



2018
REPORT
TO THE COMMUNITY

Dream

Believe

Hope

Goodwill

Horizon Goodwill Industries

Maryland ■ Pennsylvania ■ Virginia ■ West Virginia



MISSION

Removing Barriers, Creating Opportunities

VISION

Helping people realize and achieve their full potential through the dignity and power of work.

VALUES

PASSION



Have a **PASSION** for your purpose. We acknowledge that all we do has an impact on others. We look forward each day to the amazing outcomes we create.

CHARACTER



Make **CHARACTER** your cause. We are honest with ourselves and each other. We act responsibly and follow through on our commitments. We strive for the highest quality of service and seek continuous improvement.

CELEBRATION



Make time for **CELEBRATION**. We take the time to honor and celebrate our success and those of our partners. We acknowledge that all accomplishments are meaningful.

SERVICE



Seek opportunities for **SERVICE**. We are a mission based, people focused organization. Our purpose is to assist others in sharing the fullness of life. We are constantly pursuing ways to serve others in their quest for self-actualization.

COMPASSION



Have **COMPASSION** for others. We demonstrate sincere and genuine concern for others. We act with kindness and treat others with dignity. We are empathetic to the needs and feelings of others.

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2018 FRIENDS OF GOODWILL



2018 was a year marked by **success, challenge, and change** for Horizon Goodwill. Most notably, we found success in positively impacting 7,467 individuals in Maryland, Pennsylvania, West Virginia, and Virginia through our workforce development programs. Our leadership changed, as John McCain, CEO since 2015, departed the organization in September, and was replaced by David Shuster after a nationwide search that concluded in early 2019. Throughout this transition, our commitment to assisting individuals realize their **full potential** and obtain **meaningful employment** remained at the forefront of our operations.

With the help of our community partners, we expanded our **Get Onboard!** job readiness program across our territory, graduating 384 participants. Our collaboration with community colleges in each of our communities was enhanced by creating an opportunity to earn the **ACT WorkKeys National Career Readiness Certificate**. Additionally, we began offering two new programs: **Get Ready!** and **Get Skilled!** which are aimed at career exploration and preparation for individuals with disabilities and youth respectively.

Ultimately, these efforts led to 129 individuals obtaining employment at an average wage of \$12.46 per hour, working an average of 37 hours per work, and 67% were eligible for benefits within 90 days of hire.

Our efforts to **Remove Barriers and Create Opportunities** would not be possible without the mission-integrated contributions of our Donated Good Retail and B2B Business Services. Together, our social enterprises offered 325,783 hours of paid work experience to 572 people and paid \$4.1 million dollars in wages to individuals experiencing barriers to employment during 2018.

Shoppers made just under **900,000 visits** to our stores in 2018, which fell short of our goal of 1,000,000. Retail enhancement efforts begun during the 4th quarter including changes to our sales format and merchandising efforts demonstrated positive results, which promise to carry us into a stronger 2019 performance. Throughout 2018, Donated Goods staff continued to operate with a continuous improvement mindset, seeking ways to enhance efficiency, safety, and sales throughout all aspects of the workflow. One such enhancement is the conversion of lighting in all stores to energy efficient LED fixtures. This initiative promises to **enhance our sustainability** efforts by reducing our electrical consumption while also improving the overall shopping experience.

In December our first **Outlet store opened** in Hagerstown, providing a unique “pay by the pound” shopping opportunity designed to capture value from items that did not sell in regular stores and ensure that maximum value is derived from every donation. Complementing the Outlet and regular stores, our e-commerce sales on the shopgoodwill.com platform grew 32% in 2018, selling over \$500,000 in merchandise.

Our contract Business Services **continued to grow** in 2018, adding 13 new customers coupled with overall revenue growth of 10%. We launched a specialty floor care team to support our environmental and facilities services business lines and cultivated employment relationships with several new businesses including Caldwell Manufacturing and AC&T. These efforts highlight the diversity of business, training, and employment opportunities afforded to participants in our programs as well as the many ways we partner to support business in the community.

Horizon Goodwill continues to **inspire hope** in the individuals and communities we serve through the power of employment and workforce development. We thank our **donors, shoppers, and community partners** for your contributions and collaborations that allow us to fulfill our mission to Remove Barriers and Create Opportunities. We invite you to **celebrate with us!**

Butch Adams

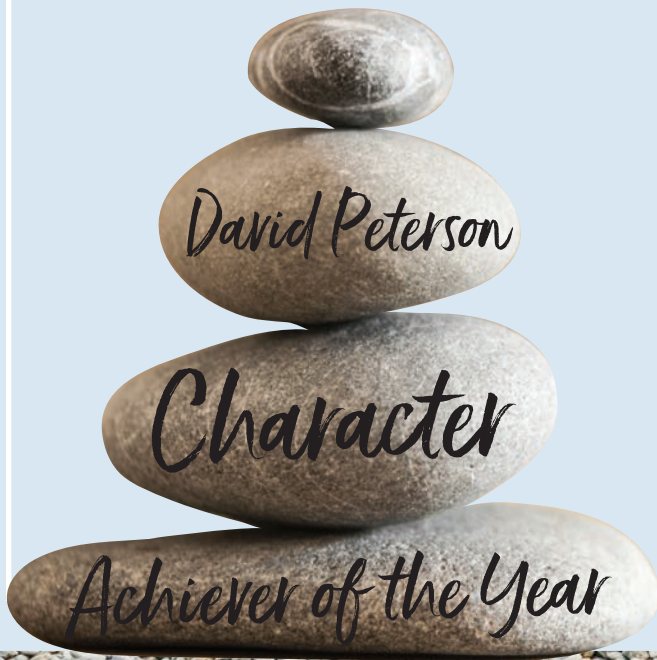
2018-2019 Board Chair

DAVID PETERSON

David began his Goodwill journey as a sorter in the Winchester, Virginia processing center. Initially he struggled with the demands of the job, having difficulty standing for long periods of time and focusing on the task at hand. He was able to follow simple one or two step directions but became confused with more detailed instruction. He was completing roughly 2 racks of clothing per day, well below the quota for his position of 7 racks per day.

David found himself feeling discouraged and frustrated. Many others in his position may have chosen to give up and walk away, citing that the position was simply too hard. Not David. He chose not to take the easy route and give up. Instead he committed to working with Workforce Development staff in Winchester to help him increase his stamina and ability to follow directions with multiple steps.

Today David is completing 5-6 racks of clothing per shift, is able to work an entire shift with minimal breaks, and can follow multi-step directions. Through his persistence, David has become an asset to the processing team in Winchester. He is an advocate for others that are just starting out and facing similar challenges. He provides encouragement to not to give up and to use the team around them for support. David's willingness to use his resources to develop his job skills while never giving up is a true testament to the Character of our Achiever of the Year.

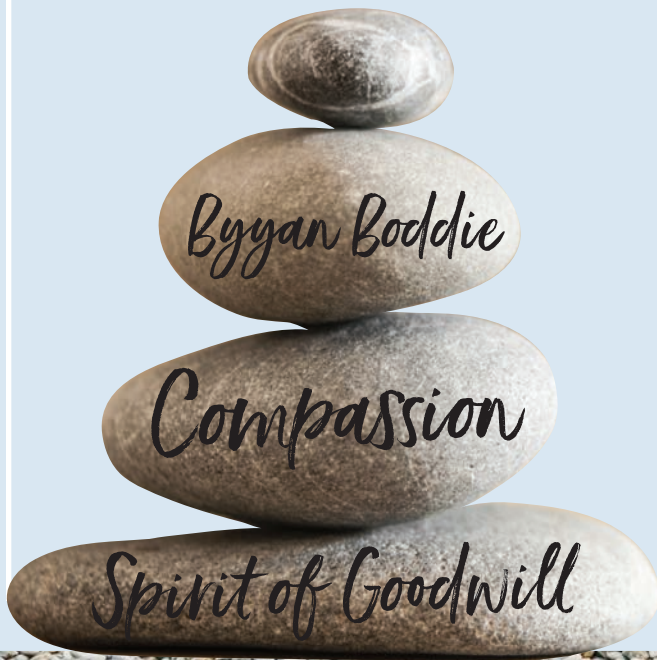


BYYAN BODDIE

When a new client starts work on our recycling contract with ATK and IBM in Cumberland, they are quickly introduced to Byyan Boddie. He serves not only as a role model but also as a support to others that may face challenges when they begin the position. Byyan is empathetic to the needs of others and offers support whenever it is needed without being asked. As a result of his caring spirit, his role at Goodwill has expanded to include providing training to new employees on the contract.

Staff share that people in the community know Byyan by name and are always smiling when they see him. Byyan demonstrates an infectious enthusiasm that makes each person he meets a little bit happier because he genuinely cares about them. He has a quick response with a hearty pat on the back and enthusiastic "Great Job"! Byyan strives to treat others with dignity, as evidenced by his greeting on bended knee a peer that uses a wheelchair and cannot stand to greet him.

During 2018, Byyan learned to adjust to changes in his day to day interactions. He stepped up to overcome personal trials through self-awareness exercises that focused on accepting and demonstrating compassion for his peers who have different beliefs and values. He has learned to serve not only as an advocate for himself, but he strives hard every day to advocate for others and help them be the best they can be. His genuine concern for others in his work at ATK/IBM in the recycling program, in his community and in all his relationships makes everyone around him better. His spirit and compassion remind us all to take a step back and look at what WE can do every day to show kindness and dignity to others.



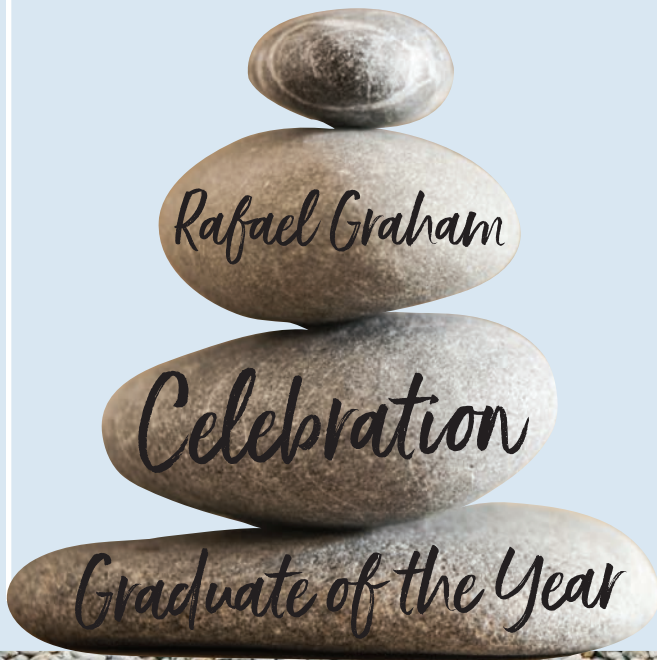
RAFAEL GRAHAM

From the moment Rafael began the Get Onboard! job readiness training class, his spirit of celebration stood out. When asked during class what type of employment he would seek when he completed the class, Rafael stated he didn't care what it was: he would do it, be grateful, and have a smile on his face every day. Rafael had spent much of his adult life struggling with addiction and was now taking the steps necessary to take control of his life. True to his word, upon graduation Rafael took a position in the Goodwill paid work training program and came to work faithfully and always with a smile.

Rafael's work ethic and positive attitude made him stand out in the training program and soon he was recommended for a permanent position on one of the Goodwill custodial crews. Rafael continued to address his personal needs during this time as well, reconnecting with his family and building a positive support network in Washington County.

In the fall of 2018 Rafael began a PT position with FedEx Ground in addition to his role on the Goodwill custodial crew. They immediately noticed Rafael's infectious spirit and hired him on as a full-time employee.

Rafael remains connected with Goodwill and now gives back as a guest speaker to the Get Onboard! job readiness program participants. He encourages others to take advantage of what Goodwill has to offer them, he tells them to follow through, do the hard work, and of course to keep a smile while they do it.



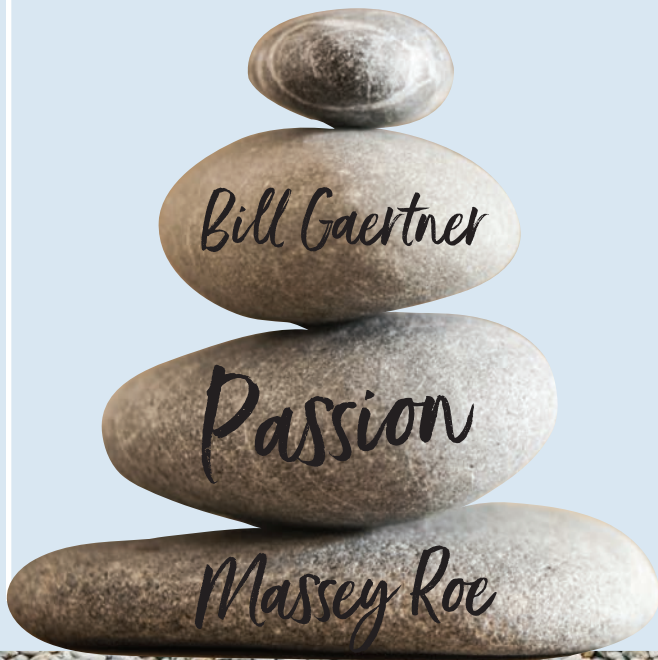
BILL GAERTNER

Passion is defined as a strong, barely controllable emotion. In his time as an NCAA Men's Basketball Coach, as a Tech Leader, and now as a Re-entry advocate, Bill Gaertner has demonstrated he is the definition of passion.

Bill arrived in Washington County upon his release from incarceration in 2013, and immediately put his passion to use, developing a re-entry coalition to better serve other citizens returning to the area from prison. Bill pulled together federal, state, local, and non-profit agencies to collaboratively address the needs of returning citizens and ensure a brighter path for those returning to the county. Bill is a fierce advocate for re-entry program funding, making frequent trips to Annapolis to testify on behalf of returning citizens.

Bill has been instrumental in earning recognition for the work that is being done in Washington County as a best practice across the state of Maryland. His Gatekeepers office has hosted the State Secretaries of DLLR and Commerce, State Judges, and local politicians, all of whom have expressed the desire to see the model Bill facilitated in Washington County replicated in other parts of the state.

Horizon Goodwill has been lucky to have Bill both as a member of our Board of Directors and an advocate for Workforce Development throughout the community. Bill has made sure that Goodwill is represented at the table during those visits from change makers to his Gatekeepers office. Additionally, he has been instrumental in ensuring that each visitor takes a moment before leaving town to stop in and visit the Get Onboard! class in action.



ENVIRONMENTAL SERVICES LEADERSHIP TEAM

At Goodwill, overcoming barriers to employment is our goal! We work tirelessly to ensure the individuals we serve have the tools they need to get their foot in the door and earn a paycheck. As important as that is, what truly transforms lives is sustained employment and hope. Without sustained employment it is very easy for people to fall off track and find that the barriers that kept them out of the workplace initially have returned.

So, what is the secret to sustained employment? Often it comes down to having a supervisor that cares, shows you respect, and keeps you motivated. Everybody needs someone to turn to that will make them feel supported on the job. We at Horizon Goodwill Industries are lucky to have some of the best supervisors and managers in the business! This year we are recognizing the individuals that comprise our Environmental Services Leadership Team with the Team Spirit Award!

Project managers Shirley, Ruth, Tammy, Debi, and Diana make sure that their staff have all the tools needed for long term success. Beyond providing the chemicals and equipment required for the job, these leaders also provide their employees with patience, understanding, and respect that help them reach their personal and professional goals. Regional Managers Matt and Cindy support their various crews and Project Managers daily. They are always willing to facilitate job site issue resolution, help individuals to overcome personal barriers, and sometimes simply being available to listen makes them feel supported. Lori oversees the entire Environmental Services division and is just as happy to assist her direct reports as she is to work directly with line staff. She understands that true respect does not discriminate based on a person's title. Her empathy and kindness exemplify what leading from top down looks like.

These team members are the backbone of the custodial department and exemplify our values.

With each location having such a diverse group of people ranging from veterans, to individuals

with significant disabilities, to those fighting addiction, as well as a variety of other barriers, they embody the Goodwill Movement.

As a collective group, they inspire and provide hope for a better tomorrow for all of those we serve. We are extremely fortunate to have them on our team and are so excited that they are receiving this recognition!



2018 EXCELLENCE STORIES



We are MORE THAN JUST A STORE!

It's called the More Than Just A Store tour because most people THINK that Goodwill® is just stores and donation centers,

and that we do something vaguely good for the community as a byproduct -- or something along those lines. (Good is in the name, so it must be good!) In order to better share our mission and impact with the community, a team of board members and staff developed an incredibly successful one-hour engagement opportunity that shares "what we do here" with interested participants.

The tour asks participants to consider our mission: Horizon Goodwill Removes Barriers and Creates Opportunities. To remove barriers, we currently train more than 375 people per year with our Get OnBoard! two-week job readiness class, which prepares people for the world of work. Learning the components of success is only the first step, as there is no substitute for real-world work experience. Our business lines, including retail stores, commercial cleaning, shredding, and distribution, create work opportunities for 800 people every year. After classroom training and work experience, we work with employers and job-seekers to help people find the right job, one that is self-sustaining and serves as the launching pad to career level success and meaningful employment for over 125 people each year.

In 2018, we gave 35 tours sharing these amazing success stories with over 240 members of our community. This has created more awareness of the Horizon Goodwill Industries mission, begun partnerships and collaborations with education and business partners, and created more success for our program participants!

Digital Champions/Literacy Volunteers, Winchester Area

In 2018, Horizon Goodwill became one of several Goodwills from across the county to partner with Goodwill International and Google to increase the digital literacy skills of the persons served in our workforce development programs as well as our own employees. This opportunity provided Horizon Goodwill with a three-year grant to support the effort. In our southern region, our Mission partner of the Year, Literacy Volunteers of the Winchester Area has supported this effort by offering both classroom space and instructor support.

By focusing on gaps in digital competencies that we saw across our job training programs, a Basic Digital Skills class was developed and offered across our territory. This program introduces participants to the basics of computer hardware, email, document creation/sharing, and internet safety. In 2018, our retail stores transitioned to a web-based point-of-sale system, providing an opportunity for sales associates and cashiers alike to receive training and experience using cutting edge sales technology. In late 2018 efforts began to expand email access to all employees and we will roll out the NorthStar digital literacy platform in 2019, allowing free access to this online digital literacy training resource to employees and job seekers alike.



2018 EXCELLENCE STORIES

[Continued]



Hope

Community College Partnerships

At Horizon Goodwill we have been blessed to have partnerships with the Community Colleges in the regions that we serve. Program growth in the 2018 saw these relationships grow from great to A-M-A-Z-I-N-G. Our community college partners in Maryland; Allegany College of Maryland (ACM) and Hagerstown Community College (HCC) provided instructor time to facilitate the adult basic education curriculum during our Get Onboard! classes. Additionally, they offered TABE (Test for Adult Basic Education) testing to provide learners with a baseline of educational competencies and needs.

ACM continued to offer GED classes onsite to program participants at our Cumberland location, while HCC hosted our first ever Goodwill onsite GED cohort. In our southern region, Lord Fairfax Community College (LFCC) continued to provide access to their GED programs as well as the Master Trades program that is co-located at Goodwill's Cole Lane facility.

Our partners at Blue Ridge Community and Technical College took on what would prove to be a trailblazing project with the Goodwill Workforce Development Team in West Virginia, offering the NCRC WorkKeys Assessment to Get Onboard! job readiness program participants. This nationally recognized assessment results in the National Career Readiness Certificate, which is recognized by employers as a benchmark of job-seeker ability. This program launched in May of 2018, had 50 participants by years end, and saw 11 participants enroll in further college programs as a result of their participation. Maryland and Virginia programs will use our model to implement in other territories in 2019. Our four community college partners are critical in helping our job seekers assess their education and career readiness, as well as making the bridge to additional education and training opportunities.

2018 IMPACT

SERVICE

People served: **7,467**

Hours of volunteer, community service, and internship work: **6,029**

REMOVING BARRIERS

Get OnBoard! Graduates: **384**

Paid Work Experience
Participants: **572**

Financial Literacy Participants: **420**

Forklift certifications: **33**

Applications for expungement
submitted: **955**

JOBS

Job Placements: **129**

Average Wages per hour: **\$12.46**

Average Hours per week: **37**

Goodwill Wages paid to individuals
w/barriers: **\$4,104,184**

2018 BOARD OF DIRECTORS



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