

**SOLID**

*solutions  
growth  
performance  
future*

Goodwill



The 1999 Annual Report for Goodwill Industries of  
Southeastern Wisconsin and Metropolitan Chicago, Inc.

**MISSION STATEMENT:**

*Goodwill provides work opportunities and skill development for people with barriers to employment.*

**VISION STATEMENT:**

*Our vision is to be the recognized leader in helping people with economic disadvantages or disabilities develop work skills, find work and achieve full participation in society.*

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## SOLID *leadership*

The past fiscal year was one of dramatic growth and change for our organization. In April 1999, Goodwill Industries of Southeastern Wisconsin merged with Goodwill Industries of Metropolitan Chicago, doubling our service area and adding a significant chapter to our history. One of our greatest tasks this year has been melding the operations of the two organizations. We are continuing to make progress.



Goodwill can point with pride to many other significant accomplishments in 1999 as well. We completed construction of five major buildings that give us well-designed space for our expanding services and enhanced visibility in several communities. These new facilities are pictured and described in this Annual Report.

We are proud of these fine structures and even more proud of what they represent. It is important to let you know the purpose of our buildings and what goes on inside of them. These activities reach far beyond our walls to benefit the entire community by helping those with barriers to employment achieve self-sufficiency and self-respect.

As you will see in this report, we are a solid organization with strong values and a firm mission to help people with barriers to employment find meaningful work and all its rewards.

The people featured on these pages have all overcome obstacles to make the most of their abilities, and Goodwill is extremely proud to have been part of their success.

Read their stories and look at their faces. The comments of these men and women will tell all:

*"This is what Goodwill has accomplished during the past year."*

*"This is what Goodwill will be doing in 2000 and beyond."*

We thank all those who contributed to another year of success for Goodwill. We look forward to continuing our mission in the new millennium: providing work opportunities and skill development for people with barriers to employment.

Sincerely,

John L. Miller, President and CEO

Linda Stephenson, Chairman of the Board

## SOLID *solutions*

Laurinda Holmes found out about Goodwill after attending AA and overcoming a longtime alcohol dependency. "My DVR counselor was helping me look for a job or schooling and recommended Goodwill," she said. "I wanted a job more than schooling because I was a single parent of three and needed the money." But Laurinda had always dreamed of being a nurse and when Goodwill's Dental Assisting Program was suggested,

it seemed like the next best thing — schooling that would lead to a real career.

It was harder at first than she bargained for. "I had only gone to school as far as 8th grade," she said. "I struggled, I cried, I quit. I gave the instructor a hard time. Believe me, she really had to work with me."

But today, Laurinda is employed full-time in a dentist's office, a job she has held more than two years.

"Now that I am working, I remember everything I was taught," she said. "Goodwill taught me more than how to be a dental assistant. I had no sense of direction, no sense of responsibility — I have those now."

Goodwill's **DENTAL ASSISTANT PROGRAM** is a 12-week course that incorporates classroom training and practical experience in a dental office. The program features a fully equipped learning facility, including x-ray and chairside assisting capabilities. Rapport with patients is stressed throughout the curriculum. As with all Goodwill training programs, job placement assistance and emphasis on workplace skills are included.



*"Goodwill taught me more than how to be a dental assistant. I had no sense of direction, no sense of responsibility — I have those now."*



*"I would rather be working than sitting around and collecting Social Security."*

**J**ames Jonaitis was diagnosed with cancer at the age of 9, a year after his mother died of cancer. Although his family seemed cursed with cancer — an aunt and a niece also succumbed to the deadly disease — James continued to fight. He underwent surgery to remove two brain tumors and to have a shunt implanted. The shunt subsequently needed to be replaced often. He endured 14 surgeries in all, as well as a series of radiation treatments.

As an adult, James has double vision that requires him to wear an

eye patch. He still has the shunt, but he says that doesn't mean he isn't able and willing to hold a job. While participating in the GWS Food Service Training Program, James was placed in one of the galleys at Great Lakes Naval Training Base, where he has done so well, he was promoted to Assistant Cook.

"I will soon lose my Social Security payments because I'm earning too much, but I don't mind," said James. "I would rather be working than sitting around and collecting Social Security."

GWS, Inc., a subsidiary of Goodwill, has run the entire **FOOD SERVICE OPERATIONS AT GREAT LAKES NAVAL TRAINING CENTER** in Illinois since February 1998, through the Javits-Wagner-O'Day Program, a training and employment program for people with severe disabilities. That means preparing breakfast, lunch, and dinner seven days a week for Navy recruits and other personnel, as well as maintaining a 24-hour food line. Great Lakes served 1,800,000 individual meals in 1999.



*"Life is 10%  
what happens  
to you and  
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react to it."*

**M**ichael Gutowski has a videotape of the news coverage of his truck accident in 1995. The delivery truck he was driving was so crushed by a collision with a semi that TV stations sent helicopters to film the wreck. The emergency center doctors later told him he was the worst accident case they'd ever seen. Michael survived and endured extensive surgery and physical therapy to repair the internal injuries and broken pelvis and legs. But he needed a new career. He became involved in Goodwill's Ability Connection Program, and received the encouragement and direction he needed

to take classes in computer technology. Those classes led to a successful job internship and then to employment as a desktop specialist.

"When it comes to being disabled, even for a short period of time, there is an insecurity that's hard to handle," said Michael. "Most of all, you need patience."

Michael found that patience among the staff at Goodwill and the businessmen and women in the community who work with Goodwill as mentors in the information technology field. He now says, "Life is 10% what happens to you and 90% how you react to it."

#### **THE ABILITY**

**CONNECTION** is a program of Goodwill's Human Services Division that helps people with disabilities who demonstrate strong interest and aptitude in the field of information technology. Business professionals in the field become mentors, encouraging their proteges to obtain training, and helping them obtain internships and permanent employment. The result is employment for many in well-paying, career-track jobs.

**W**hen Ritha Jackson was hired at a Goodwill retail store in Chicago 11 years ago, she told the manager, "I'm honest and I'm hard-working. I just needed a chance."

The manager gave her that chance and was amazed when Ritha generated \$2,000 in sales the very first weekend she worked. In the previous year, the store had never achieved that sales figure on a Saturday.

Ritha brought creativity to her job over the years. One evening, a power outage left the store with no lights or working cash registers. The other employees figured it would mean a day off, but not Ritha.

"I just greeted the customers with a smile and told them it was a Special Midnight Sale," said Ritha.

"The customers were so intrigued that we made \$1,600 in sales before 5 p.m. We wrote up the sales slips by hand and entered them into the registers the next day after the power was restored."

Although she works full-time, Ritha returned to school this year.

"These days, you have to have your GED to get ahead and I'm glad I'm going to school," she said. She also voluntarily enrolled in a computer class to keep up-to-date in her field, where electronic cash registers are quickly replacing traditional ones.

Ritha says Goodwill retail stores have changed with the times, too. "It used to be a place for the needy, but now we attract every type of family," she said.

#### Goodwill's **RETAIL**

**OPERATIONS** encompasses 12 stores in Wisconsin and four in Illinois. Merchandise is collected at donation sites, as well as through special drives. The items are displayed as attractively as in any retail store, and employees gain experience in good customer service. Merchandise in the retail stores is replaced frequently with new donations, and clothing that is not sold is often sent to people throughout the world or recycled into new products. Revenue from the retail stores helps support Goodwill's Human Services programs to train and place people into jobs.



*"I'm honest  
and I'm  
hard-working. I  
just needed a  
chance."*

Leticia Gonzalez has intelligence, an eye for detail, a professional manner, and a strong work ethic – everything employers are looking for. Leticia has been Deaf since birth, but communicates quite well by using American Sign Language and by writing. She soon found, however, that "It's a lot harder for Deaf people to get a job than it is for hearing people."

Leticia now has a job that she loves, working in the check processing and encoding department at Bank of America in downtown Chicago. Goodwill helped her learn the skills and find the job. She is one of nine Deaf employees working at the bank after receiving training from Goodwill. In turn,

bank managers learned the basics of American Sign Language, also with the help of Goodwill. Bank of America says this group of employees is especially valuable and dedicated in an industry that fights high turnover and the challenge of finding skilled workers.

Leticia says she hopes to make banking her career.

"I was really motivated," she said. "I really wanted a job. The Goodwill program taught me the proper skills and speed in both lockbox and encoding. I am not a failure. I passed the test and I was placed quickly in this job. My supervisor told me I have promising skills to become a supervisor myself."

Goodwill's new **BANK-FORCE PROGRAM** in Chicago provides training in specific banking skills needed for entry-level positions as check processors, encoders, and lockbox operators. The program welcomes people who are Deaf\* or hard-of-hearing. Through partnership with local banks, the program also assists graduates with job placement.

\*The word Deaf is considered a proper noun or proper adjective by members of the Deaf community because they have their own unique language and culture.



*"The Goodwill program taught me the proper skills and speed in both lockbox and encoding. My supervisor told me I have promising skills to become a supervisor myself. I am not a failure."*





*"In addition to learning, I felt the instructor was truly concerned about me, and that made all the difference."*

Vonice Lockett is bright and always had ambitions of becoming a doctor or a nurse. But as a child growing up in Milwaukee's inner city, she saw more poverty and discouragement than success. When she faced academic difficulties in high school, she was given a label but not much help. So she got a job instead. She worked for 20 years as an aide in a nursing home. A better-paying job at a factory came along, but she didn't tell her employer she didn't have a high school diploma. She was terrified each day that the company would find out. Her children didn't even know she hadn't graduated.

Finally, Vonice decided to ignore her embarrassment and tackle her GED. She studied hard and took

three of the tests back-to-back, but couldn't pass the math portion. That's when she got help at Goodwill's Adult Learning Center.

"I looked forward to going there every day. In addition to learning, I felt the instructor was truly concerned about me," said Vonice. "And that made all the difference."

Vonice passed her GED and has now been accepted into the liberal arts program at Milwaukee Area Technical College. She plans to become a teacher of children with disabilities.

"I am proud of myself now," she said. "I didn't want to die feeling I never really did anything in my life. I'm not the kind of person to sit around and collect a check. That's not me."

The **GEORGIA SUSNAR WRIGHT ADULT LEARNING CENTER.**

located at Goodwill's corporate headquarters in Milwaukee, provides individualized instruction in academic skills using a multi-media approach as well as traditional textbook materials. Many students have improved reading, writing, and math skills by several grade levels, and helped to attain a high school equivalency diploma or GED. The center also coaches employees in skills related to job performance.



*"This is  
the best job I  
ever had."*

**F**or Vankham Sorattanasoun, the journey to freedom and self-sufficiency has been more dangerous and difficult than most Americans could imagine. Her father died when she was 13 in the war that raged in the 1970s in Indochina. In 1979 at age 19, Van was a soldier herself. Fearing capture, she left her home in Laos the hard way: in a rickety boat that broke apart and capsized part way across the wide river between Laos and Thailand.

"I swam and swam, and then I walked very, very far," said Van, who was sent to a refugee camp in Thailand. There she met and married her husband Savang. The couple came to the United States a year later with a newborn baby daughter and dreams of a better life.

"I knew nobody here," recalled Van. "I did not know English and I had a young baby, one month old, and nobody to care for it but me."

Van attended classes at a YMCA to learn English, and worked a series of jobs. Then a friend told her about a job at Goodwill's Commercial Laundry.

"I knew the words, 'good' and 'will' but I wondered, what is this 'Goodwill?'" said Van. "My friend helped me fill out the form. I got a call to start work, and I stay until now. This is the best job I ever had."

Van appreciates the patience of her employer. "I can speak English but I still cannot read or write it," she said. "My boss takes time to read directions and explain them to me."

Goodwill **COMMERCIAL SERVICES** employ hundreds of people to perform contract work for area businesses. For example, Goodwill operates a large-scale commercial laundry in Milwaukee that washes, folds, and delivers sheets, blankets, and scrubs for many area hospitals and nursing homes, as well as the Great Lakes Naval Training Center. The laundry processes an estimated 13 million pounds of laundry per year and operates two shifts a day, six days a week.

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**M**ark Barczak, who has Down syndrome, has worked for Goodwill since he finished high school in 1988. He works three days a week as part of the environmental services team that cleans various Goodwill sites. The place he's employed is the Cudahy Adult Center, in Cudahy, Wis., one of several adult centers operated by Goodwill. Mark is given a list of cleaning chores each day and he makes sure that every item on the list is crossed off before he leaves.

But Mark isn't the type of person to sit around during his leisure time. He shows up daily, rain or shine, at Goodwill's Senior Center South in South Milwaukee to volunteer his time. Mark sets up the

lunch trays each day, making sure each tray has the proper place settings and napkins. He washes the coffee pot and dishes, and helps participants cut their food.

His cheerful personality draws Mark to help with the activities at the Senior Center, where participants are senior citizens with developmental disabilities. Mark has a knack for coaxing cooperation and enthusiasm among the participants, all of whom he knows by name.

His evenings and weekends are busy with Special Olympics, and he has excelled in bowling, basketball, and track and field.

"I like my job – I like the pay," said Mark. "I also like to joke around with the staff. We laugh."

Goodwill operates a number of **ADULT AND SENIOR CENTERS** that provide adult day services and recreational activities for adults with developmental disabilities. Some of the participants are unable to take part in work training programs; others were successfully employed at Goodwill or elsewhere, but have now retired. Like any retirees, they enjoy activity, socialization, and good hot meals. Goodwill's dedicated staff plan year-round enjoyable activities geared to the individual preferences and needs of the participants.



*"I like my job – I like the pay. I also like to joke around with the staff. We laugh."*

**A**ngie Wolff was born with cerebral palsy and a hearing impairment. She uses a walker to steady her gait and American Sign Language and lip-reading skills to help her better understand and speak to others. Angie doesn't complain about what she can't do well. She finds ways to make things work and she concentrates on her abilities.

As does Goodwill. Angie works full-time at Goodwill in Milwaukee doing assembly work, packaging and sorting. The products she works with vary from month to month as Goodwill accepts varied contracts from outside companies. She is often the person who "starts" a line in the morning – placing

the parts on the line and keeping the line going.

Angie and her co-workers are "paid participants," people who work in a supported environment with accommodations made for disabilities. Angie is glad to help co-workers with greater hearing impairment to succeed as she has.

"I have a good job and I like to help others," she said. "I have a few co-workers who are more hearing-impaired than I am. I help them understand what to do by using sign language, and I teach basic signs, such as 'Good morning,' 'Good afternoon,' 'Thank you' and 'Have a nice day' to the other co-workers so they can all talk to the hearing-impaired people."

Goodwill's **COMMERCIAL SERVICES DIVISION** performs top-quality contract work for companies in the Midwest and nationwide. Much of this work entails packaging of products, using a variety of modern packaging technologies. Goodwill can handle high volume jobs with an emphasis on quality. We will be ISO 9002-certified this year. Goodwill's Commercial Services Division currently occupies more than 500,000 square feet in four facilities in Milwaukee and Racine and plans to expand in the Chicago area.



*"I have a good job here and I like to help others ...  
...I teach basic signs...  
...to the other co-workers so they can all talk to the hearing-impaired people."*



*"I have gained self-confidence. I figure if I can handle this job, I can handle anything."*

Dale Reden hadn't held a job for five years. He suffered from clinical depression and the longer he was unemployed, the more uncertain he became of his self-worth. After getting his depression under control with medical help, his DVR counselor suggested a vocational assessment at Goodwill. That led to enrollment in Goodwill's Business Careers Training Program, where Dale learned office skills and how to use a computer — he had never before clicked a mouse or typed on a keyboard.

"The instructors were just wonderful," said Dale.

Dale eagerly recalls the exact date and what he was doing when he got the phone call with the news that he was accepted into

the class. He can instantly tell you the date he graduated. That's how important he considers the course that changed his life.

Today, Dale is working successfully in what many would consider a stressful job. He is a customer service representative at the City of Milwaukee Violations Bureau. He handles phone calls all day long from people who have received traffic violations, scheduling their appointments with the city attorney's office or helping them pay for their traffic tickets over the phone via credit card. The job requires him to look up traffic records on the computer and enter data electronically.

"I have gained self-confidence," said Dale. "I figure if I can handle this job, I can handle anything."

Goodwill's **BUSINESS CAREERS TRAINING PROGRAM** offers training in basic computer use, such as Microsoft Windows and Excel software programs. It also teaches office etiquette, dress, and employer expectations in a setting that simulates an actual workplace, rather than a classroom. Graduates are also helped to prepare resumes, find job leads, and practice job interview techniques.



*"If Goodwill hadn't given me a chance, encouraged me to apply for this job, and helped prepare me to do well during the job interview, I wouldn't be at United. I was very fortunate."*

**Y**olanda Davis is a single mother of two who was formerly receiving government assistance. She found Goodwill to be an excellent resource to gain advice on where to look for a good job and how to improve her interviewing skills. Goodwill helped Yolanda determine her job skills and preferences and gave her interviewing tips. Yolanda was also alerted about a job opening at United Airlines in Chicago, an employer that has found much success in collaborating with Goodwill to find good workers. Yolanda was hired in June 1998 as an Accounting Clerk B, and by August 1999 was promoted to Accounting Clerk A. In December 1999, she had a

wonderful Christmas present for her children: she was told she had just been promoted to Interline Billing Controller, a lead position.

"I love my job," said Yolanda, an enthusiastic employee who volunteers to write articles for the company newsletter and joined a committee that organizes special company events.

"I like the overall people, the atmosphere, and the challenge to strive to be your best," she said. "I am so thankful to Goodwill. If Goodwill hadn't given me a chance, encouraged me to apply for this job, and helped prepare me to do well during the job interview, I wouldn't be at United. I was very fortunate."

Goodwill is a highly successful provider of **WELFARE-TO-WORK SERVICES**, with documented success in helping former welfare recipients find jobs, increasing self-sufficiency and self-esteem. The Chicago program places more than 300 people in jobs annually and has established solid working relationships with area employers. Employment Solutions, Inc., (ESI), a Milwaukee subsidiary of Goodwill, is Wisconsin's largest private welfare reform agency, serving 15,000 low-income families annually.

Elizabeth Bock worries about being perceived as flighty or dumb. That's because her disabilities are hidden. She's quite bright, but she is dyslexic and has attention deficit disorder. Although she is artistically inclined and personable, employers weren't always tolerant when she worked more slowly than others, became distracted, or inadvertently reversed letters or numbers. She has a degree in graphic design, but lost a job opportunity in that field because of difficulty in measuring.

Elizabeth found help through Goodwill's Community Employment Program, where she worked with a job coach.

"The job coach accompanied me to job interviews, which really

helped me, because I became flustered when asked questions about my disability or my past job experience," she said. "My coach also helped me to confirm whether my perceptions were correct regarding things employers said or did."

For the first time in years, Elizabeth has a stable, enjoyable job. She's an activities aide at a nursing home, a job that capitalizes on her personality and creative strengths. When she finds herself getting distracted or not keeping up, she talks to her employer to work out a solution.

"A job coach gives you confidence that your disability isn't all in your head," said Elizabeth. "I had someone behind me every step of the way."

#### Goodwill's **COMMUNITY EMPLOYMENT**

**PROGRAM (CEP)** assists people who are ready for work. Each participant works with an employment specialist who is experienced in finding job leads, job carving, and negotiating accommodations with employers. The specialist may also help the job seeker with interviews. Once employment is achieved, the employment specialist provides support to the new employee and employer through frequent contact and may visit the job site to offer coaching and help ensure success.



*"A job coach gives you confidence that your disability isn't all in your head. I had someone behind me every step of the way."*



## SOLID *growth*

This was a year of significant expansion in several communities in southeastern Wisconsin and metropolitan Chicago, as well as investment in Goodwill's existing facilities. In the Milwaukee area, 8,600 square feet in the Commerce Center on 27th Street and North Avenue was remodeled, with the help of a City of Milwaukee Community Block Grant, to house the Technology Training Center, a new program that will offer computer training to city residents, with the goal of helping them achieve jobs with family-sustaining wages.

A new Vehicle Maintenance Facility is under construction at our corporate headquarters, the James O. Wright Center on 91st Street in Milwaukee. It will consolidate our Transportation Department and better enable us to provide transportation and home-delivered meals for older adults.

We became fully operational in 1999 at our large new Vogel Avenue facility near Mitchell International Airport. This building became a Goodwill facility in 1998 for Commercial Services contract work and Human Services programs.

In addition, Goodwill became more visible than ever in 1999 in several other communities, with the completion of five major building projects:

- Waukesha Community Service Center
- Racine Retail Store
- Merrionette Park Store
- Itasca Hub
- Racine 21st Street Warehouse Addition

All are designed to optimize Goodwill operations while pro-

jecting a positive image in keeping with Goodwill's efforts here and nationwide.

Our new **GOODWILL COMMUNITY SERVICE CENTER** in Waukesha, Wis., is undoubtedly one of the finest Goodwill facilities in the country. The 55,000-square-foot building has triple functions:

- A large, airy retail store, with sparkling white floors, fixtures, and ceilings. The merchandise is arranged as attractively as any department store, and customers are offered plenty of parking and a covered canopy entrance.
- A spacious donations processing area, with six loading docks for trucks in the back and a covered, drive-through entrance for the public to drop off donated items.

### **GOODWILL RETAIL STORE AND DONATION CENTER, RACINE, WIS.**







- A beautifully appointed wing that is used for human services programs, such as training, job coaching, and skill development. It includes a set of classrooms; a conference room; kitchen, shower and laundry facilities for teaching self-help skills; and a sunny reception area.

The location for the new Community Service Center is ideal. Waukesha County is a fast-growing region representing industry, homes, academic institutions, farms, and shopping. Goodwill has operated a retail store and adult centers in the Waukesha area for years, but has long wanted to increase services and visibility in this important area.

And the specific site within the Waukesha area couldn't be better: on a hill overlooking the city, just off busy Highway 164 and Main Streets, near a popular Wal-Mart and the Westbrook/Highway 18 shopping area. The Westbrook shopping neighborhood leads directly to Interstate-94 and Blue Mound Road: one of the busiest retail and business areas in the state. I-94 has on- and off-ramps

nearby, drawing traffic from miles around.

The Waukesha Community Service Center opened in October 1999. The retail store and donation center replaced a smaller Goodwill store in downtown Waukesha.

Goodwill's new **RACINE RETAIL STORE** in Mount Pleasant, Wis., opened in November. Its design is similar to the new Waukesha building, as well as other newer Goodwill stores, such as those in West Bend, Wis., and Janesville, Wis. In keeping with Goodwill's desire to present an attractive, consistent image, the building is light-colored brick with blue awnings and roof.

There are equally prominent entrances to both the retail store and the donations center. We want to make it inviting and convenient for the public to drop off donations and make purchases. The retail store is brightly lit, furnished in white, with large show windows.

The store is located off busy Highway 11 (Durand Avenue), near a Wal-Mart and a Menard's.

**GOODWILL RETAIL STORE AND DONATION CENTER, MERRIONETTE PARK, ILL.**



This location serves the entire Racine metropolitan area, including the nearby communities of Mount Pleasant and Sturtevant. It is easily accessible to residents in both Wisconsin and Illinois from Interstate 94.

Residents of **MERRIONETTE PARK**, just south of Chicago, now have a new Goodwill retail store in the Merrionette Park Plaza shopping strip, a choice location that has been recently renovated and is attracting new businesses and lots of traffic.

It is also convenient to residents in the surrounding communities of Alsip, Blue Island, Calumet Park, and Evergreen Park.

**GOODWILL ITASCA HUB  
ITASCA, ILL.**



The Goodwill store is part of a former Handy Andy store that has been remodeled into several smaller businesses. Like other Goodwill stores, it has inviting plate glass windows along the front, a highly visible blue sign, and is bright, airy and cheerful inside.

Customers have flocked to the store since it opened in October. Residents of the Merrionette Park area show a strong community spirit and involvement in charitable and church activities. They appreciate Goodwill's excellent bargains, but also support Goodwill's mission.

New Goodwill stores and successful donation drives and promotions, such as the twice-yearly Carson Pirie Scott Goodwill Sales, have increased donations in the Chicago area. Now, Goodwill has a building dedicated to coordination and processing of those donations.

The **ITASCA HUB** was completed in early November as a central site to process donated clothing and other items from the entire Chicago area. Trucks then distribute the merchandise to the four Goodwill stores in the Chicago metropolitan area. The Itasca Hub also houses and processes all goods received from the Chicago

Goodwill stores for secondary market sale.

The "secondary market" is a way of finding a good use for items that have been donated to Goodwill stores, but have not been purchased. These items are often sent to developing countries, where many people desire American clothing. Selling these items on the secondary market makes room in the local retail stores for newly donated merchandise. Like the profits from retail sales, the revenue from secondary market sales also helps support Goodwill's Human Services programs to train and place people into jobs.

With the additional space created by the new Itasca Hub, Goodwill will be able to expand its salvage and secondary market business. The building was also designed for future growth that may include some Commercial Services participation.

Itasca is a good location for the donations hub because it is close to several freeways and its northwestern suburban location will serve possible future Goodwill store and donation centers.

Goodwill's **COMMERCIAL SERVICES DIVISION** provides top-quality contract work for companies in the

Midwest and nationwide – work that meets or exceeds the customers' expectations, while providing jobs for people with barriers to employment and drawing revenue to support Goodwill's Human Services programs. Our Commercial Services operations occupy more than 500,000 square feet at four locations in Racine and Milwaukee.

In 1999, we completed construction of a 58,000-square foot warehouse addition to **GOODWILL'S 21ST STREET FACILITY** in Racine. In recent years, much of the existing 39,000-square foot building was used for storage, which took away from needed production space. The new addition will provide enough room for current storage needs and still be able to take on extra jobs during peak times.

The building was designed for optimum warehouse use, with 24-foot ceilings and powerful "high bay" lighting to improve safety and ease of shipping and receiving goods. Its six loading docks have special blower units mounted above each door.

**GOODWILL 21ST STREET  
FACILITY, RACINE, WIS.**



During cold weather, these units blow the cold air back outside, saving on heating costs and adding comfort for workers.

The front portion of Goodwill's 21st St. building was also remodeled to provide updated office space and improved adult day services facilities.



**SERVICES AND PROGRAMS OFFERED BY GOODWILL:**

Ability Connection	Dental Receptionist Training	Supported Employment Program (SEP)
Adult Learning Center	Direct Placement	Sun Squad/Winter Watch
Adult Protective Services	Drug/Alcohol programs	Team Parenting
Adult Day Services	Family Advocacy Call Center	Technology Training Center
BankForce Training	Food Service Training	Teen Parents Program
Business Careers Training	Foster Grandparent	Transportation Services
Career Enhancement Services	Graphic Arts Training	Vocational Evaluation and Assessment
Children First	Home Delivered Meals	Vocational Evaluation Training and Placement (VETAP)
Children Upfront	Job Readiness Training	Welfare-to-Work
Community Employment Program (CEP)	Literacy Services	Wisconsin Works (W-2)
Community Opportunities Club	Pathways to Independence	Work Adjustment Training
Custodial/ Environmental Services Training	Professional Office Training	Workforce Training Center
Customer Service Training	Project NOW	Work Services
Dental Assistant Training	Retail Training	
	Senior Centers	
	Staffing Services	

**TYPES OF DISADVANTAGES OR DISABILITIES SERVED BY GOODWILL:**

Accident or injury	Cystic fibrosis	Muscular dystrophy
Affective psychosis	Deaf and hard-of-hearing	Neurological disorders
Alcohol or chemical dependency	Degenerative or infectious disease	Non-custodial fathers
Alzheimer's	Developmental disabilities	Orthopedic disorders
Anemia and related disorders	Diabetes mellitus	Personality disorders
Arteriosclerotic and degenerative heart diseases	Down syndrome	Poliomyelitis
Arthritis and related disorders	Epilepsy	Public assistance recipients
At risk youth	Ex-offenders	Seizure disorder
Autism	Fragile families	Spinal cord injury
Bipolar disorder	Illiteracy	Stroke
Blindness	Lack of high school diploma	Teen parents
Brain injury/trauma	Language barriers	Vision impairments
Cerebral palsy	Learning disabilities	
Congenital malformations	Low income working populations	
Cognitive disability, mild to severe	Mental and emotional disorders	
	Multiple sclerosis	

# SOLID *performance*

In 1999, Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. served the following number of people: . . . . 24,775\*

This breaks down into the following general categories:

- Milwaukee County, Wisconsin and surrounding counties  
of Waukesha, Washington and Ozaukee . . . . . 17,023
  
- Racine County, Wisconsin . . . . . 2,895
  
- Kenosha County, Wisconsin . . . . . 3,504
  
- Chicago metro area . . . . . 966
  
- Lake County, Illinois . . . . . 387

\* This number represents the number of people who participated in at least one Goodwill program or service in 1999. Many people participated in more than one Goodwill program, but are only counted once.

Goodwill is pursuing the following goals for 2000 and the next five years:

**WORKFORCE DEVELOPMENT**

We will systematically integrate, upgrade and add to our existing vocational and career development services so that by 2004 we are the premier work force development organization in southeastern Wisconsin and metropolitan Chicago.

**PROCESS IMPROVEMENT**

We will become an organization committed to process improvement so that by 2004 all of the business processes of the organization have been documented and re-engineered as Best Practices.

**KNOWLEDGE MANAGEMENT**

We will organize and make explicit the intellectual property of the corporation. A knowledge and relationship management system will meet the business communication needs of our customers and employees across all divisions and functions by 2004.

**LEADERSHIP DEVELOPMENT**

We will systemically develop the potential of our professional and management staff so that by 2004 we have the executive talent to continue the growth and mission of the organization, including written succession plans for each leadership position.

**FINANCIAL RESPONSIBILITY**

We will operate the corporation in a responsible manner, so that sufficient resources are available to carry out our mission, depreciation is funded from operating income, and a net margin is earned each year on operations.

# SOLID *direction*

Goodwill operates under the direction of the following Board of Directors:

#### BOARD OFFICERS:

Linda F. Stephenson, Board Chair  
President and CEO  
Zigman Joseph Stephenson

Charles F. Wright, First Vice Chair  
Chairman  
Fall River Group

Thomas F. Schrader, Second Vice Chair  
President and COO  
WICOR, Inc.

Robert J. Klug, Treasurer  
Vice President of Finance and Business  
Development  
Extencicare, Inc.

Dennis J. McNally, Secretary  
Attorney  
McNally, Maloney & Peterson, S.C.

John L. Miller  
President and CEO  
Goodwill

#### BOARD OF DIRECTORS:

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Omni Tech Corporation

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Executive Vice President of Sales  
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Partner, Lubar & Co.

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Vice President of Human Resources &  
Information Systems  
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Shari R. Daw  
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DeJong Financial Group

Berk Fernandez  
Baxter International

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Community Volunteer  
Richard D. Fritz, MD  
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Madison Medical Associates, S.C.

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U.S. Bank National Association

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Stephen J. Smith  
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Bonnie R. Weigell  
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#### BOARD OF DIRECTORS EMERITUS:

CHAIRMAN EMERITUS  
James O. Wright  
Chairman, Badger Meter, Inc.

#### DIRECTORS EMERITUS

Richard H. Lillie, M.D.

A. D. Robertson  
Robertson-Ryan & Associates

Goodwill is led by the following  
senior level executives:

John L. Miller  
President and CEO

William Martin  
Senior Vice President of Workforce  
Development

Roger Sherman  
Senior Vice President of Human Services

Vickie Volpano  
Senior Vice President of Retail Operations

Pat Boelter  
Vice President of Marketing and  
Development

Robert Gleason  
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Kevin Rose  
Vice President of Commercial Services

Robert Schneeberg  
Vice President of Finance and Chief  
Financial Officer

Jackie Hallberg  
Executive Director of CWS, Inc.

#### EDITOR

Kay Nolan  
Publications Coordinator  
Goodwill Industries of Southeastern  
Wisconsin and Metropolitan Chicago, Inc.

#### DESIGNER

Marly Gisser / Designwise Group

#### PHOTOGRAPHER

Mark Avery

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Wisconsin and Metropolitan Chicago, Inc.

# SOLID *finances*

## 1999 BALANCE SHEET

### Assets

Cash .....	\$ 287,416
Accounts Receivable .....	\$ 18,685,214
Inventories .....	\$ 6,371,323
Prepaid Expenses .....	\$ 598,410
Program Reinvestment Funds .....	\$ 8,977,851
Property, Plant and Equipment .....	\$ 32,473,205
Total Assets .....	\$ 67,393,419

### Liabilities

Accounts Payable .....	\$ 21,291,023
Notes/Mortgages .....	\$ 18,844,033
Capital Leases .....	\$ 710,774
Total Liabilities .....	\$ 40,845,830
Net Assets .....	\$ 26,547,589
Total Liabilities and Net Assets .....	\$ 67,393,419

## 1999 STATEMENT OF REVENUES, EXPENSES AND CHANGE IN NET ASSETS

### REVENUES

Participant Programs and Services .....	\$ 56,016,978
Commercial Services .....	\$ 70,912,076
Retail Operations .....	\$ 15,858,858
Contributions and Miscellaneous .....	\$ 1,974,150
Total 1999 Revenues .....	\$ 144,762,062

### EXPENSES

Program Services .....	\$ 135,609,328
Management Services .....	\$ 6,380,002
Development .....	\$ 1,147,238
Total 1999 Expenses .....	\$ 143,136,568
Change to Net Assets .....	\$ 1,625,494

*Figures subject to audit by Arthur Andersen, LLP*

# SOLID contributors



Donations make our work possible. We extend sincere thanks to all those who made donations in support of our mission. Donations received in southeastern Wisconsin and metropolitan Chicago are used to help support programs and services in each respective area. The following list of donors has been divided between the two regions.

The names listed are those who have given a financial contribution or a substantial in-kind gift to Goodwill as of Dec. 31, 1999. Goodwill has made every effort to assure the accuracy of these donor lists. If you find an omission or discrepancy, please call the Development Office at 414/353-6400. We regret we cannot list all those who generously donated clothing, household goods and other items.

## 1999 SOUTHEASTERN WISCONSIN DONORS

### CORPORATIONS & FOUNDATIONS

Accounts On Call  
Ace Drapery  
Advantage Sales & Marketing  
Alliance Credit Union  
American TV  
Anderson-Ashton, Inc.  
Apple Family Foundation  
Arrow Products, Inc.  
ATO Findley, Inc.  
Badger Meter, Inc.  
Bank One  
Best Western Midway Hotel.  
Brookfield  
Richard & Kay Bibler  
Foundation  
Bitter-Neumann Appliance  
TV Furniture  
Bradford Endowment  
Bradley Corporation  
Briggs & Stratton  
Corporation  
Foundation, Inc.  
Brigittas Finishing Touch  
Bucyrus-Erie Foundation  
Cardinal Stritch University  
Carson Pirie Scott & Co.  
Cascio Interstate  
Cellular One  
Charities Funds Transfer  
Children's Health System  
L. C. Christensen Charitable  
Trust  
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City of Milwaukee  
Community Block Grant  
Coakley Brothers  
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Control Resources  
Corporation  
Cream City Auto Body, Inc.  
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Firststar Corporation  
Firststar Milwaukee  
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Ford Foundation  
GE Medical Systems  
Gebhardt Foundation  
General Charities, Inc.  
Gingiss Formalwear  
Godfrey Foundation  
Gramann Reporting, Ltd.  
Grede Foundation, Inc.  
Greystone Foundation  
Gulf South Medical  
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Partnerships, Inc.  
Investment Designers, Inc.  
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Family Foundation Inc.  
Journal Sentinel Inc.  
Karl's Party Rental  
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Trust  
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Langstaff Properties  
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MGIC Investment  
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Midwest Express Airlines  
MilSCO Manufacturing Co.  
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Firefighters Assoc.  
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Catherine & Walter  
Lindsay Fund  
Milwaukee Service Center  
Moorehead & Rhodes, Inc.  
Motor Casting Foundation  
MSOE-Society for the  
Advancement of  
Management  
Muskego-Norway School  
District  
Bay Lane Middle School  
Northwestern Mutual Life  
Ins.  
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Penworthy Company  
Pollybill Foundation, Inc.  
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Foundation Inc.  
Potawatomi Bingo & Casino  
Prudential Securities  
Quad/Graphics  
Rite Hite Corporation  
Foundation  
Rockwell Automation  
Rogan's Shoes  
Scan Communications  
Schwab, Inc.

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Milwaukee  
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## 1999 METROPOLITAN CHICAGO DONORS

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The Aspegren Charitable Foundation  
Auto Center of Beach Park  
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Allen & Clara Bates Foundation  
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Carson Pirie Scott Foundation  
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Platers Polishing Co. Inc.  
RDS Main Stream, Inc.  
Reese McMahon, LLC  
RESIDCO  
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Soto's Furniture  
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## 1999 METROPOLITAN CHICAGO DONORS

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Steven & Jane Andrews  
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# Goodwill

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and Metropolitan Chicago, Inc.

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