

#FUTUREFOCUSED

2021
ANNUAL REPORT



Horizon
Goodwill Industries

GREETINGS

Dear Friends of Goodwill,

Horizon Goodwill Industries has maintained a resilient and innovative response to the continuously changing conditions brought on by the COVID-19 pandemic. Through the dedicated efforts of our over 500 employees, Board of Directors, and community partners, we continue to increase our ability to provide impactful and holistic services that help address the many barriers to successfully obtaining and maintaining employment.

We recognize that members of our communities face many challenges that too often result in a lack of access to opportunity. Our purpose and our practice focus on identifying the potential within each person and walking alongside them until they achieve it. Increasing equitable access to employment is the RIGHT thing to do, particularly for those who have been historically marginalized.

Within this report you will get to know the remarkable successes of individuals who have participated in our programs. We also recognize and share our appreciation for the organizations, businesses, and visionaries who help bring our mission of “Removing Barriers, Creating Opportunities” to life. Please join us in celebrating these accomplishments and partners!

Our collective ability to impact and change lives is only possible through the continued support of donors, shoppers, businesses, and mission partners who believe as we do: that equitable access to work lifts individuals, families, and communities out of poverty and into prosperity. On behalf of those we serve, thank YOU for your ongoing support of our mission.

Together, we are #FutureFocused.

Yours in hope,



David Shuster, Ed.D., CE
President and CEO



Ron Bowers
FY21 Board of Directors Chair

AWARD RECIPIENTS



EMPLOYER OF THE YEAR

Oscar's Restaurant
Cumberland, MD

The Employer of the Year award recognizes an employer who has demonstrated outstanding support for assisting individuals by hiring program graduates or otherwise contributing to greater outplacement of program participants through their partnering with Horizon Goodwill Industries.

Oscar's is a locally owned restaurant whose owner has partnered with Goodwill to accept referrals for individuals looking for competitive employment, no matter their background or barrier. Oscar's works with Goodwill to offer employment and training opportunities to individuals in our community. By offering gainful employment and providing on-the-job training to develop marketable job skills and career advancement, Oscar's stands out as a small, local business that is willing to employ individuals with significant barriers that are receiving services through HGI. They are a Summer Youth Program Community Partner, an employer of 1 program participant during 2021 as a referral from Goodwill's Job Training Program, and a partner as a future employer for upcoming program participants.

Maryland. Many of their clients are referred through the court system. AHEC West has provided HGI with dedicated office space to meet with folks, allowing us to be more accessible and efficient. Their office is located downtown, within walking distance from the mission, courthouse, and YMCA. They have also invited us to be a part of Healing Allegany, and their outreach and Street Team events. AHEC West has welcomed us into their family and has gone above and beyond to promote and collaborate with HGI. They truly embody the word teamwork and have demonstrated true dedication to serving our community.



BUSINESS PARTNER OF THE YEAR

Maryland Works Inc.
Columbia, MD

The Business Partner of the Year award is given to a company or organization that has partnered with Horizon Goodwill Industries through a contractual relationship and shown a significant benefit to our clients by providing work opportunities for the individuals we serve.

Horizon Goodwill Industries and Maryland Works have a mutually beneficial relationship. Maryland Works acts as a liaison between the State of Maryland's Service Procurement agencies and various non-profit agencies that offer supported employment services to individuals with barriers to employment. They assist in providing advocacy and administrative support to non-profit agencies like ours, who then execute contracts across the state, with a variety of state agencies, in numerous different business lines. Maryland Works partners with Horizon Goodwill Industries to create work opportunities for the populations our agency's mission works to serve. In addition to creating work opportunities, the operational surplus of these contracts is used to help fund our mission's workforce development and training programs. Horizon Goodwill Industries and Maryland Works currently partner on over 20 separate contracts that have annual administrative requirements. In 2021, we saw several projects request increased levels of service. In all cases, we were able to partner with Maryland Works to reach concurrence with State customers and offer additional work opportunities to our program participants.



MISSION PARTNER OF THE YEAR

Maryland Area Health
Education Center (AHEC) West
Cumberland, MD

This award recognizes a business or organization that provides aid or has otherwise supported Horizon Goodwill in its efforts to assist individuals with overcoming barriers to employment, thereby helping Goodwill fulfill its mission.

AHEC West's re-entry center refers many people to our services to assist with housing and employment. Their employees are devoted to helping individuals without housing and employment to connect to programs and community resources to assist in their recovery. They spearhead Healing Allegany, which focuses on providing prevention, treatment, and recovery services to Western



MASSEY H. ROE MEMORIAL SERVICE AWARD

Steven T. Youngblood, LCSW-C
Child Welfare Program Manager
Washington County
Department of Social Services
Hagerstown, MD

The Massey H. Roe Memorial Service Award was established to honor an individual or organization that has made a significant contribution to building bridges between groups in order to foster cooperation or collaboration and thereby improve the quality of life for the citizens of their community.

HGI has had a long relationship with the Washington County Department of Social Services (WCDSS), collaborating to serve our shared participants. This relationship went to another level in 2021, thanks to the tenacity of Steve Youngblood. Steve is Child Welfare Program Manager at WCDSS. In his role, Steve works closely with youth in the foster care system, preparing them for life beyond care.

In 2021, Horizon Goodwill expanded our services for Young Adults to add emergency housing to our Young Adult Solution Center Program. Within days, all ten beds were full. We quickly realized that many of these young people were former foster youth. Without hesitation, Steve jumped right in to help. He advocated for state resources to support these individuals during their stay and was vital in helping to secure vouchers for permanent housing for several of these young adults. Steve's support did not stop there; he has opened doors with both local and state agencies to support the further expansion of our programs. HGI has been lucky to have Steve as a collaborator over the last 12 months, but more importantly, our kids are lucky to have a champion like Steve who fights daily to make sure that tomorrow is better than yesterday.



BENNETT S. RUBIN GRADUATE OF THE YEAR

Kara Armstrong
Hagerstown, MD

The Bennett S. Rubin Graduate of the Year award honors an individual who has demonstrated outstanding achievement in overcoming barriers to attaining and maintaining employment by completing a Horizon Goodwill Industries program of services and obtaining competitive employment.

Kara has demonstrated a commitment to overcoming obstacles and has been served by the housing navigation team, workforce development team, and business service teams. Kara Armstrong came to Horizon Goodwill in a major time of need — unemployed, struggling with addiction, and actively panhandling. After ending an abusive long-term relationship, she also found herself homeless. She contacted Horizon Goodwill, and she was placed in our Adult Shelter Program. She has made tremendous progress. She has gotten clean from her drug of choice, learned to create and maintained a budget, and taken care of many things in her past that may have been holding her back. Kara obtained and has been extremely successful in her position at Goodwill, where she started in June as a Custodian. She was promoted in October to a Crew Lead and promoted again to a supervisor in January. To reach her goal of permanent housing, Kara has been able to pay off outstanding fines with the Maryland Department of Motor Vehicles and get her driver's license back, which played a huge role in her promotions within Goodwill. A truly impressive story that epitomizes what this award stands for.



ACHIEVER OF THE YEAR

Satchella East
Winchester, VA

The Achiever of the Year award honors an individual who has made significant progress in overcoming barriers to employment, education, and/or basic needs while accessing Horizon Goodwill services.

Satchella grew up in Jamaica and immigrated to the United States a few years ago. She lived in New Jersey for a few years and decided to move because of the crime and drug problems in New Jersey. She found herself living in a shelter in Winchester, Virginia, but without a job and four children. She heard good things about Horizon Goodwill and made her way to our Mission Office where she met with one of our caseworkers. After completing her paperwork, she went through the On The Job training program and then was hired as a Core employee, all while moving from a shelter into her own place. English is her second language, and she also had to learn our bus system. Lacking daycare, HGI worked her work schedule around the kids' school schedule. She now works as a floor associate at the Winchester, Virginia, Horizon Goodwill Store and has an apartment, a car, and a steady income. The future is now looking great for Satchella. Her perseverance and desire to better herself for not only her own future, but that of her children, makes her a great example of what an Achiever of the Year stands for.



CHUCK S. ROBINETTE SPIRIT OF GOODWILL AWARD

Heather Detrick
Cumberland, MD

This award honors an individual with disabilities who has shown great progress and accomplishment in independent functioning and participation in the community. Their exceptional hard work and perseverance display a true Goodwill "spirit" in overcoming barriers.

The most challenging obstacle that Heather faced during 2021, like many of us, was the challenge she experienced with COVID-19. She dealt with a lot of fear about working around others and possibly contracting the virus. At times, it affected her mental health and she struggled, including being physically sick as well. Heather also receives outreach services along with her employment services

through HGI. Due to the pandemic, her staffing hours were greatly affected, causing anxiety and feelings of isolation at home, and disconnection from her social life.

She is appreciative of the natural support she has in her life and the ongoing support through her DDA services. She has learned how to help others, whether it be on the job and being a mentor, or offering kind words of support if someone is having a bad day. This truly shows the type of person Heather has become, and through her kind spirit, the impact she wants to make on others' lives.



YOUNG ADULT ACHIEVER OF THE YEAR

Mariah Ford
Hagerstown, MD

The Young Adult Achiever of the Year: This award honors an outstanding young adult aged 18-24 who has made significant progress in overcoming barriers to employment, education, or basic needs while accessing services at Horizon Goodwill's Young Adult Solution Center.

Mariah entered the Young Adult Solution Center for services a year ago at the age of 21. She was 6 weeks post labor and learning to be a new mother while struggling with lack of employment and regular housing. Mariah was greatly impacted by the COVID-19 pandemic, where she lost her biggest support, her mother, who passed after contracting COVID-19. This left her homeless, creating her greatest barrier to date. We immediately moved Mariah into our shelter program, giving her a place that she could call "home." She began working with our Youth Outreach Case Managers on getting her daughter into Head Start, creating a resume, and applying to jobs, all while coming regularly to the center for healthy social interactions with other young moms.

With her Case Manager's support, Mariah got a full-time job with a local distribution center where she gained self-worth and the determination to secure her very own apartment for herself and her daughter. Most recently, Mariah was selected by Horizon Goodwill Industries for a 1-year apprenticeship where she will gain knowledge and become a Certified Community Health Worker, creating numerous job opportunities for a successful career to support her and her daughter. We are amazed by Mariah's positive outlook, drive, and persistence in the face of enormous challenges. Her resilience inspires us and reminds us of the difference a loving and supportive community can make for the Young Adults we serve.

2021 IMPACT

14,374,376

POUNDS OF DONATED GOODS PROVIDED:

YOUNG ADULT SERVICES

153

SERVED IN
HGI PROGRAMS



72

SHELTERED



19

PERMANENTLY
HOUSED



ADULT HOUSING SERVICES

169

SERVED IN
HGI PROGRAMS



63

SHELTERED



20

PERMANENTLY
HOUSED



EMPLOYMENT SERVICES



152

INDIVIDUALS SERVED



65,480

HOURS WORKED



\$872,378

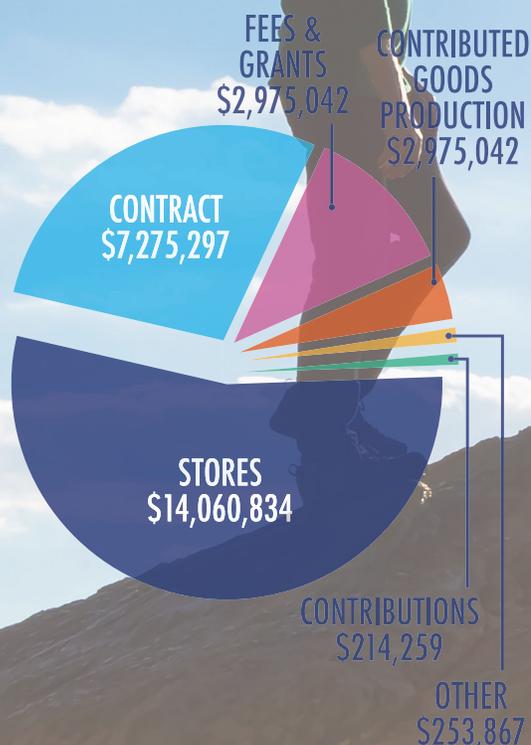
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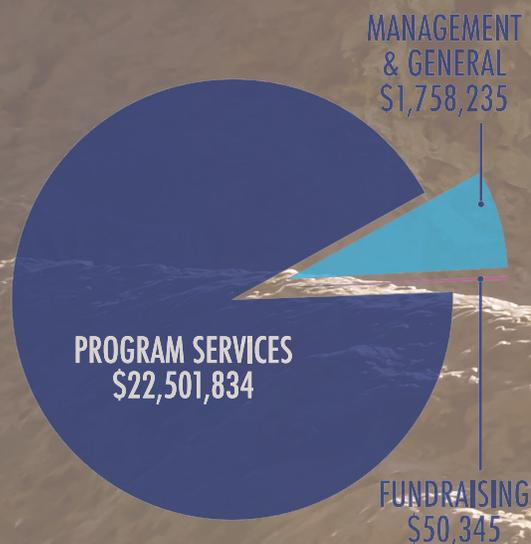
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FINANCIALS

REVENUE



EXPENSES



HAGERSTOWN GOODWILL INDUSTRIES AND AFFILIATE Combined Statements of Financial Position December 31, 2021

ASSETS

Cash and cash equivalents - without restrictions	\$2,501,336
Cash and cash equivalents - with restrictions	50,000
Investments	2,148,880
Accounts receivable, net	1,183,615
Inventory	360,607
Prepaid expenses	376,838
Security deposits	58,267
Operating lease right-to-use assets	6,479,312
Financing lease right-of-use assets, net	490,509
Land, buildings, vehicles and equipment, net	6,296,281
TOTAL ASSETS	\$19,945,645

LIABILITIES

Accounts payable	\$994,541
Accrued expenses	1,115,925
Deferred revenue	25,000
Operating lease obligations	6,555,152
Financing lease obligations	512,553
Notes payable	1,800,698
TOTAL LIABILITIES	11,003,869

NET ASSETS

Without donor restrictions	
Undesignated	8,226,420
Designated	665,356
With donor restrictions	50,000

TOTAL NET ASSETS	8,941,776
TOTAL LIABILITIES AND NET ASSETS	\$19,945,645

HAGERSTOWN GOODWILL INDUSTRIES AND AFFILIATE

Combined Statements of Activities and Changes in Net Assets

Year Ended December 31, 2021

	Without Donor Restrictions	“ With Donor Restrictions “	Totals
PUBLIC SUPPORT AND REVENUE	\$164,259	\$50,000	\$214,259
FEES AND GRANTS FROM GOVERNMENT AGENCIES	2,957,042	-	2,957,042
PROGRAM SERVICE EARNED REVENUE			
Contributed goods production	1,074,456	-	1,074,456
Stores	14,060,834	-	14,060,834
Contract	7,275,297	-	7,275,297
Total PSE	22,410,587	-	22,410,587
OTHER			
Interest and dividend income	47,691	-	47,691
Net unrealized and realized gains on investments	149,403	-	149,403
Miscellaneous income, net	56,773	-	56,773
Total Other	253,867	-	253,867
Total Revenues	25,785,755	50,000	25,835,755
EXPENSES			
Program Services			
Contributed goods production	2,089,633	-	2,089,633
Stores	11,793,289	-	11,793,289
Contract	6,107,619	-	6,107,619
Employment services	2,511,293	-	2,511,293
Total Expenses	22,501,834	-	22,501,834
MANAGEMENT AND GENERAL			
Fundraising	1,758,235	-	1,758,235
Total Expenses	50,345	-	50,345
Total Expenses	24,310,414	-	24,310,414
Change in Net Assets	1,475,341	50,000	1,525,341
NET ASSETS, BEGINNING OF YEAR	7,416,435	-	7,416,435
NET ASSETS, END OF YEAR	\$8,891,776	\$50,000	\$8,941,776

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The effects of the COVID-19 pandemic continue to be present in our everyday lives and will likely linger for some time into the future. We know that over the last year the challenges faced by those within our communities have only increased. The removal of barriers to employment and providing equitable access to opportunities will continue to be needed for both individuals and businesses to thrive. As Horizon Goodwill enters our 67th year of operation, we look forward with a focus on programmatic and operational innovation:

MISSION INTEGRATION – RESOURCE COORDINATORS

Every day individuals encounter circumstances that make it difficult or impossible to report to work. And yet it is often assumed by employers that those who have jobs have access to the resources they need to thrive. Unfortunately, our work suggests that is not the case – many working individuals and families struggle with wellbeing or access to critical needs. For this reason, Horizon Goodwill successfully integrated Resource Coordinators into our Human Services team during 2021. These professionals serve as a resource for our employees, helping to resolve issues that are not the realm of traditional human resources but may prevent employees from being successful at work. In the first partial year of this program, over 20% of Goodwill employees were served.

BUSINESS INNOVATION – GOOD FREIGHT

Continuously seeking new opportunities to create jobs and generate revenue is a foundation of our ongoing operational strategy. Leveraging our internal logistics and material handling experience, we launched a commercial freight hauling business, Good Freight, in 2021. With regional and over the road transportation capability, we are helping address a critical infrastructure need, providing a pathway to commercial driving employment, and generating additional revenue to support our mission and human services programs.

MISSION EXPANSION – CRITICAL RESOURCES

The pandemic highlighted significant gaps in access to critical resources such as food, housing, healthcare, and transportation that exist across our territory. Lack of access to these resources negatively impacts employment and the ability to move from surviving to thriving. Building on the substantial emergency grant funding and experience gained during the height of the pandemic, we have continued expanding capacity with our partners to provide access to food, housing, and healthcare needs across our region. The absence of these resources is for some an even greater barrier to accessing work than a lack of education, training, and skills. Our “Health Hub” pilot project will restore access to critical services, combining a grocery store, free healthcare clinic, and workforce program services under one roof in downtown Hagerstown.

BOARD OF DIRECTORS

2021 – 2022 BOARD OFFICERS

Ron Bowers, Chair

Retired, Mack Truck

Dustin Watson, Vice Chair

Vice President, Commercial Services Manager,
Middletown Valley Bank

F. Christian Wright, Immediate Past Chair

President, Wright-Gardner Insurance

Mike Zampelli, Treasurer

COO, Associated Radiologists

Sarah Rock, Secretary

Branch Manager, United Bank

BOARD MEMBERS

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Regional Manager, MD State Dept. of Education

Mike Bard

Owner, Buchanan Commercial Properties

Sila Alegret-Bartel

President, International Corporate
Marketing & Training (ICMT)

Bill Gaertner

Founder, Gatekeepers

Aaron Peteranecz

President, Design Method Group

Laura Lowry

Community Office Manager, F&M Trust

Heather Hurst

Assistant Professor,
Frostburg State University

Gus Shahrooz

Entrepreneur

Josh Repac

Vice President, Meritus Health Revenue
Cycle & Clinical Support Services

Marion Mitchell

Retired, Elementary Education

Paul Frey

President & CEO, Washington County
Chamber of Commerce

John Krowka

Owner, Kensho Farms

Sandy Hamilton

Director, Berkeley County
Development Authority



Title sponsor



Platinum



Rental
Leasing
Logistics



Gold



Silver



Bronze

