerships.	There will be profit generating applied learning enterprises operated by GIMG or partners affiliated with the 4 Schools of Helms College. Every campus/satellite will have experiential learning access at one of these GIMG/partner enterprises.	Enough enrollment to support the Helms College investment. More skill trades offered in the school of trades.
Helms College - Well attended school in our region offering studies and degrees in high demand professions. The core will continue to be culinary and medical industry careers. The school may have a special niche of being the culinary school of the south and might even have students living in dormitories. Still trying to decipher why the major schools closed or downsized and is there still a real opportunity and need for Helms College culinary program. Are we now the new better way to educate?!	Goodwill will establish new social enterprises that provide a more diverse mix and a greater number of employment opportunities for the differently abled and other underserved populations. Helms College would have a wider array of sustainable programs in its portfolio and offer greater financial support to the more economically distressed populations that could benefit from the learning opportunities.	A world class hospitality division, who can set the trend for other goodwill regions to follow. Supporting other organizations who share our mission, being leaders for public support model. having joined fundraising events, community events hosted by Goodwill , bringing communities together. Students learning skill trades to support products being sold through our retail stores.
Retail stores humming along, including in outlying areas, providing more funding to support career services and student scholarships.	Helms Career Education (HCE) will have a portfolio of short-term industry credential training programs designed to meet the training and education needs of job seekers at all levels. Where applicable, HCE programs will create a stackable pathway into HC degree programs and/or offer higher level industry credential training for career progression.	Enough enrollment to support the Helms College investment. Skilled trades (sheet metal fabrication) supporting RFB employment. New Helms campuses at Oconee, Aiken, and Warner Robins.
Helms College is the dominant product.	There will be over 100 Helms Career Education industry certification programs (funded primarily by philanthropic contributions) being offered to unemployed/underemployed individuals and to employees of companies, with 50% of these credentials stackable into a degree program at Helms College.	Helms College can be a premier Culinary College in Georgia if we would adhere to the plans in place from 2018 prior to expanding to new ideas. Additional financial support is desperately needed in a number of areas if we are to attain this but it is very much possible.
Double the number of students and shorter enrollment.		Promising future....if we focus.
Campus expansion to Lake Oconee.		
Trade school type classes could outpace culinary classes.	Goodwill will establish new social enterprises that provide a more diverse mix and a greater number of employment opportunities for the differently abled and other underserved populations.	Our public facing venues will be known for their social impact as well as their value to the customer. This will drive more opportunities our way.
Internet sales is a significant percentage of the business.		Helms College could also serve as a great option for students looking into non-culinary programs such as allied health and trades.