

HGI Furthers Mission With New Shredding Program

Small-scale shredding operations have been part of Horizon Goodwill Industries for a number of years serving as a valuable activity for severely disabled clients. But now, nearly five years after the initial idea was brought forward, HGI is developing a large-scale shredding business.

According to Craig MacLean, Goodwill's Executive Director and CEO, groundwork for the operation was already in place. The idea didn't come to fruition, however, until a series of events led to an inquiry from Washington County Hospital about HGI's ability to perform a 93,000-pound document purge.

While the program is still in its infancy, several key partnerships have been made and steps to grow the operation are in effect. "We have a good relationship with them," says Dan Elgin, Director of Business Services, of Chambersburg Waste Paper. The Pennsylvania based company not only leases the shredding equipment to HGI, but they also purchase the byproduct.

Goodwill clients have begun operating the business, but with the capability to shred 1,000 pounds per hour, they are working at an as yet unfilled capacity. According to Elgin, staff

members are working toward certification, which means increased security, in order to appeal to bigger clients who are concerned with HIPPA regulations.

With most shredding operations functioning as mobile units based out of other regions, HGI's new venture will provide a local alternative for companies who are looking to dispose of their documents. There's been "a lot of interest," says MacLean. "And some of the interest will turn into ongoing contracts."

Elgin hopes to focus on medical, legal and financial markets with companies that will need daily pick-ups. "The plan is to get it going so that everyday [clients] have some to do."

This is an exciting and feasible business venture, but in order for Horizon Goodwill Industries to take on a new program, it must also benefit the organization's trainees. It must "make sense as a business and serve the mission," says MacLean. New programs must provide viable training for clients. They must provide valuable work for an adequate number of clients while also creating transferable skills.

The shredding operation has passed both of these tests and will initially provide work-training opportunities for 10 Goodwill clients. The hope, however, is



Photo by Deb Carbaugh

Two Goodwill Clients load documents into the shredder at HGI's Prospect Street location.

that the venture will grow and create more opportunity for clients. Elgin believes that the business will be profitable in about 3 years, generating an income of approximately \$100,000 per year. All of the proceeds, of course, will

go toward the continued running of the business, payroll and the funding of other HGI programs.

In conjunction with the shredding business, book shearing and cardboard bailing services are also being provided.

Goodwill Initiates New Supervisor Training Program

Horizon Goodwill Industries has partnered with Hagerstown Community College and Gary J. Durr, an educational training consultant, to

develop a new supervisor training program. The program will "establish a basic training course in management that [will] provide a foundation for staff development within the organization," says Durr.

"Being a supervisor is not the same as being a worker," explains Craig MacLean, Executive Director and CEO of HGI. "We all learn by role modeling, by watching those around us." MacLean feels that the

organization wasn't doing enough to prepare people for supervisory positions properly. This program will help clarify their role to clients who

model their behavior on what they see in their supervisors.

The 12-hour course focuses on four modules.

According to Durr, together these modules provide an overview of the basic management process. The modules include; *Purpose: The Reason for Being in Business; People: The Relationship Factors; Process: The Performance Factors; and Products: The Payback of Effective Management.*

Each training session includes 15 participants and will be held over a number of weeks. "It was decided that the course would be offered over a period of three weeks

to allow participants to put into practice at their work sites some of the principles they were learning," says Durr. (Continued on Page 3)

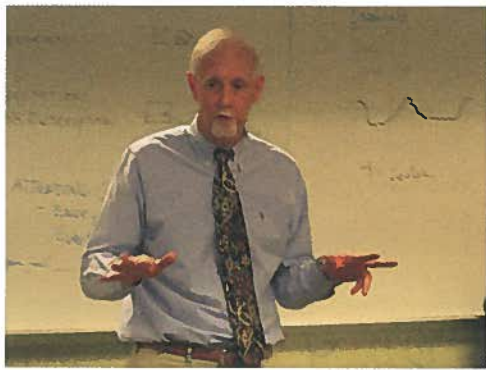


Photo by Deb Carbaugh

Gary Durr provides instruction at HGI's first supervisor training course.

Local Bon-Ton Stores Partner with Goodwill to Collect Clothing

Twice a year local Bon-Ton stores partner with Horizon Goodwill for the Bon-Ton Goodwill Sale. Forty-Seven community volunteers participated in the Spring 2010 Sale, which helped collect 21,887 pounds of gently used clothing and other items.

The volunteers spent a total of 197 hours collecting donations from 2,387 generous Bon-Ton shoppers at three different locations – Hagerstown and LaVale, MD and Martinsburg, W.Va. In return for each donation, shoppers received a coupon for up to 20% off of a new item.

"It's a win-win," said Virginia Stotler, Director of Retail Operations at Goodwill. "Goodwill receives much-needed items and increases our donor base and Bon-Ton increases its sales during the promotion." Additionally, "90 cents of every dollar spent in a Goodwill retail store goes directly into Goodwill programming," said Deb Carbaugh, HGI's Manager of Marketing and Community Relations.

The next sale is expected to take place in September 2010.

Effects and Responses of an Economic Downturn

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About us

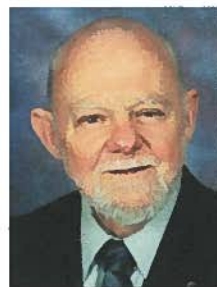
The mission of Horizon Goodwill Industries is to provide individuals with disabilities and other barriers to employment the opportunity to achieve their highest level of personal and economic independence.

We believe in the power of work to strengthen individuals and to transform lives. We envision persons with barriers to employment being able to choose rewarding employment, achieve financial security, and build careers and lives for themselves and their families, thus enriching our communities.

We are now in the twenty-first month of an economic downturn, the first signs of which appeared on our horizon in September 2008. The impact of this period on Horizon Goodwill Industries has been pervasive and in some cases intense but for us it is fair to say that demand increased substantially whereas resources to meet that demand have become more and more constrained.

For example, in our Donated Goods Program in 2009 (compared to 2008), more people shopped our stores (transaction volume increased by 11.35%) and more gross sales were generated (up by 10.16%). However, donations of material goods grew by only 1.3% and in real terms actually declined because donations were more worn than in prior years so we had to collect more to maintain our stores' quality standards. In fact the average size of each sale declined by 1.1%. Hard times boosted demand and at the same time made it more difficult to meet that demand.

Similarly, companies that contracted with us for labor force assistance, particularly in areas of hand-intensive work, themselves were forced to retrench and in doing so cut back on the work available to us. We experienced a 13% drop in such work in the last quarter of 2008 and a further 53% decline in 2009 with this trend continuing into 2010. Apart from the financial benefits of such work to our organization, its availability provides us with workstations to serve those who



Photography by Dale

Craig M. MacLean
 CEO & Executive Director

have come to us to learn about the world of work. Any downturn in the short run means less ability to meet service demands and our mission.

And what about service demands? In 2009, with more of the most vulnerable people out of work, demand for services at HGI grew by over 13% in terms of the number of people requesting services and by over 83% in terms of the number of services required with many individuals requiring more than a single service. This pattern is also continuing into 2010. So with demand increasing and resources more and more constrained, how does an organization like Horizon respond? This issue of the *Herald* provides some examples.

First, as things get tighter, attention to how to enhance efficiency moves to the forefront. For us that means upgrading first-line supervision as much as we can. Our reliance on workstations and on-the-job training as a

fundamental methodology highlights the role of the supervisor as an expeditor of processes and as a model of an exemplary worker. The more effective they are, the better the training we can offer and the more efficiently we can spread constrained resources. The customized supervisory training we are currently offering in collaboration with Hagerstown Community College speaks to this issue as well as to our commitment to workforce development through training for all of our employees.

Then too, if traditional types of work opportunities and work stations become more difficult to find, can we identify and develop alternatives that address emerging needs in the economy that can be justified in business terms yet also meet mission needs? Our new initiative with regard to shredding or more generally document management is pertinent to that aim, as is our participation in the Winchester Apple Blossom Festival. And of course, being Goodwill, we can always open another store, like our Romney store, which is creating resources and services in Hampshire County.

These instances and several others reflect our efforts to put on our entrepreneurial hats in order to adapt our business lines to a changing economic context.

HGI Clients Provide Temp Labor at 83rd Apple Blossom Festival

From April 27 to May 5, clients from Horizon Goodwill Industries provided temporary labor services for the Shenandoah Apple Blossom Festival. The group of seventeen individuals and their supervisors performed a variety of tasks at the annual festival, which was held in Winchester, VA.

According to Felicia Bowen, Tent Coordinator for the festival, HGI clients were responsible for set up, clean up, and parking at the Sprint Tent. Crews would prepare the tent for each event with the aid of a diagram and then provide continuous clean up throughout the night. "It's very intense work," says Goodwill's Director of Business Services, Dan Elgin. We "start and don't stop until it's done."

"We can count on them being there and getting the work done," says Bowen of the Goodwill clients. We've received "nothing but compliments on how things are done."

"Every year that want us back," says Elgin. "We've already talked about next year," which would mark the sixth year of the partnership. "We will use them as long as they're able to get enough people," confirms Bowen. "It's neat to know that we're helping ourselves and our community."

The success of the partnership between HGI and the Apple Blossom Festival has led Elgin to see it as an opportunity to open more doors. "We'd like to piggy back on this and do other types of temporary work," says Elgin. According to the Business Services Director "these events attract the who's who of the community." It is his hope that by seeing the Goodwill crews in uniform and doing a good job, members of the Bloom Committee and other business professionals might see additional ways to use HGI clients to provide temporary work.



Below are the totals in pounds, of items kept out of landfills through HGI's recycling efforts as of April of 2010.

HGI GREEN REPORT

Textiles	1,031,057 lbs.
E-Cycling*	96,166 lbs.
Books	23,006 lbs.
Shoes	7,058 lbs.
Leather	3,022 lbs.

Total 1,160,309 lbs.



* Horizon Goodwill Industries accepts computers and related items. For details, visit www.horizongoodwill.org.

Power of Work Celebrated at 55th Annual Awards Dinner

Goodwill and members of the community celebrated the power of work on May 5th at the 55th Annual Awards Dinner. The event, which was held at Courtland Mansion in Hagerstown, MD, honored a number of recipients for their outstanding achievements in the year 2009.

The banquet may seem like a little thing claims Craig MacLean, HGI's Executive Director and CEO, but it's important to acknowledge achievements. "People need to be recognized for what they do."

Amid a mix of emotions, nine awards were given to 13 deserving individuals and organizations. "[Each winner is] very interesting and moving in a variety of ways," says MacLean.

Kirk Downey, a retiring HGI Board Member, was the first to be honored. When he stepped forward to speak, Downey thanked Goodwill for the opportunity. "It has been a pleasure and an honor to serve on this board and organization," he commented.

Later in the evening Skip Fielden accepted the Mission Partner of the Year Award on behalf the Richard N. Funkhouser Foundation. During the presentation, MacLean noted that the award was not given for one thing, but "for a lot of little things." This year the foundation provided the funds for a much-needed bus stop located at the Pennsylvania Avenue location in Hagerstown, MD.

After the event, Fielden commented that the

award was not necessary, but that the Foundation welcomes Goodwill's appreciation. "We're here to distribute funds to worthy organizations," he said "We get over 50 applicants every year for funds and Goodwill continues to be at the top of the list." "It's a win, win," he continued. The board "is happy to do it and Goodwill does great things."

MacLean believes that the banquet showcases the "best of what happened this year," and the achievements of Jared Haddix and Edward Bell were among them. Bell, the Bennett S. Rubin Graduate of the Year, was unable to attend the event. Haddix, however, proudly accepted his award for Achiever of the Year. A self-proclaimed man of few words, Jared had only one thing to say about his recognition. "It's awesome!"

Another worthy recipient was Bill Egerton, the Chuck Robinette Spirit of Goodwill Award winner. Egerton, who is unable to speak, was all smiles when he accepted his award. "He has done more with volunteering and getting out in the community this year than years in the past," says Krista Grady, a Pre-Vocational Instructor who works with Mr. Egerton. "You can always see it on his face, he's just happy doing whatever he wants to do."

The Executive Director and CEO feels that this year's dinner "celebrated building more bridges" and he concluded the event encouraging the audience to continue to build bridges. "Everyday and in every way that you can, build a bridge so that someone with a barrier can achieve a goal."

And The Winners Are...

Listed below are the Honorees from HGI's 55th Annual Awards Dinner.

Kirk Downey
Retiring Board Member

Martinsburg, WV
Berkeley Springs, WV
Waynesboro, PA

Outstanding Sales for the Year 2009

Choice Staffing Inc., Martinsburg, WV
Employer of the Year 2009

Richard N. Funkhouser Foundation,
Hagerstown, MD
Mission Partner of the Year 2009

Western Maryland Health System
Business Partner of the Year 2009

Bill Egerton, Cumberland, MD
Chuck Robinette Spirit of Goodwill Award 2009

Jared Haddix, Cumberland, MD
Achiever of the Year 2009

Edward Bell, Winchester, VA
Bennett S. Rubin Graduate of the Year 2009

Morgan County Public Schools, WV
Jefferson County Public Schools, WV
Berkeley County Public Schools, WV
Massy H. Roe Community Service Award 2009



Photo by Janie Moltrup



Photo by Janie Moltrup



Photo by Joe Crocetta
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Photos from left to right—Kirk Downey, Stephanie Ritchie, Jared Haddix, Bill Egerton, and Skip Fielden.

Melinda Cannon Joins Goodwill Board of Directors

Horizon Goodwill Industries welcomes Melinda Cannon to its Board of Directors. Cannon, who was voted onto the board on April 28th, will serve a three-year term on Goodwill's governing body.

"I'm really excited," says Cannon who serves as Administrative Director for Wound/Ostomy/Hyperbaric Medicine at Washington County Hospital. For Cannon, who has never served in such a capacity, this is a new adventure. "Hopefully I'll bring a new flavor to the committee and they would benefit from my knowledge."

The Board of Directors is concerned with long-term matters and policy. They also volunteer their expertise to facilitate Goodwill's ability to meet those challenges. A complete list of Board Members is available on page two.

Training...Continued from Page 1

The first session of the training program was held in April of 2010 at Hagerstown Community College, where 14 first line supervisors completed the course. Modules were taught to the participants through discussion, group activities, role-playing, and the use of rhetorical questions. "As the sessions progressed, participants became more involved in the process of providing support and encouragement to another. There was a growing sense on the part of the participants that although they were involved in different operations of the organization, the principles of management being discussed were common to all of them," says Durr.

Shorter two-hour sessions of the course are also held for the participants' supervisors. "Direct supervisors also need to be trained but not in the same group," explains MacLean. According to Durr, this overview of the course content "would enable the supervisors to provide support and encouragement to their staff members who were involved in the training."

"We like it," says MacLean of the program. Although it's still evolving, MacLean says, "this is what we need to do for our own folks." The course is being refined based on input from the participants, supervisors



Photo by Deb Carbaugh

Fourteen first-line supervisors participated in the training session held at Hagerstown Community College.

and the trainer's own observations. This revised manual will be used with the next group of participants who are scheduled to begin the course on June 3rd.

"This basic introduction course is to be the foundation of a staff development program within Horizon Goodwill. The staff development program will enable individuals to enhance their current skills and develop new skills in the performance of their responsibilities within the organization," concludes Durr.

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Horizon Goodwill Industries
Maryland ■ Pennsylvania ■ Virginia ■ West Virginia

Corporate Center
14515 Pennsylvania Ave., Hagerstown, MD 21742

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Hagerstown MD
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Resource Center locations

Providing programs and services to help individuals who want to work, but experience barriers to employment such as disabling or disadvantaging conditions. Please call or stop by the location nearest you to find out more.

Corporate Center
14515 Pennsylvania Ave., Hagerstown, Md. 21742
Phone: 301-733-7330 / FAX: 301-739-7144

200 North Prospect Street, Hagerstown, Md. 21740
Phone: 301-733-7330, x 1701 / FAX: 301-797-8779

12000 Upper Potomac Industrial Park
Cumberland, Md. 21502
Phone: 301-729-9404 / FAX: 301-729-9409

100 Eagle School Road, Martinsburg, W.Va. 25401
Phone: 304-267-3177 / FAX: 304-267-2603

443 Millwood Avenue, Winchester, VA 22601
Phone: 540-723-6864 / FAX: 540-723-6867

Fabulous Find...



Photo by Robin Rotruck

Three wedding dresses were donated to the Keyser, W.Va. Retail Store. The dresses were worn only once and came in protective wrappings. The first of the three dresses sold for \$235, while the remaining two are priced at \$200 and \$225.

15th Retail Store Opens in Romney, W.Va.

Goodwill has opened its fifteenth retail store in Romney, W.Va. The 8,200 square foot facility is currently being stocked and houses both a store floor and a processing center. While a "soft" opening occurred in late May, Virginia Stotler, Goodwill's Retail Operations Director, says that the Grand Opening is scheduled to be held in mid-June.

"Opening stores in new communities in our territory opens opportunities for individuals we have not been able to serve due to the size of our territory," says Stotler. The Romney store will provide employment for nine individuals, but will benefit the entire community by providing an opportunity to donate gently used items, which will, in turn, be sold in the store keeping those goods out of landfills. "We like to think of Goodwill as the original recycler."

The store is located in the Hampshire Square Shopping Center on Route 50 in Romney, W.Va. and is currently accepting donations.

Store hours

Monday-Saturday
9 a.m. to 9 p.m.
Sundays
12 noon to 5 p.m.
unless otherwise noted

By donating and shopping at Goodwill, you are helping people in your community. Of every dollar spent in our stores, Goodwill puts 90 cents right back into job training and other programs. Many people want to work, but have barriers to employment. We help them achieve success. Thank you for your support!

Maryland

Grantsville Shopping Plaza
3241 Chestnut Ridge Rd.
Grantsville, Md. 21536
Phone: 301-895-4405

151 North Burhans Blvd.
Hagerstown, Md. 21740
Phone: 301-665-1044 / 1540

LaVale Plaza Shopping Center
1313 National Highway
LaVale, Md. 21502
Phone: 301-729-3924 / 3942

3 White Oaks Ave., Unit 4
Cumberland, Md. 21502
Phone: 301-759-3277

223 North Third Street
Oakland, Md. 21550
Phone: 301-533-1950
Hours: Mon-Sat 9 a.m. to 9 p.m.
Sundays 11 a.m.-5 p.m.

Pennsylvania

524 North Antrim Way
Greencastle, Pa. 17225
Phone: 717-597-0868 / 0869

11105 Buchanan Trail East
Suite J
Waynesboro, Pa. 17268
Phone: 717-762-4561

Virginia

Gateway Plaza
280 Remont Road
Front Royal, Va. 22630
Phone: 540-636-4123

443 Millwood Avenue
Winchester, Va. 22601
Phone: 540-723-6864

1011A South Main Street
Woodstock, Va. 22664
Phone: 540-459-8194 / 8195
Hours: Mon-Sat 9 a.m.-8:30 p.m.
Sundays 12 noon-5 p.m.

West Virginia

Morgan Square Shopping Center
200 Morgan Square, Suite 7
Berkeley Springs, W.Va. 25411
Phone: 304-258-6685 / 6687

20 Charles Town Plaza
Charles Town, W.Va. 25414
Phone: 304-728-6883
Hours: Mon-Sat 9:30 a.m.-9 p.m.
Sundays 12 noon-5 p.m.

Route 220 South
Keyser, W.Va. 26726
Phone: 304-788-2068

100 Eagle School Road
Martinsburg, W.Va. 25401
Phone: 304-267-3177

Hampshire Square
Route 50
Romney, W.Va. 26757
Phone: 304-822-3200