

2024

ANNUAL REPORT



Horizon

Goodwill Industries



Dear Friends of Horizon Goodwill

As we reflect on the past year, we are filled with gratitude for the progress we have made and the lives we have impacted. At Horizon Goodwill Industries, **2024 was a year of innovation, expansion, and transformation**—all rooted in our purpose of meeting people where they are.

We believe that every person's journey is unique. Some come to us seeking a fresh start, others in search of guidance, support, or simply a chance to prove themselves. No two stories are the same, yet they all share one common thread—a desire for dignity, purpose, and opportunity.

Meeting people where they are is not just a philosophy; **it is our promise**. It means extending a hand without judgment, understanding that barriers to employment are as diverse as the people who face them. It means creating pathways that honor each individual's strengths while addressing the challenges they encounter. It means seeing potential where others see obstacles.

In 2024 we launched the **Social Mobility Barrier Index**, an important new tool to better understand the needs of those we

serve. The information gathered through this assessment serves three main purposes: First, it allows individuals to prioritize their needs and helps us identify how best we can address their most pressing concerns.

Second, it creates a mechanism for assessing program effectiveness by comparing scores over time. Finally, this information helps us identify the most critical gaps in our communities—not through anonymous data, but through the voices of the people that live these challenges each day.

Over the past year we have also made great progress on our strategic commitment to strengthen our partnerships and services in the Winchester, VA area. With initial funding support from the **Valley Health Foundation** and partners **Sinclair Health, AIDS Response Effort, Frederick County Department of Health, City of Winchester Department of Social Services** and others we have brought our uniquely tailored service approach to this region with incredible success. We are optimistic that this effort will become a strong foundation for our programs in the region over the next several years.

None of this would be possible without our dedicated team, community partners, donors, and supporters. Your belief in the power of work to advance social mobility and the potential in every individual makes our mission a reality.

As we look ahead to 2025, we remain steadfast in our vision of **Empowered People, Sustainable Communities**.

Thank you for being part of this journey with us. Together, we are having a lasting impact.

With hope,



David Shuster, Ed.D.
President & CEO
David R. Shuster



Michael Zampelli
2024 Board of Director's Chair
Michael Zampelli



70th Power of Work Awards

“It’s about fostering a culture of inclusivity that embraces the *inherent worth* of every individual. Your stories *inspire* us to reach higher, dream bigger, and invent a brighter future for all.”

— **David Shuster, Ed.D.**
President & CEO

DON BOWMAN

MASSEY H. ROE MEMORIAL SERVICE AWARD

This award honors 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.

DON BOWMAN

A Champion for Community Collaboration

Don Bowman has been selected as the 2024 recipient of the Massey H. Roe Memorial Service Award for his exceptional commitment to collaboration and community impact. Through the Jone L. Bowman Family Foundation, Mr. Bowman has played a key role in transformative initiatives like the Meritus School of Osteopathic Medicine, HCC Workforce Training Center, and the Easter Seals Child Development Center—each strengthening workforce development and improving quality of life across Washington County.

A longtime partner of Horizon Goodwill Industries, Mr. Bowman’s businesses have actively supported our mission. Bowman Logistics and Bowman Hospitality have been recognized with Employer of the Year and Business Partner of the Year honors, and Bowman Development has partnered with us on several commercial property projects.

With visionary leadership and a deep-rooted commitment to building bridges that benefit the entire community, Don Bowman exemplifies the spirit of this award. We are proud to recognize his lasting contributions to Washington County.



MARYLAND DHCD

MISSION ADVOCACY AWARD

This award recognizes an individual, organization, or business that has demonstrated commitment to creating equitable opportunities for those encountering barriers to social mobility, thereby supporting Goodwill’s mission.

MARYLAND DHCD

Investing in Opportunity and Innovation

The Maryland Department of Housing & Community Development (DHCD) has been a steadfast partner in advancing Horizon Goodwill’s mission of removing barriers and creating opportunities. Since 2019, DHCD has provided critical funding to support our Solution Center model and the Young Adult Shelter, which has helped more than 100 youth in Washington County find safe housing.

Their support has also been instrumental in launching Horizon Market—an initiative to bring fresh, affordable food to downtown Hagerstown. DHCD’s SEED program provided early funding and guidance that helped move the project from concept to construction. When unexpected cost increases threatened to stall progress in 2024, DHCD stepped up again to help close the gap.

Through consistent investment and collaboration, DHCD has helped make our boldest ideas possible, improving lives and strengthening communities. We are proud to recognize them as our 2024 Mission Partner of the Year.



Maryland
DEPARTMENT OF HOUSING
AND COMMUNITY DEVELOPMENT

DELL RECONNECT

SUSTAINABILITY PARTNER OF THE YEAR

This award recognizes an individual, organization, or business that has demonstrated commitment to creating equitable opportunities for those encountering barriers to social mobility, thereby supporting Goodwill’s mission.

DELL RECONNECT

Powering Sustainability Through Partnership

As the first-ever recipient of Horizon Goodwill’s Sustainability Award, Dell Reconnect has exemplified long-term commitment to environmental stewardship and community impact. Since 2008, this partnership has played a vital role in our salvage and recycling operations, responsibly processing thousands of pounds of electronic waste each year.

In 2024 alone, Horizon Goodwill diverted over 88,000 pounds of e-waste from landfills through this program—a 44% increase from the previous year. The effort not only helps protect the environment but also generates revenue to support our mission and creates jobs for individuals sorting and packaging materials at our Corporate Center.

With clear in-store signage and the trusted Dell name, the program also reassures donors that their devices will be handled safely and securely. Dell Reconnect’s innovative approach to sustainability continues to set a high standard for corporate partnership and environmental responsibility.



Award Recipients

JOSH DAVIS

ACHIEVER OF THE YEAR AWARD

This award honors an individual that has made significant progress in overcoming employment, education, and/or basic needs barriers while utilizing Horizon Goodwill services.

JOSH DAVIS

From Job Readiness to a Winning Career Start

When Josh Davis came to Horizon Goodwill Industries in May 2023, he brought with him a willingness to learn, a strong work ethic, and a goal: to find stable employment. With support from the Job Readiness II program, Josh secured a temporary position where he quickly impressed others with his reliability and positive attitude.

Eager to build on that momentum, Josh entered Job Development Prep, where he strengthened his skills in resume writing, cover letter creation, and interview techniques. His commitment paid off—just months later, Josh landed a position as a Warehouse Stocker with Hagerstown's minor league baseball team, the Flying Boxcars.

Josh faced barriers including unemployment and low literacy, but never let those challenges define him. Instead, he embraced every opportunity, showing up with a can-do spirit that uplifted those around him. Josh's journey is a testament to the impact of persistence, preparation, and positivity—and a reminder of what's possible when people are given the tools and support to thrive.



RAYMOND BLACKA

BENNETT S. RUBIN GRADUATE OF THE YEAR AWARD

This award honors an individual who has completed a Goodwill program of services and has successfully obtained competitive community-based employment.

RAYMOND BLACKA

Rebuilding with Purpose and Perseverance

When Raymond Blacka first connected with Horizon Goodwill in June 2024, he was at a turning point—seeking housing, recovery support, and a fresh start. With no transportation and facing a number of barriers, including a criminal record and anxiety around his housing search, Raymond was determined to reclaim his life.

He quickly enrolled in services through the MOOR grant, engaging in case management, recovery support, employment readiness, and housing navigation. Through it all, Raymond never lost focus. He began in the Temp Labor program, where he thrived over the 90-day term and transitioned into a permanent position as an Attendant/Greeter at Horizon Goodwill's LaVale store.

Committed to his sobriety, Raymond actively participates in 12-step meetings and maintains perfect attendance at work. He followed through on every appointment, overcame his anxiety, and secured stable housing—all while growing his self-esteem and building a new path forward.

Raymond's story is one of grit, humility, and hope. His dedication, reliability, and positive impact on the team have made him a vital part of the LaVale operation—and a powerful example of what's possible when someone is ready for change and has the support to succeed.



LORI JOY

CHUCK S. ROBINETTE SPIRIT OF GOODWILL AWARD

This award honors a Goodwill employee who has overcome barriers with optimism, hard work and perseverance displaying a true Goodwill "spirit" in all they do.

LORI JOY

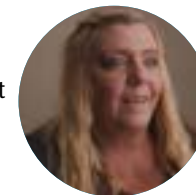
A Shining Example of the Goodwill Spirit

Since joining Horizon Goodwill in 2004, Lori Joy has grown from a Substitute Instructional Aide into a respected leader and Workforce Development Coordinator. Along the way, she faced personal and professional challenges—including anxiety that once impacted her ability to perform key job duties—but met each with resilience and a deep commitment to helping others.

Her commitment to continuous learning and service led her to earn Med Tech and CNA certifications, train staff in behavior management, and spearhead community integration efforts. During the COVID-19 pandemic, Lori helped launch a virtual service platform to keep participants connected and supported.

Most recently, Lori has excelled as a case manager in the Division of Rehabilitation Services, building strong relationships with counselors and mastering complex service delivery and billing systems. In January 2025, she was promoted to Workforce Development Coordinator—another step forward in an incredible journey.

Lori's warmth, empathy, and unwavering dedication to helping others discover their self-worth make her a shining example of the Goodwill mission in action. Her journey reminds us that true leadership is rooted in kindness, lived experience, and the courage to keep growing.



NYA SPENCER

YOUNG ADULT ACHIEVER OF THE YEAR

This award honors a youth or young adult between 10-24 years of age that has made significant progress in overcoming employment, education, and/or basic needs barriers while accessing Goodwill services.

NYA SPENCER

Turning Hardship into Hope

When Nya Spencer first connected with Horizon Goodwill in September 2024, she and her 8-year-old son were sleeping in an abandoned building near a gas station in Jefferson County. Despite facing homelessness, transportation barriers, and difficulty accessing benefits, Nya was determined to provide stability for her son.

Through the Youth Homeless Demonstration Program (YHDP), Nya gained access to housing, support, and a path forward. She signed a lease on her own apartment in October, secured SNAP benefits, and even purchased a vehicle—all while continuing to work as a PRN at Evergreen Health and Rehab.

Nya's journey from homelessness to independence is a testament to her strength, commitment, and belief in a better future. Her story reflects the heart of the Young Adult Solution Center's mission and serves as an inspiring example of what can be achieved with support, trust, and perseverance.



Horizon Goodwill's 2024 Impact

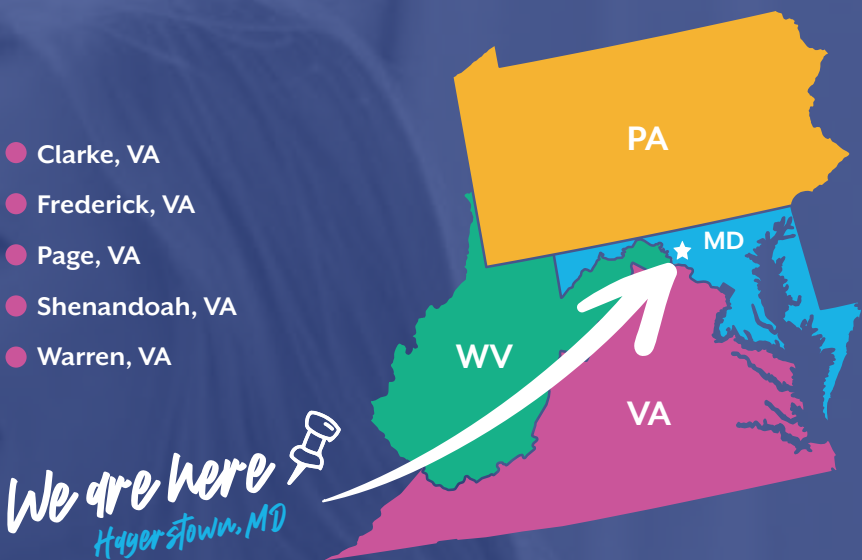
Highlights

1,486
Unique People
Served

515
Participants in
Multiple Services

Counties Served

- Allegany, MD
- Grant, WV
- Clarke, VA
- Garrett, MD
- Hardy, WV
- Frederick, VA
- Washington, MD
- Hampshire, WV
- Page, VA
- Lower Franklin, PA
- Jefferson, WV
- Shenandoah, VA
- Fulton, PA
- Mineral, WV
- Warren, VA
- Berkeley, WV
- Morgan, WV



2024 Cut/Cloth/Work Recap

Cut | Cloth | Work gives job seekers the opportunity to receive a free haircut from a local barber, a new outfit from a selection of business-appropriate donated clothes, and, most importantly, a job interview with multiple potential employers.

In 2024, we increased the frequency and footprint of Cut/Cloth/Work to have a greater impact on job seekers and business partners in the HGI territory by facilitating connections in the new labor environment.

Location	Attendees	Hair Cuts	Job Interviews
Hagerstown	124	35	28
Winchester	82	14	22
Cumberland	124	34	26
Martinsburg	121	41	27
Total	451	124	103

YOUTH SERVICES

30
Sheltered

73
Permanent Housing

100
Solution Center

ADULT SERVICES

2,978
Street Outreach

58
Permanent Housing

93
Housing Navigation

ADDITIONAL SERVICES

112
Job Search

11,700
Breakfasts Served

37
Adolescent Clubhouse

625
Cut, Cloth and
Work Participants

132
DORS Funded
Participants

15
DDA Participants

EMPLOYMENT SERVICES

62
Paid Work Training

32
Core Employment at HGI

173
Community Employment

\$17.13
Average Wage

32.9
Average Hours

10,772,817 lbs

of pre-used donated clothing and goods
kept out of local landfills to be re-used,
recycled & refashioned



281,838
Donors



Thank you to all who supported
HGI's mission with their gently
used items.

SOLAR METRICS

Our solar generation
provides clean energy to
power a majority of our
Maryland locations.

11,284,473.49
kWh Generated

Loads of facts!

- ⚡ **88,618 lbs** E-Waste Recycled with Dell Reconnect
- ⚡ **221,419 lbs** of metal recycled via Conservit
- ⚡ **786,884 lbs** of books, cardboard & paper products recycled via Canusa
- ⚡ **9,675,986 lbs** Sold for Reuse

Social Enterprise Highlights

BUSINESS SERVICES



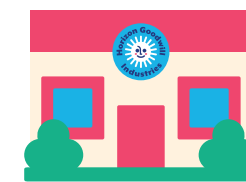
51
Contracts



159
Employees

\$4,008,759.41
Total Wages

RETAIL



19
Stores



571
Employees

\$8,989,721.60
Total Wages

Health & Recovery Services

impact



Fae's Place

A structured living program providing supportive housing for women in recovery and/or transitioning from incarceration.

19

Maryland Overdose Response Grant Referrals

The MOOR grant provides vocational case management, housing navigation, and wrap-around support to individuals in recovery.

40

Community Health Hub Patient

A collaborative project providing health and wrap-around services to downtown Hagerstown.

197

Coming soon!



TO THE HEALTH HUB: EMERGENT DENTAL CARE CLINIC

We are excited to announce the opening of an emergent dental care clinic at our Community Health Hub in downtown Hagerstown. Made possible through the generous support of a local dentist and the donation of equipment from Hagerstown Community College, the clinic will fill a critical resource gap by providing urgent dental care services to uninsured individuals in our community. We are also grateful to **CareFirst** for awarding a **\$100,000 operating grant**, which will cover the cost of supplies for the clinic's first two years of operation, helping to ensure that this vital service is sustainable as we meet the pressing needs of those we serve.

2024 Summary Financial Statement

BALANCE SHEET		DECEMBER 31, 2024	
ASSETS		LIABILITIES	
Cash	\$717,546	Accts Payable & Accrued Liabilities	\$2,288,414
Accounts Receivable	2,157,623	Notes Payable	2,459,160
Lease Assets	6,660,319	Lease Liabilities	6,808,441
Land, Buildings & Equipment Net	7,103,751	Other Liabilities	9,128
Investments	1,651,885	Total Liabilities	\$11,565,143
Other Assets	1,086,908		
Total Unrestricted Assets	\$19,378,032	Net Unrestricted Assets	\$7,812,889
		Total Liabilities & Net Unrestricted Assets	\$19,378,032

INCOME STATEMENT		DECEMBER 31, 2024	
REVENUES		SOURCE OF REVENUE	
Retail Sales	\$20,098,929	62.5%	Retail Services
Commercial Services	8,538,715	26.5%	Commercial Services
Mission Services	3,388,093	10.5%	Mission Services
Community Support	168,292	0.5%	Community Support
Total Revenue	\$32,194,029		
EXPENSES		EXPENSES	
Program Expenses	\$28,395,746	89.99%	Program Expenses
General & Administrative	3,123,551	9.90%	General & Administrative
Fundraising	25,305	0.11%	Fundraising (0.11%)
Total Expenses	\$31,544,602		
Operating Surplus	\$649,427		
Investment Return, Net	139,110		
Non-Operating Income	513,946		
Net Change in Restriction Assets	(17,273)		
Net Surplus	\$1,285,210		



Vision, Mission Purpose & Values

Our Vision

Empowered People, Sustainable Communities

All people should have voice and ownership of their future by having access to the resources they need. Together we create communities of environmental, social, and economic balance where resources are used responsibly and available to all.

Our Mission

Removing Barriers to Social Mobility

We advance equity so that everyone has the same chances to attain their desired outcomes no matter where they begin. Our efforts seek to create positive changes in a person's economic stability, education, employment, health, housing security, and social capital.

Our Purpose

Meeting people where THEY are, helping them get where THEY want to be.

Individuals and families are the experts on what they need to change their social status. We work with them using an adaptive service delivery model to identify and support their evolving goals and needs.

Our Values

We embody HOPE through being:

H

Human-Centered

We honor and respect the uniqueness of every individual.

O

Optimistic

We believe that tomorrow can be better than today.

P

Perseverant

We accept challenges and don't give up.

E

Engaged

We are actively involved and invested in our work.

Board of Directors



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COO,
Associated Radiologists

Chairperson



Sarah Rock
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United Bank

Vice Chair



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David Shuster, Ed.D.
President & CEO,
Horizon Goodwill Industries



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Wonderschool



Jason Craig, Ed.D.
Director of Community Health,
Valley Health Systems



Dr. John Krowka
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Kensho Farms



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F&M Trust



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Sylvia Frank
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Power of Work Awards

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