



6

009803

790082

# BUILDING FOR THE FUTURE

2014 COMMUNITY IMPACT REPORT

## OUR MISSION

GOODWILL PROVIDES TRAINING,  
EMPLOYMENT AND SUPPORTIVE  
SERVICES FOR PEOPLE WITH  
DISABILITIES OR DISADVANTAGES  
WHO SEEK GREATER INDEPENDENCE.

### Dear Friends,

*Building for the Future* is the theme of this year's community impact report which accurately sums up our 95th year of operation. This past year we have invested in a strong foundation that allows us to build on our extraordinary history and see the mission that has shaped our organization grow in new and exciting ways.

We purchased and renovated a 165,000 square-foot facility into a new Goodwill Center for Work and Training, formerly known as the Reader's Digest building in Greendale, to house several of the organization's mission programs as well as administrative support services, relocating from two separate addresses.

The opening of three new Goodwill Store & Donation Centers increased our store counts to 57 at year's end, with five additional stores opening in the first half of 2015. We also made investments in Human Resources, Information Technology, Facilities Management and Project Management in order to create an environment in which our staff can do their best work.

The focus on strengthening our infrastructure did not distract us from the important work we do every day transforming lives through the power of work. Last year, we served a record 72,158 men and women, and made significant gains in the number enrolled in our workforce development programs.



Our social enterprises — services such as Laundry, Goodwill TalentBridge and Goodwill Manufacturing — experienced growth in serving area employers and providing them a high quality experience at highly competitive rates, with all proceeds benefiting our mission programs and services in our local communities.

In the pages that follow you will see the impact of our work. We are grateful for the leadership of our Board of Directors, the dedication of our staff and the support of many businesses, community leaders, foundations and government agencies whose hard work and commitment enable Goodwill to have such a positive and profound impact.

Sincerely,

**Richard Meeusen**  
Chairman of the Board

**Jackie Hallberg**  
President and CEO



SUPPORTED  
EMPLOYMENT

Facing few opportunities after high school graduation, **Heather** knew her path to employment was going to be the road less traveled due to her cognitive disability. Heather, an ambitious young woman, had heard about Goodwill's programs through her boyfriend, and started her journey toward community employment in Community Access, where Goodwill personalized her training through several local volunteer opportunities to align with Heather's future job goals and strengths. Working hard paid off, and Heather began training in Work Services, engaging in on-the-job training and classroom instruction, while practicing social and teamwork skills in a supportive environment.

Heather decided that she liked being productive in the community so much that she applied to Supported Employment, sponsored by the Wisconsin Division of Vocational Rehabilitation and Goodwill. Supported Employment provides long-term job coaching support to individuals with disabilities. Heather applied to and interviewed for a laundry position at the Wisconsin Athletic Club (WAC), where she completed a work trial to prove to herself and the employer that she could complete job tasks. With the support and guidance of her job coach during the work trial, Heather's hard work showed, and she was permanently hired the very next week.

Heather helps to keep the WAC looking neat and tidy, while doing the laundry and restocking towels so that members can always have a pleasant experience. Coworkers love working with Heather because of her strong work ethic and positive attitude, even during high-traffic hours. Impressed with Heather's job performance, the WAC is interested in interviewing other Goodwill Supported Employment candidates for their other locations. Heather's future is a bright and shining example of the contributions that people with disabilities can make to an organization's workforce.



IMPACT ON  
**INDIVIDUALS**  
 IN 2014



**8.4 million meals**  
 SERVED TO U.S. NAVY SAILORS & RECRUITS  
 AT GOODWILL GREAT LAKES

**307,492** Meals on Wheels Delivered  
**115,210** Meals Served at Dining Centers

Helped Place Job Seekers into  
**8,495 JOBS**  
 27.7% INCREASE

**EMPLOYEES**  
**1,033** WITH SIGNIFICANT  
 DISABILITIES

**2.6 MILLION**  
 UNIFORM  
 ITEMS  
 ISSUED TO  
 U.S. NAVY  
 SAILORS &  
 RECRUITS  
 AT GOODWILL  
 GREAT LAKES

**9,206,348** RETAIL SALES  
 TRANSACTIONS  
 UP 5.06%

**72,152**  
 Individuals Served  
 Increase of 17.5%

**3,443,917**  
 RETAIL DONOR TRANSACTIONS  
 UP 7.3%

**6,178**  
 GOODWILL  
 EMPLOYEES  
 8% INCREASE

**3,889** INDIVIDUALS  
 PROVIDED  
 JOBS THROUGH  
 TalentBridge  
 64.9% INCREASE

**30,063**  
 INDIVIDUALS HELPED  
 AT THE Workforce  
 Connection Center

**2,521** Individuals in  
**TRAINING PROGRAMS**

**10,563** Voucher Transactions  
 Provided Through  
 Goodwill Cares Program

Increases noted compare  
 2014 to 2013 numbers.



*“It’s only  
getting better  
from here.”*

Following an earlier suicide attempt, **David** had just been released from a court-ordered detox plan, and was overwhelmed with depression and anxiety. Not wanting to fear for his life any longer, David was clean and sober for the first time in years and wondered what life had in store for him.

With limited resources in rehab, David learned about the benefits of Goodwill’s job training program, Skills for Life and Work, which helps individuals develop professional skills for the workplace, while focusing on communication, problem-solving and overall work ethic in a supportive classroom environment.

David further prepared himself for employment and, with the help of a Case Manager, put together a resume and harnessed his inner drive and people skills. David challenged himself yet again, after successfully graduating from the Custodial Institute Training Program, where individuals receive custodial training in a classroom setting with paid work experience.

Soon after, David was hired in the warehouse at Jaco Environmental. Never one to stop learning, David trained on the forklift and was then promoted to a lead position in the warehouse. David demonstrated the skills he learned in the Custodial Institute Training Program and was interviewed and hired for the Milwaukee Facilities Manager position. Nowadays, you can find David in his own office, supervising a team of more than 10 employees and looking forward to what the future holds.



CUSTODIAL  
INSTITUTE



# IMPACT ON COMMUNITIES

IN 2014



# \$28,600,000

Invested in Local Communities Through New Leases and Construction Projects

# 57

GOODWILL STORE & DONATION CENTERS

# 98

Total Goodwill Locations

# 3 NEW

GOODWILL STORE & DONATION CENTERS

ROMEOVILLE, IL  
FRANKFORT, IL  
BLOOMINGDALE, IL

# 13

Counties Served in **WISCONSIN**

# 10

Counties Served in **ILLINOIS**

# \$15.8 million

CAPITAL INVESTMENTS SPENT IN COMMUNITIES WHERE RETAIL OPERATES

# 3

NEW Donation Centers

Palatine, IL  
Streamwood, IL  
Pewaukee, WI

# 920

LOCAL ORGANIZATIONS PROVIDED VOUCHERS THROUGH GOODWILL CARES PROGRAM



IMPACT ON COMMUNITIES



GOODWILL  
TALENTBRIDGE

*“If it wasn’t for Goodwill, I wouldn’t be the family man that I am today.”*

**Terry** always wanted to be the father and husband his family could count on – a role model to his children and responsible contributor to society. After several years in and out of incarceration for past mistakes, Terry needed the world to see the changed man he had finally become.

Taking the bus several hours each day to and from a temporary job, Terry demonstrated he was a solid and dependable employee, despite being just a temporary one. He worked hard exceeding expectations and proved himself, but there was no chance for a permanent position or advancement.

Through a brief but meaningful connection Terry made at a past job, he reconnected with a recruiting consultant at Goodwill TalentBridge who witnessed his strong work ethic, believed in his potential and knew he was capable of more than his current job was requiring of him. TalentBridge, Goodwill’s staffing and recruitment service, placed Terry at IEA where he builds and assembles industrial radiators and other components. After only a few months working, they saw what TalentBridge saw and hired Terry permanently with full benefits.

After finding the right job, Terry is hoping to help other young men find their place in life after past incarcerations.



IMPACT ON  
**BUSINESS** AND THE  
ECONOMY  
IN 2014



**13,373,000** POUNDS  
LAUNDRY & LINEN  
PROCESSED

TalentBridge  
**PLACED EMPLOYEES**  
AT OVER **65** COMPANIES  
IN OVER **390** LOCATIONS



**ISO CERTIFIED**  
for Work Services,  
Manufacturing  
and Laundry

**1,163**  
EMPLOYER ONSITE  
EVENTS AT **Workforce**  
UP 70% FROM 2013

**\$102,000,000**  
Paid for Goods and Services

**2.8 million**  
OF DOCUMENTS DESTROYED BY  
 **DataShield**

**\$33,000,000**  
New Capital Expenditures

**42+** MILLION  
Units Packaged and Assembled  
by Goodwill Manufacturing  
and Work Services

**\$150.3** MILLION  
IN WAGES  
& BENEFITS  
Paid to Employees



IMPACT ON  
BUSINESS AND  
THE ECONOMY

*“A lot of times, I have employees that ask me about the Mission. Do I know the Mission? And I usually tell them I am the Mission, because there was a time I didn’t have an opportunity.”*

When **Willie** talks about his work at Naval Station Great Lakes, the excitement he shows can overshadow even the most troubled of pasts.

Despite owning a successful barbershop business for many years, Willie began hanging with the wrong crowd and trouble caught up with him. After being in and out of incarceration three times, for a total of 12 years, Willie found his criminal history a barrier for finding permanent employment. With only temporary jobs on the horizon, he didn’t have the stability he needed for his wife and growing family.

Walking out of the unemployment offices feeling defeated after being denied benefits, Willie stopped and turned his attention to someone who asked him for a pen while

filling out paperwork at a Goodwill sponsored table. Willie offered up his pen and then felt strangely compelled to inquire about Goodwill’s services. Goodwill was pleased with Willie’s enthusiastic attitude and encouraged him to apply for a position at Goodwill Great Lakes, where Goodwill provides food service, issues uniforms, delivers mail and performs other logistic services for Sailors and Recruits at the Navy’s only boot camp – Naval Station Great Lakes.

Since working his way up from a Food Service Worker, Cook, Food Service Supervisor and recently promoted to Food Service Manager, Willie has discovered that he finds enjoyment in training and encouraging others to grow alongside with him, gaining confidence and self-worth.

GOODWILL  
GREAT LAKES





IMPACT ON  
**ENVIRONMENT**  
IN 2014



ELECTRONIC ITEMS RECEIVED/RECYCLED

**5.4 million pounds**

**COMPUTERS**

**5,600 pounds**

**CELL PHONES**

**87,600,000**

Pounds of Clothing and Textiles Diverted from Landfills

**4,707**

**SCHOOLS PARTICIPATED IN OUR DONATION DRIVES**

**3,727,370**

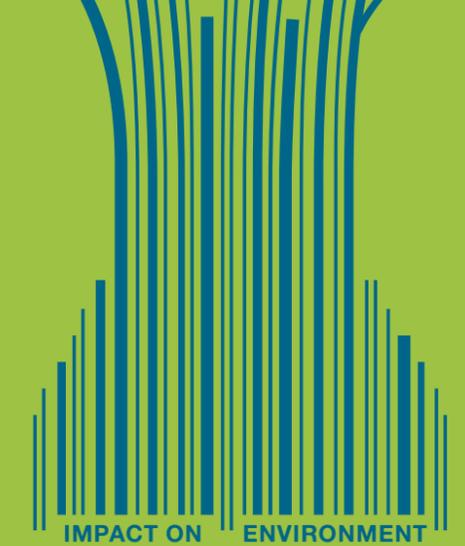
**ITEMS DONATED in School Donation Drives**

**9,700,000**

Pounds of Materials Recycled by Goodwill Manufacturing and Work Services

**3 MILLION POUNDS OF CARDBOARD RECYCLED**

*by Goodwill Store & Donation Centers*





## GOODWILL STORE & DONATION CENTERS

Goodwill is an organization focused on training and employing the biggest resource we have, our employees. **Marcos**, already having a full load of responsibilities — as a full-time father raising his seven-year-old son and finishing his Associate's business degree at Harper College — was determined to lead in another role. Balancing his multiple roles, Marcos knew he needed to find a workplace that understood the importance of his personal responsibilities but that also rewarded him for his natural teaching and leadership skills. Enter Goodwill.

Marcos first joined Goodwill in 2009 as a Production Associate and was quickly promoted to Donation Coordinator. Leading by example each step of the way, Marcos earned the responsibilities of Retail Coordinator, followed by Retail Supervisor and currently Assistant Store Manager. Marcos is a stand-out employee who is committed to self-development and actively works to improve his life, as well as the lives of others.

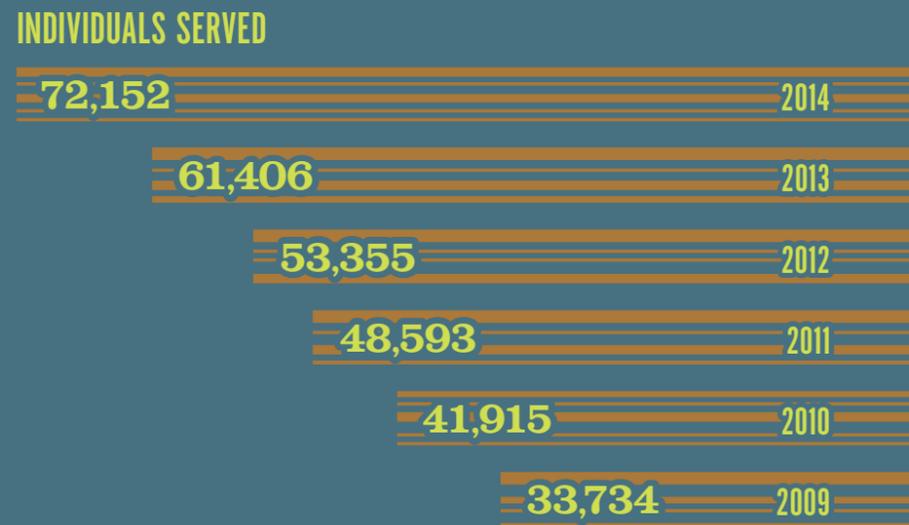
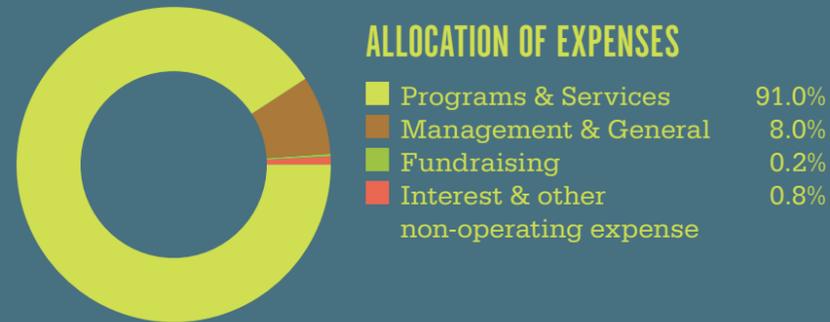
Marcos, always eager to learn and take advantage of all educational opportunities, has completed Supervisory Success along with Professional Development through Goodwill University. As an organization, Goodwill finds value in Kaizen process improvement events, and Marcos does too — having challenged himself to think creatively to improve Goodwill's mission. Soon Marcos will be leading in a new way as the Manager of his own Goodwill Store & Donation Center.



# FINANCIAL ACTIVITIES

STATEMENT OF FINANCIAL ACTIVITIES (MILLIONS)	2014	2013
<b>REVENUE &amp; SUPPORT</b>		
Participant Programs & Services	52,369	43,977
Retail Services	138,448	131,744
Great Lakes	71,338	77,783
Manufacturing Services	16,587	13,954
Contributions	2,587	1,909
Interest & other income	1,465	968
<b>TOTAL REVENUE &amp; SUPPORT</b>	<b>\$282,794</b>	<b>\$270,335</b>
<b>EXPENSES</b>		
Programs & Services	249,533	236,195
Management & General	21,990	19,958
Fundraising	643	627
Interest & other non-operating expense	2,280	(23)
<b>TOTAL EXPENSES</b>	<b>274,446</b>	<b>256,757</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$8,348</b>	<b>\$13,578</b>

STATEMENT OF FINANCIAL POSITION (MILLIONS)	2014	2013
<b>ASSETS</b>		
Cash and Cash Equivalents	21,000	21,549
Accounts Receivable	11,359	10,967
Inventories	9,798	9,386
Prepaid and Other Expenses	3,212	2,670
Property, Plant and Equipment	148,059	125,688
<b>TOTAL ASSETS</b>	<b>\$193,428</b>	<b>\$170,260</b>
<b>LIABILITIES</b>		
Accounts Payable	16,218	10,714
Accrued Expenses	19,191	16,352
Bonds and Debt Payable	42,858	36,381
<b>TOTAL LIABILITIES</b>	<b>\$78,267</b>	<b>\$63,447</b>
<b>NET ASSETS</b>	<b>\$115,161</b>	<b>\$106,813</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$193,428</b>	<b>\$170,260</b>



## BOARD OFFICERS

### Richard A. Meeusen Board Chair

Chairman, President and Chief Executive Officer  
Badger Meter, Inc.

### Kenneth P. Riesch First Vice Chair

President and Chief Executive Officer  
R&R Insurance Services, Inc.

### Robert J. Klug Second Vice Chair

Managing Director  
RSA Capital, LLC

### Timothy J. Mattke Treasurer

Executive Vice President and Chief Financial Officer  
MGIC Investment Corporation

### Dennis J. McNally Secretary

President  
McNally Peterson, S.C.

### Jacqueline L. Hallberg President and Chief Executive Officer

Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago

## BOARD OF DIRECTORS

### James D. Borris

President and Chief Executive Officer  
Zilber Ltd.

### Jacqueline Moore Bowles

President  
Creative Marketing Resources, Inc.

### Juan M. Carrasquillo

Retired, Director,  
Administrative Services  
We Energies

### Mary J. Dowell

Vice President, Foundation Affairs  
and Global Community Relations  
Johnson Controls, Inc.

### Karen G. Duffy

Chief Marketing Officer  
McDill Design

### John L. Dziewa

Officer, Product Manager  
Fiserv, Inc.

### Laura H. Gough

Managing Director  
Robert W. Baird & Co.

### Bradley J. Kalscheur\*

Partner  
Michael Best & Friedrich LLP

### David Marcus

President  
Marcus Investments LLC

### Michelle I. Mason, FASAE, CAE

President and Chief Executive Officer  
Association Forum of Chicagoland

### Arthur T. Phillips

Special Counsel  
Foley & Lardner LLP

### Thomas V. Richtman

Senior Vice President  
US Bank

### Anthony D. Ross

Professor/Director, Supply Chain  
Management Institute  
University of Wisconsin-Milwaukee

### Mason G. Ross

Retired, Executive Vice President  
and Chief Investment Officer  
Northwestern Mutual

### Thomas R. Savage

Retired, Senior Vice President,  
Corporate Development  
Briggs & Stratton Corporation

### Irene S. Sudac

Vice President, Financial Services  
Snap-on Incorporated

### Carl E. Vander Wilt

Retired, Chief Financial Officer  
Federal Reserve Bank of Chicago;

Retired, Chairman and  
Chief Executive Officer  
CenTrust Bank

### Charles F. Wright, Jr.

Sales and Marketing Manager  
Rheocast Company, a division of  
The Fall River Group, Inc.

## MANAGEMENT

### Jacqueline L. Hallberg

President and Chief Executive Officer

### Tean Andersen

Executive Assistant to the President  
and Chief Executive Officer

### Michael L. Boelter

Vice President, Goodwill TalentBridge

### Pat Boelter

Chief Marketing Officer

### Christine Brooks\*

Vice President, Human Resources

### Timothy Christian

Vice President, Facilities

### Daniel S. Depies

Vice President, Workforce and  
Program Development

### Skip Dexter

Executive Director, Retail Services

### Katie Dillow

Director, Project Management Office

### Joan B. Farrell

Vice President and General Counsel

### Dwight L. Ferguson

Vice President, Food and  
Environmental Services

### Catherine Girard

Vice President, Development

### Vicki S. Holschuh

Senior Vice President and  
Chief Retail Officer

### Tamara T. Jung

Vice President and  
Chief Financial Officer

### Steven Loos

Vice President and  
Chief Information Officer

### Michael Matus

Vice President, Sales and  
Strategic Solutions

### Elizabeth McNally

Vice President, Planning and  
Strategic Initiatives

### Robert A. Schneeberg

Vice President, Work, Day and  
Community Services

### Constance M. Sigrist

Director, Board Relations

### Charles J. Stadler

Senior Vice President and  
Chief Operating Officer

### Billie Torrentt

Vice President, Retail Operations  
and Strategy

### Kent A. Walters

Vice President, Federal Services

### Dorothy Buckhanan Wilson

Senior Vice President,  
Mission Services

For additional financial information, call Goodwill's Vice President and Chief Financial Officer at 414-847-4147.  
2014 amounts are unaudited as distribution of this report was performed before completion of the annual audit.

\*Effective 2015

# FINANCIAL CONTRIBUTIONS

We extend sincere **thanks** to all those who made charitable gifts to Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago in support of our mission. For the complete listing of our 2014 financial contributions, please visit [www.goodwillsew.com/how-you-can-help](http://www.goodwillsew.com/how-you-can-help).

## **\$500,000+**

Anonymous  
Microsoft

## **\$50,000 – 99,999**

Berengaria Development  
George Minion Trust

## **\$20,000 – 49,999**

A. O. Smith Foundation, Inc.  
Donald Driver Foundation  
Forest County Potawatomi Community Foundation  
JPMorgan Chase Foundation  
Mary L. Medlock Trust Fund  
Mr. Gordon A. McLean  
MillerCoors LLC  
David and Julia Uihlein Charitable Foundation  
U.S. Bancorp Foundation  
Walmart Stores, Inc.  
Zilber, Ltd.

## **\$10,000 – 19,999**

BMO Harris Bank  
A.G. Cox Charity Trust  
Greater Milwaukee Foundation:  
Ted and Arleen Koenigs Designated Fund  
James O. Wright Fund  
Green Bay Packers  
Mrs. Marguerite Hark  
Harley-Davidson Foundation  
Lammi Sports Management  
Ott Development, Inc.  
Paul and Joan Rubschlager Foundation  
Dr. Scholl Foundation  
Venture Development, Inc.  
Waukesha County Community Foundation  
Donald R. Wilke Trust  
**\$5,000 – 9,999**  
Adreani Foundation  
Advanced Disposal

Aon  
Mr. and Mrs. Jim Borris  
Bostik, Inc.  
L.C. Christensen Charitable and Religious Foundation, Inc.  
Patrick & Anna M. Cudahy Fund  
The Davee Foundation  
FCE Benefit Administrators, Inc.  
Tom and Cathy Girard Worden  
Google  
Gordon Flesch Charitable Foundation  
The Grainger Foundation  
Greater Milwaukee Foundation:  
Catherine & Walter Lindsay Foundation Fund  
Paul P. Lipton Fund  
A. Walter and Elsa K. Seiler Fund  
Group One Marketing  
Ms. Jacqueline Hallberg  
Mr. and Mrs. Loren A. Jahn

John and Tamara Jung  
Kasdorf Family Trust  
Ladish Company Foundation  
Ms. Elizabeth McNally  
Maribeth J. and Richard A. Meeusen  
Mood Media  
PNC Foundation  
Reader's Digest Enthusiast Brand  
Julie and Mason Ross  
Mr. and Mrs. John Silseth  
Chuck and Ann Stadler  
Unox, Inc.  
Ms. Dorothy Buckhanan Wilson  
**\$2,500 – 4,999**  
Axiom Consulting Partners  
Badger Meter, Inc.  
Baird Foundation  
Baker Tilly Virchow Krause, LLP  
Bartels Management Services, Inc.

Mr. Michael L. Boelter

Ms. Pat Boelter

The Bon-Ton Stores, Inc.

Mr. and Mrs. Richard Brill

Bubricks Complete Office

Clear Channel Outdoor

Creative Marketing Resources, Inc.

Mr. Daniel S. Depies

Mr. Harold H. Emch, Jr.

Fall River Group, Inc.

Joan and Richard Farrell

FASTSIGNS

Fidelity Charitable Gift Fund

Fidelity Information Services

Fiduciary Real Estate Development, Inc.

J.H. Findorff & Son, Inc.

Mr. and Mrs. James D. Golding

Gordon Flesch Company, Inc.

Grant Thornton LLP

Vicki and Rob Holschuh

Mr. Mark Honadel

JMBrennan, Inc.

Johnson Controls

The Karma Foundation

Mr. and Mrs. Timothy S. Laughlin

Lemberg Electric Company, Inc.

The Marek Group

Marking Services, Inc.

MGIC

Milwaukee Brewers Baseball Club

Milwaukee County Department on Aging

NASSCO

Greater Milwaukee Foundation:

Rodney F. and Betty Park Family Fund

Perspective Design, Inc.

PNC Financial Services Group

Potawatomi Hotel and Casino

Prolitec Inc.

Quarles & Brady LLP

Quest Industrial Products

R&R Insurance Services, Inc.

Mrs. Ann K. Raisler

Mr. Kenneth P. Riesch

Mr. Thomas R. Savage

Schenck SC

Smocke and Associates, Inc.

Snap-on Tools

Spano Pratt

Transamerica Retirement  
Solutions Corporation

Uihlein/Wilson Architects

United Heartland

United Milwaukee Scrap LLC

Ms. Vickie L. Volpano

Miss Othell M. Warren

We Energies

Wheaton Franciscan Healthcare

Wilson Marketing Group, LLC

Windstream

Zimmermann Printing



### **Southeastern Wisconsin**

5400 South 60th Street

Greendale, WI 53129

(414) 847-4200

[www.goodwillsew.com](http://www.goodwillsew.com)

### **Metropolitan Chicago**

6054 South Western Avenue

Chicago, IL 60636

(773) 627-5770

[www.goodwillchicago.com](http://www.goodwillchicago.com)

