



*Standing true  
to our  
mission and  
values.*



**Goodwill**  
Industries of Southeastern Wisconsin  
and Metropolitan Chicago, Inc.

## *Our mission*

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

## *Our vision*

*Our vision is to be the recognized leader  
in helping individuals develop work  
and life skills, find work and successfully  
perform that work in the  
communities we serve.*

ON THE COVER: Anne Rindfleisch of Milwaukee, who received the 2001 Goodwill Industries International Graduate of the Year Award, met with President George W. Bush at the White House in May. Shown with Anne and the President are her parents, Al and Jean Rindfleisch, also of Milwaukee. *Official White House photo*

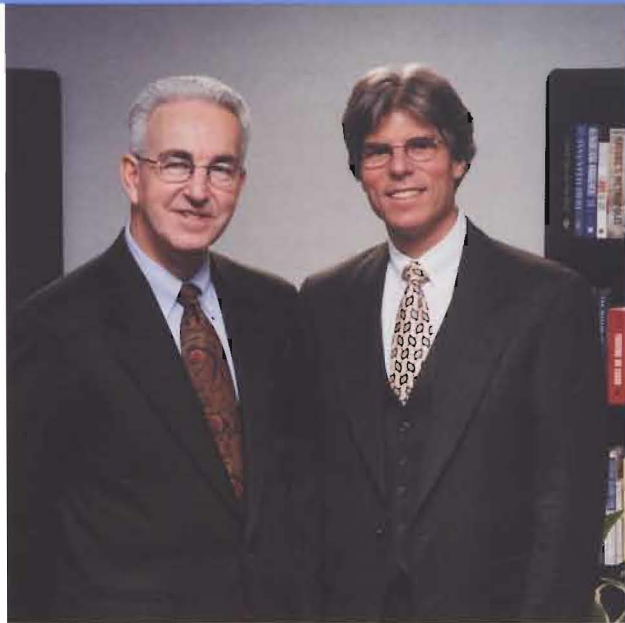
## Goodwill Industries

has provided people the tools they need to succeed in the workplace for 100 years. Dignity, independence, and the power of work have never been more important in our communities and in our country than in 2001. This year, we broke previous records in southeastern Wisconsin and metropolitan Chicago, providing services to more than 30,000 individuals and placing approximately 5,000 people into employment, demonstrating an unwavering commitment to our mission and values.

We are constantly striving to improve our service to customers. In 2001, we underwent process improvement in every functional area of Goodwill, eliminating waste and adding value. One outstanding result is that the food service operation at the Great Lakes Naval Station, run by Goodwill since 1998, received the greatest honors a Navy dining facility can earn: two of our three galleys received five-star accreditation, and the third galley received four-star accreditation from the Department of the Navy and the International Food Service Executives Association.

Process improvement also helped 13 of our Retail Store and Donation Centers achieve \$1 million in sales during 2001, with one store reaching \$3 million. In 2001, we opened three new stores in the Chicago area. Four new stores are planned for 2002 — three in Illinois and one in Wisconsin.

Our Commercial Services Division,



which performs packaging, assembly, reverse logistics, laundry, and inspection, continues to offer competitive pricing and exceptional customer service to several Fortune 100 companies.

Certainly, we join many others in the non-profit sector in saying that 2001 has been a challenging year, both for our organization and for the nation. At the same time, we eagerly anticipate 2002, Goodwill's centennial year. One hundred years of helping millions of individuals in North America fulfill their dreams through work is reason for celebration. Goodwill Industries of Southeastern Wisconsin, Inc. will host Goodwill's international conference in Milwaukee in June.

As the stories in this Annual Report show, Goodwill stands true to its mission and values, regardless of challenges and changing times.

John L. Miller  
President and  
CEO

Charles F. Wright  
Chairman of the  
Board

supervisors because my job is important to me.

I work hard to communicate with my



# Overcoming barriers

COMMUNICATION is key to our everyday lives, but it's not something Pedro Chavez takes for granted. He is guaranteed freedom of speech, but in day-to-day life, communication is hardly guaranteed for a young man who was born Deaf and cannot speak. American Sign Language has only limited value to Pedro, who had no schooling until his family moved from Mexico to Chicago when he was 11. He learned some English and American Sign Language at Chicago's Whitney Young High School.

Yet Pedro, 21, is proudly working full-time at the Renaissance Hotel in downtown Chicago, thanks to support from Goodwill and the willingness of his supervisors and co-workers to figure out a way to communicate with him.

"Before I became involved with Goodwill, I was staying at home and was very bored," said Pedro, speaking through a bilingual sign language interpreter. "I really enjoy working the night shift here and making sure everything is perfect for the guests. It's nice to work for such a reputable hotel. When I come here during the day and see how clean everything is, I am filled with pride to know I helped make it that way. I also

believe it's important to keep a job and to keep taking on new responsibilities and challenges."

Pedro started his job two years ago, learning the tasks with the help of Goodwill's Patricia Flannery, a Chicago businesswoman who has never allowed Deafness to prevent her from achieving success in banking, accounting, business, data entry and art. Flannery "coached" Pedro at first, then proudly stepped back and watched him become a top employee. Pedro's supervisor on the night shift is Dorene Barker. She doesn't know any sign language, but she's been in the hotel housekeeping business for years and she knows a good employee when she sees one. Rather than rely on verbal instructions, it's standard procedure to give all employees a written list of tasks each night, with the most important ones highlighted.

"If Pedro has questions or wants to point out a stain on the carpet or something that needs attention, we find a way to communicate," said Dorene.

"We don't treat him as if he is disabled," said Magdalena Rios, Manager of Housekeeping. "We treat him like everyone else."





## Teaching new skills

IT'S OBVIOUS that Minnie Garcia has never been afraid to try something new. At age 34, after waiting until her three children were of school age, she joined the U.S. Army. Not only was she older than most of her fellow recruits, she was the first female to complete basic training at Fort Leonard Wood, Missouri. Although at times she felt she had to prove herself twice as much as the others, Minnie succeeded and served her country for three years in the Army.

Back home, Minnie found a satisfying career helping people with disabilities in a group home setting. Part of her deep compassion stemmed from being the mother of a child with severe disabilities whom she has been determined to care for in a loving home environment, rather than a health care facility or institution. She eventually became the assistant manager of a local group home.

One day, however, Minnie's wrist was accidentally broken by a patient. She

underwent surgery to repair the wrist and went back to work, but the physical demands of the job caused her to keep re-injuring the wrist. Finally, her doctor advised Minnie to switch careers to office-type work. The rehabilitation professionals at Clement J. Zablocki VA Medical Center, where Minnie was receiving physical therapy, suggested she contact Goodwill for help in learning office and computer skills.

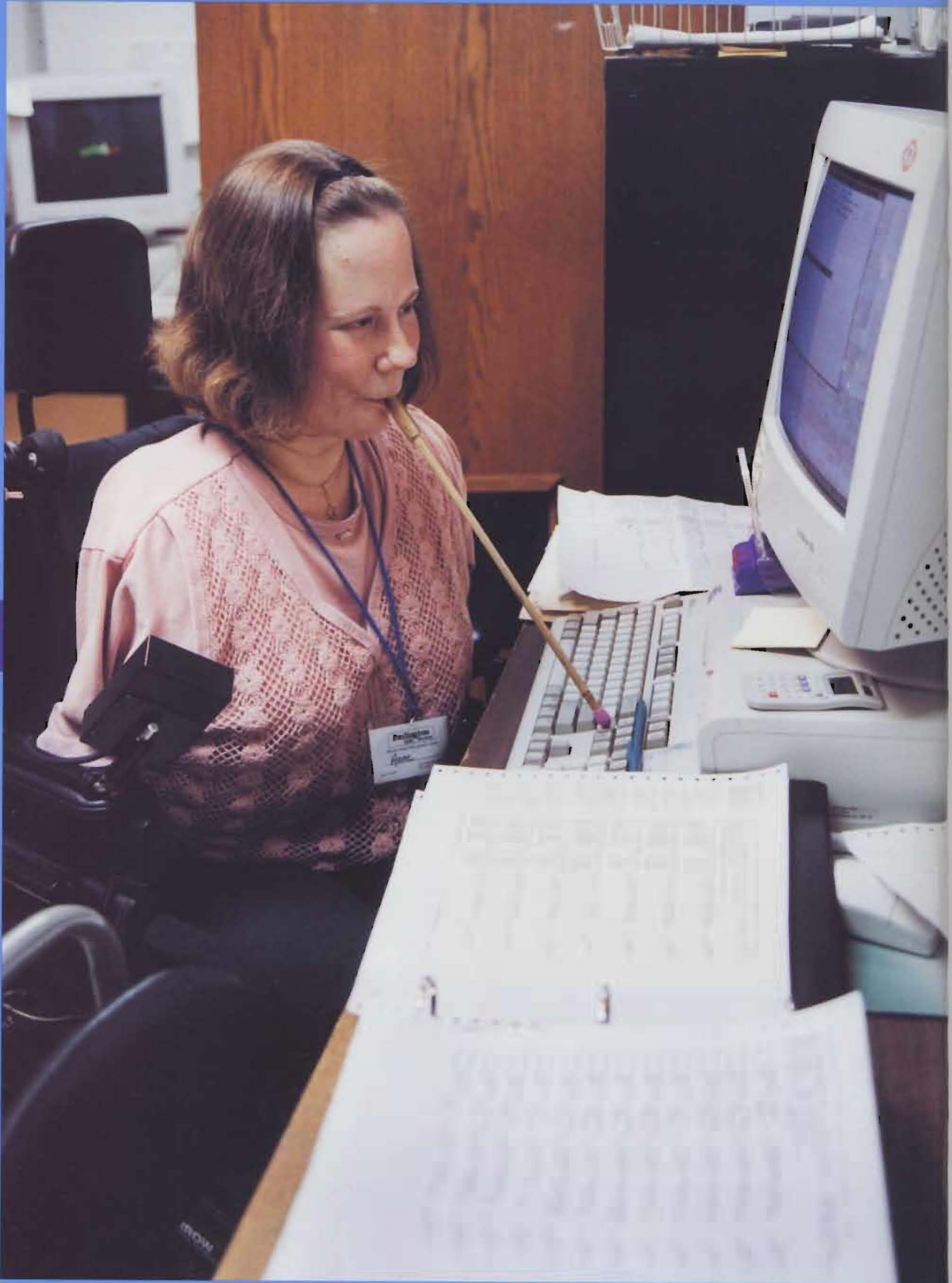
Minnie went back to school each day at Goodwill's Business Careers Training Program. She started working part-time evenings in the admissions department at the VA Medical Center, and moved up to full-time work after graduation.

"I was nervous about whether I could handle a job involving so much paperwork and computer entry in such a busy setting, but I am doing it," said Minnie. "I love this job. I really like working with veterans, especially the older vets from World War II. They touch my heart."



mean that I am unable to have a job.

Just because I'm disabled doesn't





# Encouraging self-sufficiency

SELF-SUFFICIENCY is something Anne Rindfleisch wants as much as anyone. Like most Americans, she wants to earn her own way and live in her own home, free of dependency on others. It hasn't been easy for Anne, who was born without arms or legs. But she never assumed she shouldn't pursue the same basic goals as other young adults: attaining an education, starting a career and moving out of her parents' home.

Anne uses her shoulders to control her motorized wheelchair. She wears prosthetic legs for cosmetic reasons. She has tried artificial arms, but found it easier to become proficient with a mouthstick. She earned a college degree and did volunteer work, but was turned down for paying jobs. Anne came up with a plan to fight for her independence and found an ally in Goodwill. She attended Business Careers Training at Goodwill, which arranged for special software so Anne could learn computer skills using her mouthstick. She soon mastered the computer and could handle the keyboard at 40 words per minute. In the meantime, Anne had her eye on a potential workplace that was located a short distance from an accessi-

ble apartment building.

Armed with her new skills and the encouragement of her greatly impressed Goodwill instructors, Anne wheeled into Burlington Coat Factory and convinced them to hire her to process inventory and merchandise orders. She moved into the nearby apartment complex and gets to and from work in her wheelchair, rain, snow or shine. Burlington says Anne is a top-notch employee. Goodwill is proud to say that Anne won Goodwill Industries International's Graduate of the Year Award in 2001.

But Anne continues to strive for even greater independence. Although her employer would give her a promotion and raise in a minute, Anne must limit her income to receive the medical assistance that helps pay for her wheelchair and the personal care attendants that visit each day. When Anne visited President George W. Bush during National Goodwill Industries Week in May, she urged him to adjust Social Security laws to allow individuals like herself to work more hours and earn more money without losing essential medical assistance benefits.



## Instilling pride

PRIDE, along with increased respectfulness, hard work, and drive can be seen among the young men and women who graduate from boot camp at Great Lakes Naval Station in Illinois. **Brandon Shurtleff** is a young man who's undergone similarly striking changes in his work ethic, stamina, and attitude since joining Great Lakes. In some ways, his struggles to succeed at a full-time job on base were just as tough for him as boot camp is for other young adults.

A seizure disorder kept Brandon from joining his siblings in playing sports, learning to drive, or joining the military. Because his life experiences were so limited, he was somewhat lacking in social and conversational skills. He was also bored and unhappy. He wanted a job and Goodwill helped him find it. GWS, a subsidiary of Goodwill, has been operating JWOD's largest food service contract at Great Lakes Naval Station since 1998. GWS program participants are provided encouragement and coaching on the job.

But at first, Brandon couldn't get used to the idea of working all day. He loved the companionship provided by co-workers but didn't realize that by clown-

ing around too much, he was interfering with their work and not making friends. Brandon lacked the communication skills to ask for help with a task but felt crushed when told he hadn't done it correctly. But he didn't want to quit. He wanted to learn to succeed. Slowly he realized his job coach, Nan Wegrzyn, was also pulling for him to succeed and the two formed a powerful team. "Now if I have a problem, I tell her about it and she helps me take care of it," said Brandon.

"The change in his work performance has turned around 180 degrees," said Wegrzyn. Brandon's been on the job for almost three years and has earned a promotion. He now does such outstanding work with so little need for supervision that he's been hand-picked to transfer to a new galley on base that will be a prototype for future operations.

"I feel kind of special working in a place like this," said Brandon. "One of my brothers is a member of the National Guard, and another is in the Air Force. It's something I wish I could do. But I like helping the people here and I am going to try hard to keep learning new skills."



the bills each month and help other family members.

It is so wonderful to be able to pay



# Providing opportunity

FREEDOM will never be taken for granted by Hue Nguyen, who considers herself very lucky to be living in America and working at a job with good pay and benefits.

Hue lived with her husband, Hung Hoang Dinh, and four children in South Vietnam during the Vietnam War. Basic freedoms, such as the right to live and work in peace, could not be guaranteed by the South Vietnamese government. Because her husband was a member of the South Vietnamese military, he was taken away to prison by the North Vietnamese Communist government. He was a prisoner of war for seven years, from 1975 to 1982, while Hue took care of their four children and prayed to be reunited one day. She was rarely even allowed to visit him.

Eventually, her prayers were answered and her husband was released. "I am lucky he did not die and that he came back to me," she said.

After this ordeal, the family knew that freedom was something so precious that it was worth leaving their homeland.

They came to America in 1991 and Hue has worked at Goodwill since 1992. She is a lead worker in Goodwill's commercial laundry in Milwaukee, a facility that launders sheets, blankets, and scrubs for hospitals and nursing homes throughout southeastern Wisconsin and for the Navy at Great Lakes.

Goodwill's laundry has a very diverse workforce, with employees of various heritage: Vietnamese, Laotian, Hmong, Filipino, Hispanic, African-American, Ethiopian, and Caucasian. Some have Down syndrome; others have surmounted obstacles such as physical disability, lack of education, former dependence on alcohol or drugs, or lack of prior work history. Very few fail to notice how hard-working and kind Hue is, day after day.

Hue, who has learned to speak and understand English well, volunteers to interpret for other Vietnamese employees in the laundry. As lead worker, she helps newer workers master their jobs.

"I love my job at Goodwill," said Hue. "The laundry is like another family to me. I am very lucky to be here."



## Offering a second chance

A SECOND CHANCE and the opportunity to continually better himself is all **Bob Feavel** asks, and Goodwill is working to give him that opportunity. Bob was born on Christmas Day, 1959, in Milwaukee and by age 20 was a handsome, strapping, 6' 2" Marine, stationed in Hawaii. He was engaged to be married and hoping to learn a trade.

But Bob made a mistake that would alter his life forever. He got behind the wheel of a car after drinking and had a terrible accident. He survived but became a triplegic – which means he lost the use of three limbs: both legs and one arm. In addition, his speech, hearing, and short-term memory were impaired. Instead of pursuing the life he'd imagined, he spent months in the hospital, then years in a nursing home. Slowly, painstakingly, he has regained many functions – as well as his ambition to work and keep busy.

And that's where Goodwill came into the picture. A few years ago, Bob started attending Goodwill's Day Services, which offers social, recreational and therapeutic activities for adults with dis-

abilities. It was a much-appreciated chance to get out of the house for Bob. Within the past year, Bob "graduated" into Goodwill's Skill Development Program, which offers paid work doing assembly and packaging jobs for various companies. He is working hard to increase his speed and skill, while adapting the tasks to be completed with one arm.

"I am so grateful for Goodwill," said Kathy Busalacchi, Bob's former fiancée who has remained his steadfast friend and legal guardian. "He would get frustrated and kind of down in the dumps sitting around at the nursing home all day. Now he tells me proudly that he's going to work each day. He really values the socialization, too. Doctors are learning more all the time about traumatic brain injury and it appears that some patients like Bob keep making gradual improvement, although it's certainly been a long, slow process. There isn't much out there for people like Bob. Since he started at Goodwill, he's making progress, he's happier, and I worry about him a lot less."



# at Goodwill

## NUMBER OF PEOPLE SERVED IN 2001

In 2001, Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. served 33,873 \* people.

Milwaukee, Waukesha and Sheboygan Counties, Wisconsin	28,277
Racine County, Wisconsin	572
Kenosha County, Wisconsin	2,731
Metropolitan Chicago and Lake County, Illinois	1,986
Great Lakes Naval Station	307
TOTAL NUMBER OF JOB PLACEMENTS	4,753

\* This number depicts 11 months of data representing the number of people who participated in at least one Goodwill program or service in 2001. Some people participated in more than one Goodwill program.

## GOODWILL SERVES INDIVIDUALS WITH THE FOLLOWING DISABILITIES AND/OR DISADVANTAGES

Arteriosclerotic and Degenerative Heart Diseases	Economic and Vocational Disadvantages
Arthritis and Related Disorders	Epilepsy
Blind and Visually Impaired	Learning Disabilities
Cerebral Palsy	Orthopedic Disabilities
Chemical Dependency	Personality Disorders
Deaf and Hearing Impaired	Psychiatric, Emotional, Behavioral Disorders
Developmental Disabilities	Traumatic Brain Injury



# Operating



## HUMAN SERVICES

Goodwill's Human Services Division provides an array of programs and services to individuals with barriers to employment. These programs and services include adult day services, adult education, vocational evaluation, employment services, skill training programs, work services, senior services, case management, and family support programs.

### 2001 Highlights

- The Work Services and Skill Development Programs served 500 participants at two Milwaukee locations (James O. Wright Center on 91st Street and the Center for Work and Training on Vogel Avenue). Paid work opportunities are provided to these participants by more than 55 businesses throughout southeastern Wisconsin.
- Senior Service Programs served 3,260 individuals by providing home-delivered meals, shopping and errand services, and summer/winter home maintenance assistance. During 2001, 255,285 hot meals were delivered to senior citizens' homes through collaboration with the Milwaukee County Department of Aging.
- Adult Day Service programs served 527 participants in 13 locations in Milwaukee, Racine, Sheboygan, and Waukesha counties. These programs, which receive funding from county human services divisions, encourage participants to remain independent and active in their communities, and develop personal and work skills. Over 97% of the day program participants maintained their level of independence in 2001.
- AbilITy Connection, a partnership with Wisconsin Division of Vocational Rehabilitation (DVR), offers mentoring, internships, scholarships and job placement services to individuals pursuing careers in information technology. It served 53 participants in 2001. Average wage at placement was \$13.94 per hour. The AbilITy Connection Program won Gov. Scott McCallum's September Workforce Innovation (WIN) Award.
- The Human Services Division implemented the Kaizen method of continuous process improvement throughout all program areas during 2001, resulting in standardized program models, less paperwork for staff, more efficient transportation routes, greater input from participants and customers, and activities of greater value to participants.

# highlights



## COMMERCIAL SERVICES

The Commercial Services Division provides professional assembly, packaging, inspection, reverse logistics and other light manufacturing contract work for local and national companies. The reverse logistics area processes products that have been returned to manufacturers because of scratch-and-dents, inventory over-run, or outdated labeling. Goodwill cleans, re-packs and re-labels usable products for primary or secondary market sales and breaks down unusable goods for recycling or salvage. Goodwill's Commercial Services also runs a large recycling facility for SC Johnson and operates one of the largest commercial laundry facilities in Wisconsin, serving hospitals, nursing homes, hotels, and the U.S. Navy.

### 2001 Highlights

- Commercial Services processed 14 million pounds of laundry in 2001.
- Goodwill recycled 8,320 tons of materials in 2001 for SC Johnson at its Waxdale facility in Racine, Wisconsin.

- The Reverse Logistics area processed more than 8.6 million manufacturer's returned goods in 2001.
- In 2001, Commercial Services added two more Fortune 100 companies to its list of more than 80 local and national companies that contract with Goodwill to do packaging, assembly and light manufacturing work.
- Goodwill's Commercial Services provides steady jobs for 642 individuals with disabilities or barriers to employment.
- Process improvement events were held in several manufacturing areas, resulting in restructuring of assembly lines, work procedures and warehouse space, creating measurable improvements in cost-efficiency and increased production.



## RETAIL OPERATIONS

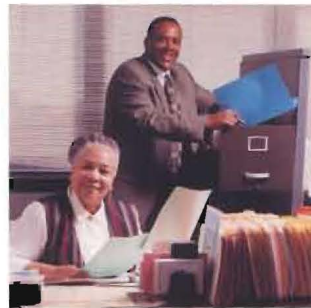
The Retail Operations Division operates 16 Goodwill Retail Store and Donation Centers in southeastern Wisconsin and metropolitan Chicago. In addition to collection and resale of



goods at the stores, Goodwill manages other donation sites and donor drives, including Carson Pirie Scott's "Goodwill Sale" throughout the area. Goodwill ships unsold clothing and other items to secondary markets throughout the world. Revenue from sales of donated items helps support Goodwill's programs and services for individuals with barriers to employment.

#### *2001 Highlights*

- The Goodwill Store and Donation Center on North 91st Street in Milwaukee achieved \$3 million in annual revenue and is the fifth largest of 1,700 Goodwill stores nationwide.
- Goodwill retail sales increased by 17%.
- Four Wisconsin Goodwill Stores (Mount Pleasant, Delavan, Fond du Lac and Sheboygan) reached the \$1 million mark in 2001. Thirteen of the 16 stores have now reached \$1 million plus in annual sales.
- New stores opened in 2001 in Naperville, North Riverside, and Batavia, Illinois.
- Secondary market and baling operations in Wisconsin were consolidated at the James O. Wright Center, creating greater efficiency and eliminating the costs of leasing a separate facility.
- Process improvement events continued to be held at all stores, significantly improving the speed and efficiency of processing donated goods.
- Goodwill's "Value Plus" frequent shopper incentive program continued to attract large numbers of new members, with membership now over 68,000.



#### **GOODWILL CHICAGO**

Goodwill Industries of Metropolitan Chicago offers a variety of workforce development and family support services to people with disabilities and other barriers to employment. Goodwill of Chicago has excellent resources to provide work training and job placement for people who are Deaf and Hard-of-Hearing. Among other groups served by Chicago Goodwill are parents referred by Temporary Aid to Needy Families (TANF) or welfare-to-work programs.

#### *2001 Highlights*

- The Business Office Skills Program placed 93% of its graduates into competitive employment in 2001.
- 100% of the Building Maintenance and Environmental Services graduates were placed directly into entry-level jobs.
- Seventeen graduates from Chicago's BankForce Program were placed into jobs at local banks with average salaries of \$9.68 per hour. The demand for BankForce graduates continues to grow — Goodwill received 84 such requests in the last 12 months.
- The Englewood Community Job Center served 560 clients in 2001. It offers complete job assistance from vocational screening through placement; as well as support services such as vouchers for child care, transportation and clothing, and referrals for

- substance abuse treatment, domestic violence services, and legal assistance.
- Goodwill created a new mentoring and motivation program for young fathers, ages 19-21, The Yes! Father's Project.
  - In 2001, 17 participants completed Goodwill's desktop publishing program and were placed into jobs with an average salary of \$11.73 per hour.
  - Partnering with Sun Microsystems, Goodwill of Chicago received funding from the Mayor's Office of Workforce Development to establish a program to train low-income high school graduates to become Sun Solaris System Administrators. After four sessions of the 12-week course of instruction, Goodwill expects to place 76 graduates into jobs with potential wages of up to \$28 per hour.
  - Goodwill was the lead partner in developing Project YouthLink, a consortium of nine community-based agencies working on a comprehensive approach to support young offenders, gang members and youth-at-risk.



### GWS

GWS, a Goodwill subsidiary, provides work opportunities and skill development for people with disabilities through the federal Javits-Wagner-O'Day (JWOD) Program. The program is administered by NISH, a private, non-profit

organization. GWS provides food service and administrative support at Great Lakes Naval Station in Illinois and laundry services in Milwaukee, Wisconsin.

### 2001 Highlights

- GWS employs 409 individuals at Great Lakes Naval Station, of whom 202 have disabilities.
- GWS, in partnership with the Navy and NISH, earned the prestigious Capt. Edward F. Ney military food service award. This accreditation is the equivalent of a restaurant earning a 5-star rating.
- GWS staff served more than 12.4 million meals at Great Lakes in 2001. That's 40% of the total meals served in Navy ashore galleys.
- Process improvement events were conducted in 10 food service functional areas, resulting in higher efficiency and better service.
- GWS administrative support for the Navy's Engineering Field Activity-Midwest processed 353 travel orders and 139 training orders, held 62 satellite broadcasts and 124 video teleconferences, and hosted four training courses and major conferences.
- GWS began providing administrative support for the Navy Service School Command in October 2001. This contract presents significant opportunities to continue the partnership with the Navy.
- GWS processed 2,240,729 pounds of laundry in 2001 for the Navy.
- GWS rose to the challenge following the September 11 terrorist attacks to maintain its level of excellence while providing a greater number of meals and administrative services for the increased military personnel on base and adapting to greatly increased security procedures.

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2002 Annual Report

EDITOR AND WRITER  
Kay Nolan

DESIGNER  
Marly Gisser

PHOTOGRAPHER  
Mark Avery

# Donations make our 2001 work possible

WE EXTEND sincere thanks to all those who made charitable gifts to Goodwill in Southeastern Wisconsin in support of our mission. Donations are used to help support programs and services in our local communities.

The names listed here are those who made a financial contribution or a substantial in-kind gift to Goodwill as of Dec. 31, 2001. 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.

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# Donations make our 2001

WE EXTEND sincere thanks to all those who made charitable gifts to Goodwill Industries in the Metropolitan Chicago area in support of our mission. Donations are used to help support programs and services in our local communities.

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