

# 2020

## ANNUAL REPORT

HORIZON GOODWILL INDUSTRIES

19-20

#FUTUREFOCUSED

TRANSMITTING...

MESSAGE FROM THE CEO

Horizon Goodwill entered 2020 with energy and hope for our planned strategic objectives. Looking back, we were off to a great start: the month of March began with three record-setting sales days at our new Winchester location. Yet the month ended with our retail and workforce operations brought to a halt and almost 50% of our team furloughed due to mandatory pandemic closures. The remainder of 2020 is a story of persistence, resilience, and innovation.

The ability to adapt and innovate in a volatile, uncertain, complex and ambiguous environment quickly became paramount. We embraced a “for-profit” mindset by holding our mission, vision, and values as our north star while continuously scanning the horizon for challenges and opportunities. Rapid innovation evolved as our organizational leadership style, built on creativity, listening to each other, utilizing data and evidence for decision making, and “watching for where the snow is melting.”

We learned how to lead and operate in a virtual and remote environment. While not a perfect solution, these platforms for learning, communication, and collaboration will remain embedded in our service culture to varying extents. We will leverage these systems to enhance our workflows, training, and connectivity across our territory. While these tools provide certain advantages, they have highlighted the digital divide encompassing both skills and access that exists across our region.

We recognized and embraced the equity challenges brought to light by the pandemic. Our mission has always been centered on equity, and we identified the need to be more intentional in our work. Systemic lack of access to opportunity and basic needs such as housing, food, and transportation exists across our territory and presents a significant barrier to many on their path from crisis to stability and thriving. Our work in this area will be significant and ongoing.

Our services pivoted to help address these needs as we found opportunities. In some communities, our teams assisted with food drops and meal deliveries. In others, we provided temporary shelter for the homeless. Arranging transportation for those still employed but unable to get to work became an essential activity. Custodial services were increased to provide COVID-19 mitigation at the request of our customers. The Burhans store reopened as a \$1 store to meet community needs.



ID: DAVE SHUSTER

ACHIEVER   FUTURISTIC   INPUT  
STRATEGIC   IDEATION

Our focus on advancing human capability and mission integration has never been more acute. Improving our own practices to better identify, develop, and engage a diverse group of talent is of paramount importance. Identifying and eliminating archaic barriers to success within our organization is an immediate priority of this work. We aspire to build hope and instill a growth mindset in every individual we interact with as a core component of our mission.

We learned that we are imperfect and the importance of leading with grace and empathy. We celebrate with you that we have not only survived a pandemic but have done so while finding new and different ways to thrive despite adversity. Horizon Goodwill navigated 2020 and addressed the impacts of the COVID pandemic the way we would any barrier: by finding our way over, under, around, or through built on our unrelenting hope for a better tomorrow and an eye towards creating opportunity. We remain, as always, #FutureFocused.

-David Shuster, CEO



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LOADING...

OUR IMPACT

10,354,743

POUNDS OF DONATED GOODS RECEIVED  
THAT SUPPORTED:

INFOGRAPHIC HERE

INFOGRAPHIC HERE





RETRIEVING...

# AWARDS RECIPIENTS

Just months before the 2020 Awards Banquet, the COVID-19 Pandemic hit the country, and like so many other events around the world, the awards dinner was canceled. Because of that, we were not able to acknowledge the winners in the usual manner. Even this year is not 'normal' but we would like to recognize them in this year's Annual Report. So to the winners, a belated, but well-deserved Congratulations to the 2019 awardees!

## 2019 AWARDS RECIPIENTS

### **JAMES LEE** ACHIEVER OF THE YEAR

James transitioned from the warehouse position to Horizon Goodwill's Custodial Crew in the fall of 2019. In this new position, he flourished bringing the same dedication and joy to his workplace.

James then went on to excel in an opportunity with the custodial department at the Bowman Business Park as a part-time core employee. He has overcome so much to be a part of something bigger than himself. He is a dedicated worker who found something he loves to do with a team of people who look forward to seeing his joyful smile to brighten their days."

### **ANTONIO LAMBERT** BENNETT S. RUBIN GRADUATE OF THE YEAR

Antonio is a graduate of Horizon Goodwill's "Get on Board" job-readiness training and WEX client training programs. He is a person who is incredibly reliable and was instrumental in keeping the Attended Donation Center (ADC) at Horizon's Burhans store organized and clean. When that ADC closed, Antonio came to work at Horizon's Corporate Center as both a dock attendant and an ADC attendant. He kept the dock in impeccable order and always gave 100 percent on the job. When Horizon opened the Boonsboro ADC, Antonio's was the first name that came to mind as a person who could successfully operate the new location. He is now the Lead ADC Attendant and is responsible for opening and closing the facility.

### **INTERNAL REVENUE SERVICE** BUSINESS PARTNER OF THE YEAR

The Internal Revenue Service has been committed to renewing our contract, since 1992, therefore providing an opportunity for employees with disabilities to overcome barriers and provide a valuable service to the federal government. They have created work opportunities by providing a secure off-site location for receiving, opening, and inspecting all incoming mail. And by having our employees deliver mail to another off-site IRS building, and delivering mail to the on-site Federal childcare facility. The IRS believes in the vision of Goodwill by helping our employees realize and achieve their full potential, with dignity and respect, by providing employment with this long-term mail contract.

### **KEVIN THORN** CHUCK S. ROBINETTE SPIRIT OF GOODWILL AWARD

Kevin Thorn has been working for Horizon Goodwill at the Youghiogheny Rest Area since July of 2016. He has been a tremendous help and a hard worker since day one. Kevin works hard to clean all spaces of the Rest Area including the restrooms and will even repair sinks when parts are available. He will do all the heavy lifting and assist the public when they are in need. For example, helping with a flat tire, calling a tow truck for someone, and getting keys out of a locked car. Kevin has overcome a lot of personal barriers and has learned how to open up and communicate with his co-workers and the public.



## BOWMAN LOGISTICS EMPLOYER OF THE YEAR

In August of 2019, Horizon Goodwill began a partnership with Bowman Logistics through a temporary labor contact. Bowman needed temporary labor staffing for a large pilot program it was developing for a national brand. All the individuals that Horizon placed on this project were workforce development program graduates, and they did a great job. Bowman then ended up being awarded the contract for the national brand project based on our combined efforts on their pilot program. Our partnership with Bowman continued to grow from there. Bowman identified job opportunities for Horizon graduates in their warehouse and they requested that Horizon provide temporary labor for four additional sites so that others in the Bowman Logistics operation could have a reliable source.

## RON BOWERS MASSEY H. ROE MEMORIAL SERVICE AWARD

Ron Bowers may be not alone in his life-long commitment to building relationships for the betterment of the community, but he is perhaps unique in the tenacity with which he has done so. As a resident of Washington County, MD, his positive influence stretches across decades of public, private, military, and non-profit service. The business and community projects that have been successful due to Ron's involvement are too numerous to list, but a similar refrain of persistence and commitment to collectively tackling the issues echoes throughout his efforts. Ron joined the Board of Directors in 2013, bringing with him the steadfast belief in the organization's work to provide individuals with second-chance opportunities to thrive. During his six-year tenure, he served as Chairman from 2016-2018 and helped guide the organization successfully through two CEO transitions as well as numerous capital and service projects, including a substantial reinvestment in repairing the exterior of the 200 N. Prospect Street service center in Hagerstown.

## WASHINGTON COUNTY COMMUNITY ACTION COUNCIL MISSION PARTNER OF THE YEAR

In 2019, HGI embarked on a new adventure with the opening of the Washington County Young Adult Solution Center. The Center is focused on helping Washington County Young adults (18-24) that are not working or attending school with identifying a path forward as they transition into adulthood. The Washington County CAC was one of the first community partners to sign on to support this project offering a direct connection to their crisis case managers. Shortly after opening, we were faced with a somewhat unexpected challenge, youth homelessness. Together with the CAS, we were able to secure additional funding to rapidly house Solution Center youth providing a safe secure place to live which allowed them to focus on their future and not wonder where they would sleep each night. Through this partnership, 10 disconnected youth were placed into permanent housing in 2019.

## CHARLES BARKLOW YOUNG ADULT OF THE YEAR

At the onset of services with the Solution Center Charles was 19 years old living at the Rescue Mission. He was lacking direction and had minimal skills that would translate into employment. Charles came to the Center for help and began working to build his soft skills, he earned and heavy metal certification and began working in the WEX program in central processing. Charles was one time every day and a hard worker. As a result, he received an opportunity for a "try-out" at the South End Store. He has been working there ever since. Charles helps to take donations from customers at the door and process goods. With the help of Solution Center staff and the Rapid Rehousing Program at REACH Charles moved into his own apartment in August 2019, he has maintained his place and is current with monthly bills.

## RETRIEVING...

# 2020 AWARDS RECIPIENTS

## MARVIN DOTSON ACHIEVER OF THE YEAR

This award honors an outstanding person with a disability or other special need that has shown great progress and accomplishment in overcoming barriers to employment, while still benefiting from the Goodwill work environment.

Marvin Dotson's story is not just one of success but one of inspiration, he began his journey with Horizon Goodwill in May of 2018. After successfully completing our GET ONBOARD! job-readiness program, Marvin was offered a paid training position at the Hagerstown Processing Center.

Marvin struggled off and on to overcome addiction and finally left the program and the Hagerstown area to pursue a new way of living "a fresh start" as he refers to it.

Marvin's drive and perseverance brought him back to us in January 2020. After overcoming addiction and "making peace with his past" Marvin was ready to continue his job readiness training and seek gainful employment. He reached out to Goodwill's Workforce Development Team in Cumberland, MD where he relocated to a sober living facility. Marvin's previous experience with Goodwill left him with a feeling of acceptance and understanding. "I was always treated as an equal."

Over the next month, Marvin excelled at reaching his job skill milestones including attendance, competitive work pace, and motivation all while attending GED courses, weekly case management meetings, and daily recovery meetings! He left sober living and secured his own, personal housing. When a paid training opportunity became available at the LaVale Goodwill Store, Marvin's hard work and determination made him a top candidate for the position.

Today Marvin is continuing his education with GED classes and attending his recovery and case management meetings at the Goodwill Store, where he was hired as a full-time employee.

- Troy Brant, the Work Force Development Coordinator

## CARLOS CARTER BENNETT S. RUBIN GRADUATE OF THE YEAR

This award honors an outstanding person with a disability or other employment barriers who completed a Horizon Goodwill program of services and is competitively employed.

In 2017, Carlos came to the Resource Center in Washington County seeking assistance with reentering the workforce. He has recently been released from prison from a nearly 13-year sentence and had limited work experience and struggled to find employment. He came to Goodwill and was enrolled in the Get Onboard! job readiness program and began classes. He was an enthusiastic learner and worked hard to balance class along with his external family and community corrections responsibilities. Carlos completed Get Onboard! successfully and became a participant in the paid work training program at HGI's Corporate Center. After the completion of his training, Carlos was hired in a core position in the warehouse. In the years since Carlos has been a committed member of the production team and is always willing to lend a helping hand to help or an ear to listen to his co-workers.

- Brooke Grossman, Chief Mission Officer

## MARYLAND DEPARTMENT OF JUVENILE SERVICES

### BUSINESS PARTNER OF THE YEAR

This 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.

The Maryland Department of Juvenile Services (MDJS) was selected as the Business Partner of the Year for their desire to embrace our mission, collaborative teamwork, and for providing a growing revenue stream that goes directly to help fund our Workforce Development programs. Specific to MDJS, these contracts employ 11 individuals and provides them with reliable work opportunities and a steady paycheck.

During the pandemic, MDJS did not look to descope services and gave these individuals stability during a very tenuous period in all of our lives. Through this trying time, they reached out to us on several occasions for special projects and new opportunities.

Through this great partnership, our clients are learning skills and receiving training that will ensure they continue removing barriers to employment and thus creating opportunities for them to succeed in life.

-Brandon Marks, Director of Business Services

## MARTINS FOOD STORES

### EMPLOYER OF THE YEAR

This award is given to the employer who has demonstrated outstanding concern for people with disabilities or other special needs by hiring Horizon Goodwill graduates or otherwise contributing to greater outplacement of our program participants through their partnering with Horizon Goodwill Industries.

Martin's Food stores have been a tremendous asset to Horizon Goodwill Industries by providing training opportunities for our participants. They have provided training for specific positions within their company, not just general training. This enables the participant to have more of a possibility of being hired by the company. They embrace local youth and provide meaningful training opportunities that focus on responsibility and a positive work ethic. With a good understanding of the DORS programs that HGI partners with, the managers are all very supportive of the staff that is there to job coach. With this partnership, we look forward to future placements and giving our clients continued opportunities to gain new skills and become productive members of society, and standing on their two feet. Removing those barriers to employment and creating opportunities. The true essence of the Horizon Goodwill Mission.

- Troy Brant, Workforce Development Coordinator

## PAUL FREY

### MASSEY H. ROE MEMORIAL SERVICE AWARD

This 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.

Embracing Massey Roe's conviction that no organization can do everything by itself, Paul Frey consistently focuses on building bridges across community partners including government, businesses, and non-profits. He understands that no one organization has the resources to meet all of the needs of any specific population within the community and strives to be a builder of bridges between organizations of all types to meet those needs. He demonstrates a strong commitment to identifying win-win solutions to benefit the community in all aspects of his work, whether through his role leading the Washington County Chamber of Commerce, as a member of the Horizon Goodwill Industries Board of Directors, or his involvement with numerous other community organizations and initiatives.

One can see the impact of Paul's network-building approach through the community response to the challenges created by the recent pandemic. In addition to participation in multiple cross-sector recovery initiatives, Paul led the Chamber of Commerce in partnering with the Greater Hagerstown Committee and Leadership Washington County to initiate a series of "Cultural Conversations" with the purpose of engaging in discussion of equity issues in the local community. Recognizing a potential opportunity to achieve the mutual goals of supporting local business recovery and addressing food security, he brought forward a partnership idea he had learned of from another community. As a result of the discussion, Horizon Goodwill has been able to leverage government relief funding for purchasing meals prepared by a local restaurant to help address food insecurity while also providing financial support to a local business.

We recognize and celebrate Paul's ongoing commitment to Removing Barriers and Creating Opportunities across our region with the 2020 Horizon Goodwill Industries Massey H. Roe Community Service Award.

## HEAVY METAL PLAYGROUND

### MISSION PARTNER OF THE YEAR

This award is given to a company or organization that provides aid or has otherwise supported Horizon Goodwill in its efforts to assist people with disabilities or other special needs thereby helping Goodwill fulfill its mission on a daily basis from January 2020 – December 2020.

Selected as Mission Partner of the year, Heavy Metal Playground continues to provide heavy equipment certifications to our clients. The certifications offered through Heavy Metal Playground provides a sense of accomplishment and confidence in our clients and acts as a building block on their pathway to success. Accomplishments such as this continue to motivate our clients to invest in themselves. Additionally, the certifications offered through the Heavy Metal Playground are nationally recognized and OSHA compliant. This translates into strong resume material which helps our clients stand out in a sea of potential employees. Introductory certifications have assisted multiple clients being called for employment interviews. The advanced training certifications provided additional operation hours causing clients to be more appealing to employers. Heavy Metal Playground has offered clients the option to use them as a reference when applying for work. With their support and training, we are Removing Barriers and Creating Opportunities for those that are facing employment struggles.

- Ben Sutton, Project Realize Case Manager

## ZACH HALLMARK

### YOUNG ADULT OF THE YEAR

This award honors an outstanding young adult age 18-24 who has made significant progress in overcoming employment, education, and/or basic needs barriers while accessing services at Horizon Goodwill's Young Adult Solution Center.

Zach Hallmark came to Goodwill through the Young Adult Solution Center (YASC). He was very reserved and quiet when he started with Goodwill and has become more and more confident and outgoing. He has many goals for his life and is beginning to attain them. He continues to be a great employee and is learning more and more things as he goes. Melanie Lothe, his supervisor and store manager of the Hagerstown, South End location says "Zach was the perfect candidate for the Young Adult of the Year Award because he has overcome quite a lot this year, yet still remains positive and hard working. Even through his struggles he continues to attend high school, come to work regularly and works hard when he is here. Zach is very helpful to us and we all enjoy working with him. I'm proud of all he has accomplished this year and he truly deserves it."

- Melanie Lothe, Store Manager

# 2020 AWARDS CONTINUED





# FUTURE FOCUSED

COVID-19 defined the year 2020 and touched nearly everyone not only in the United States but world-wide. Horizon Goodwill faced the same struggles as the rest of the world. The 'lockdown', store closures, quarantining, and other major changes to our lives was a major disruption, but was not wall in which we couldn't break through.

Our retail locations were closed for a relatively short amount of time and reopened after our staff made the necessary changes to comply with CDC recommendations. Social distancing, hand sanitizer, signage and other actions were taken to provide a safe workspace as well as a safe customer experience.

The closure of businesses and the increase in the unemployment rates made the Horizon Goodwill mission a very important to the local communities. Our Workforce Development teams, and Case Managers became a supportive resource to those in need. Our Young Adult Solution Centers became a safe haven for teens and provide counseling, meals and activities.

The effects of the pandemic still continue to be prevalent in our ever day lives but adaptation is the key to maintaining our dedication to the mission of Horizon Goodwill Industries. Over the last year, the struggles within our communities have only increased. The removal of barriers to employment a needed more and more. Creating opportunities for the trained clients need to be developed to continue a successful path to self-sufficiency.

As Horizon Goodwill enters a new decade and our 66th year of operation, we have several key initiatives underway to expand the reach of our Mission throughout our service area and reinforce our Mission-led messaging to continue to reach new donors, customers, community partners, and most especially, the individuals in our communities struggling to overcome barriers and improve their lives.

PROJECTS	DETAILS	INITIATIVES
COVID Impact	The initial nationwide shutdown had a negative effect on the organization	<ul style="list-style-type: none"><li>• Temporary furlough</li><li>• Minimal permanent loss of employees</li><li>• Stores opened within a few months</li><li>• Addressed social distancing at the stores, resource centers and corporate center</li></ul>
Mission Pivots	Adaptation to the pandemic while maintaining as much of a sense of normalcy as possible	<ul style="list-style-type: none"><li>• Virtual and other programs tackled</li><li>• Custodian programs continued as essential services</li><li>• \$5k of PPE from Source America</li><li>• Invested in social distancing initiatives</li></ul>
Donated Goods/ Retail (DGR)	Utilized the pandemic closures to continue launch new internal processes and to double down in eCommerce	<ul style="list-style-type: none"><li>• Implementation of barcoding</li><li>• Community Store</li><li>• e-Commerce increased dramatically</li><li>• Did not shut down donations or eCommerce</li></ul>

## GENERATING...

# BOARD OF DIRECTORS

## BOARD OFFICERS

**Laura Lowry, Immediate Past Chair**  
Vice President & Community Relationship Manager,  
First United Bank & Trust

**F. Christian Wright, Chair**  
President, Wright-Gardner Insurance

**Dustin Watson Treasurer**  
Senior Vice President, Commercial Services Manager,  
Middletown Valley Bank

**Mary Ann Keyser, Secretary**  
Retired, Naval Sea Systems Command

**Heather Hurst**  
Assistant Professor of Education,  
Frostburg State University

**Heath Hykes**  
Funding Principal, Tribridge Partners

**John Krowka**  
Owner, Kensho Farms

**Aaron Peteranecz**  
President, Design Method Group

**Gus Shahrooz**  
Owner, National Golden Tissue

**Bonnie Winders**  
Attorney, Bonnie A. Winders LLC

**Michael Zampelli, Committee Chair**  
COO, Associated Radiologists

**Michael Bard**  
Owner, Buchanan Commercial Properties

**Ron Bowers**

**Josh Repac**  
Executive Director, Meritus Health

## 2020-2021 BOARD MEMBERS

**Sila Alegret-Bartel, Committee Chair**  
President, International Corporate Training  
& Marketing, LLC

**Walter Bell, Director Emeritus**  
Retired, C&P Telephone

**Paul Frey**  
President/CEO Washington County  
Chamber of Commerce

**Bill Gaertner**  
Founder, Gatekeepers

**Sandra Hamilton**  
Executive Director, Berkeley County  
Development Authority

**Dolores Harmon**  
Regional Manager, Maryland State Dept. of Education



GATHERING...

# FINANCIALS



SPONSORS GO  
HERE ON BACK COVER.



**Horizon**  
Goodwill Industries