



Growing

Opportunities for People with Disabilities

Goodwill  
Industries of  
South Florida

2006  
Annual Report

# Our Mission

*To train,  
employ and place  
people with disabilities  
in community jobs  
so they can become  
self-supporting and  
independent.*

*2006 has been a year  
of expansion & growth  
in all aspects of  
our agency.*

*Goodwill's founding  
father, Edgar J. Helms,  
said, "Be dissatisfied with  
your work until every  
person with a disability  
and every unfortunate  
person in our community  
has an opportunity to  
develop to his fullest  
usefulness and enjoy  
a maximum of  
abundant living."*

*We are doing just that.*



## Chair & President's Report

Dear Friends of Goodwill,

2006 saw the seeds of our hard work beginning to take root and grow. Our most apparent growth this year has been in our building expansion. Yet, it is our people's growth towards success and independent living that is the most important to us and is the very reason we decided to expand. Our entrepreneurial spirit and passion for the work we do on behalf of people with disabilities has enabled us to dust ourselves off and look to the future.

Before we detail the many exciting areas of growth in 2006, allow us to lay the groundwork for this success by briefly reviewing some of the challenges we overcame in order to arrive here.

Last year, as a result of past hurricanes, we encountered many disruptions and issues with contractors, incurred many additional costs, and sustained building damage that we are still dealing with.

Furthermore, we went through two audits, one by NISH and the other by the President's Committee. These agencies audited our compliance in hiring people with severe disabilities, and I am proud to say that Goodwill Industries was found to be at a high level of federal compliance by employing the most severely disabled. In fact, upon witnessing our Goodwill Industries' success in employing a large number of developmentally disabled people operating complex equipment while earning high wages, the auditor remarked that he had not thought this was possible, and our work established a new standard in the nation.

But despite numerous setbacks and challenges, 2006 also saw numerous areas of growth. Our most significant accomplishment was our mission work on behalf of men and women with disabilities and special needs. We served 4,493 people, placed 1,823 in competitive community employment and created \$34.4 million in new earnings.

We added 63,000 square feet to our main building – allowing our former rented offsite facilities to be integrated under one roof. This expansion allows us to create over 400 jobs over the next few years for people with severe disabilities and primarily targeted to serve the poorest areas of our community.

Additionally, in the spirit of partnership, we worked with the City of Miami to build a much-needed parking garage that will help relieve a parking shortage that plagued Goodwill's employees and area customers. This win-win scenario will also help spur economic expansion in the area.

Growth was also evident in our retail division; we opened a new store in Broward County on Pines Boulevard, and six more stores are slated to open this year in both Miami-Dade and Broward counties. The new stores feature a contemporary design scheme, modern fixtures and signage, that transcend the traditional notion of a thrift store. Through the opening of stores throughout South Florida, Goodwill endeavors to reach a new level in the retail thrift store space.

Our newly launched document destruction business flourished in 2006. This new business offers professional and confidential document scanning, indexing, storage and shredding services to a variety of businesses. Our first government contract was with the Federal Government, under which we destroy thousands of pounds of confidential documents. This was followed by the addition of other new contracts in Broward County, which enables us to increase the employment of people with severe disabilities. Document storage and destruction is a new industry for us, but it is one that our workers are well-suited to performing efficiently.

We are grateful to Congressman Kendrick Meek, whose strong support helped preserve the stability of employment for over 800 people with disabilities. His heroic efforts in leading the charge on our behalf have had a profound effect on the people we serve. We are greatly



*Alfred J. Novak*



*Dennis Pastrana*

indebted to him and to all the other public servants who rallied to our cause. We thank Senator Bill Nelson for his visit during the fall to learn about our Goodwill program and how he could be of greater support to people with disabilities.

In 2006, Goodwill and the Goodwill Band received excellent exposure in the community through the Greater Miami Chamber of Commerce. Mr. Leonard Abess and our Chair Emeritus, Jayne Abess, were honored with the Chamber's most prestigious 'Sand in My Shoes Award' during a gala event. We are proud to have them as part of our Goodwill family. Congratulations on a most distinguished recognition.

With the water and sunlight of hard work and dedication, we believe Goodwill Industries will continue to flourish in the coming years. We have faced many challenges, but we are committed to our entrepreneurial spirit and to the expansion of services we provide to people with disabilities.

We thank you for taking part in helping us thrive, and wish you a healthy, successful year ahead.

Alfred J. Novak  
Chair, Board of Directors

Dennis Pastrana  
President & CEO

## Contribution to Our Communities:

\$12 Million Wages paid to people working for Goodwill while receiving services

\$22.4 Million Dollars that will be earned by 1,823 people placed in competitive employment last year during their first year on the job

**\$34.4 Million** **Total New Earning Power Created by Goodwill**

## Contribution to Society

\$ 7.4 Million Generated new federal and social security taxes from people with no previous income. This does not include savings in public and governmental support that these individuals were receiving previously.

\$ 5.73 New earnings created for each dollar of operating funds received from government, United Way and other contributions.

This is a 573% rate of return for the year.

## 2006 Program Highlights

In 2006, Goodwill provided services to 4,493 people with disabilities and special needs:

828	Developmental Disabilities
1,751	Psychiatric, Emotional and Behavioral Disabilities
135	Orthopedic/Mobility Impairments
195	Hearing, Speech and Visual Impairments
<u>1,584</u>	Other Disabling Medical Conditions
4,493	
1,707	Multiple Disabilities
4,271	Living Below Poverty Level When Entering Program (95%)

We accomplished the following results:

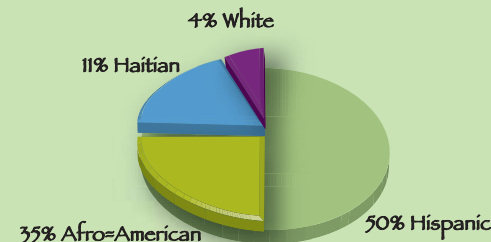
1,823	People Placed in Competitive Employment
983	People Who Went On to Pursue Other Personal Goals of Independence That Were Previously Impossible
<u>2,806</u>	<b>Total Successful Outcomes</b>

We are one of the most cost-effective nonprofits in the United States.



We serve one of the most culturally diverse and poor populations of people with disabilities in America.

Ethnic Composition



Economic Standing



41% Male 59% Female

## Human Services

At present, South Florida has 143,750 residents with disabilities of working age (16 to 64 years old), who are unemployed – a 68.7% unemployment rate. And, as an indication of future needs, the public school systems report an enrollment of 68,680 students from kindergarten to high school with disabilities.

The individuals that Goodwill Industries of South Florida serves are people who face multiple barriers to employment. All of those we served last year had disabilities, and 95% were living below the poverty level when entering our program. Over 70% faced acculturation barriers because of their nationality. We served one of the most culturally and ethnically diverse and poor groups of people with disabilities in America. Last year, 67% of those we served referred themselves to our programs, underscoring the awareness of Goodwill's services that exists in our community.

Vocational Rehabilitation is the foundation of Goodwill's programs. The services we offer are designed to help individuals grow to their fullest potential, gain employment and blossom toward their goal of independence.

Upon entering the program, participants undergo an assessment to determine their potential and develop an individualized program that sows the seeds of their independence. Work Activities and Work Adjustment Training minimize the negative impacts of the disability. Vocational Training in five different skill areas, provided by certified teachers, assists those able to learn more challenging skills. Work Services is one of four entrepreneurial divisions that assist participants in learning skills, gaining confidence, building self-esteem and overcoming barriers to employment—all while receiving a paycheck from Goodwill.

All services are provided under the guidance of the Vocational Rehabilitation Division, which has a team of 110 Vocational Rehabilitation professionals. The Job Placement Department, which comprises 16 Placement Counselors, helps the participants grow to their full potential and find competitive employment.



*David Benitez is a member of the Goodwill band, a music composer and works in the Flag Manufacturing department.*

**Julio** is a 25-year-old single male, referred by the Division of Vocational Rehabilitation to help him become employed, despite seemingly insurmountable barriers to employment.

Julio was diagnosed as having: Down's Syndrome, mild mental retardation, learning disorder, heart murmur, hyperthyroidism, and disorder of infancy, childhood or adolescence, NOS, a history of head injuries, seizures and loss of consciousness.

His medical conditions created difficulties in learning, limited language expression, lack of cognitive skills, and difficulties in developing relationships. Julio was assigned to Victoria Nappi as his job coach on a one-to-one basis. Julio received extensive employability skills training, and was coached on job interviews. After two months of daily training he was led to apply for numerous job interviews.

After two months, Julio was hired by Burger King in Davie to work 20 hours a week, earning \$6.80 an hour. His duties include: keeping the dining room clean, replenishing the condiment area, emptying the trash, and cleaning the bathrooms and parking lots.



**Sandro** is a 22-year-old, single male from Nicaragua. In 1999, he came to live with his divorced mother already living in the United States. Sandro had no work history and was financially dependent on his mother.

Sandro experienced early developmental delays, and at 13 he was diagnosed with schizophrenia. Once in the U.S., he enrolled in the Miami-Dade Public School System where he was also diagnosed with mild mental retardation. Because of difficulties with a dual diagnosis, Sandro was transferred to three different schools in two years in an effort to find a suitable placement. In July 2003, he was referred to Goodwill's School Transition Program.

While in the School Transition Program, Sandro learned to adapt to the workplace, improved concentration, reduced anxiety and increased work pace, while increasing on his productivity. He earned a subminimum wage. In January 2004, under close job coaching, he was assigned the job

Initially, Julio's job coach worked with him full time on this job. He needed each task to be broken down in small steps to facilitate his learning process. Because of his low reading and comprehension skills, Ms. Nappi took more than 100 photographs of Julio's tasks, organized them in the order to be performed and mounted in a book as a reference manual. After 150 days of intensive support from his job coach, Julio was able to work independently.

Julio's supervisor and co-workers truly appreciate him. He loves to help his co-workers. They taught him how to refill the ice machine, a major accomplishment to Julio. They assisted and watched over him, and Julio feels that they are a family to him. After he completes his work each day, he always asks "Is there anything else I can do before I leave?" He is very polite – if he is working close to the door he runs to open the door for the ladies.

The Manager reports that they are very satisfied with Julio's performance and perfect attendance and wish all their employees were as dependable as Julio.

of trimming U.S Air Force garrison caps. He was well-mannered, had a positive attitude, was cooperative and eager to learn new tasks. In April 2004, Sandro was ready to be trained as a sewing-machine operator producing battle dress uniform trousers (BDUs), – reaching earnings of \$5.93 an hour.

In June 2005, a Government Stop Work Order on the BDUs production, plus a change in Sandro's medication caused a crisis and a relapse lasting several months. With the assistance of Goodwill's counselors, the medication issues were addressed, and Sandro returned to training. In February 2006, he started training on a new machine, tacking Army Combat Uniforms (ACUs) pant-pleats – where he is now earning \$7.54 an hour. His production continues to increase.

Sandro's success is an example of how motivation and perseverance can overcome monumental barriers. He is on the path towards competitive employment and independence.

## Success Stories: Julio Rodriguez



*Julio Rodriguez & Job Coach Victoria Nappi*

## Sandro Lazo



*Counselor Darling Arzu, Sandro Lazo & Trainer Nieves Pantoja.*

## Elsa Cepero



*Counselor Gerry Glick & Elsa Cepero*

## Franklin Aime



*Franklin Aime & Supervisor Jeannette Rocha*

**Elsa** came to Goodwill in August 2005. She was burdened by her disabilities and had no work experience in the United States. She had to overcome these barriers and get a job to support herself and a three-year-old daughter.

Elsa was born with a static anoxic encephalopathy that manifested in spastic para-paresis. One day as she was on her way to school in her native country of Cuba, a negligent bus driver ran over her feet and legs, requiring eight operations to correct her deformities.

In spite of her cerebral palsy and physical conditions, Elsa completed high school, graduated as a technician in ophthalmology, and worked in this field for three years. Then she married and moved with her husband to Miami, where she had a baby girl.

Elsa was referred to Goodwill by the Division of Vocational Rehabilitation (DVR) and after a comprehensive evaluation, Raul San Jose, her DVR Counselor, determined that pharmacy technician would be an appropriate career choice for Elsa. With the support of DVR, Elsa was able to learn English, drive a modified vehicle and obtain a Certificate in Pharmacy Technology.

With the assistance of Goodwill's Placement Counselors, in August 2006, Elsa became employed as a pharmacy technician at the Heart Med Corp., earning \$8.50 an hour.

Elsa always displays a very positive attitude. She credits her drive and determination to her mother, who always treated her as any other person and has high expectations of her. Elsa is now a happy person, and her attitude is an inspiration to everyone she encounters.



**Franklin** is a 30-year-old single man of Haitian descent. He was referred to Goodwill by the Miami Dade-County Public School System. He lives with his father, step mother, and a brother, who is also enrolled in Goodwill's Work Activities Center (WAC).

Franklin was diagnosed as having mild mental retardation, learning disabilities and speech impairments. He had no work history and had difficulty following instructions and regulations in the work environment. He started in 1995 in Goodwill's School Transition Program and graduated in July 1997 with a Miami-Dade County School System Special Education Certificate.

After graduation, Franklin was assigned to our WAC to develop proper work habits, increased work pace, improved concentration and reduce the need for close supervision. In July 1998, he enrolled in our custodial training, but after an extended period, his counselors and teachers determined that he would not be able to achieve a competitive level, and was referred back to WAC for additional work training where he earned a sub-minimum wage based on his productivity.

In July 2004, Franklin was assigned to trim threads from camouflage BDU trousers under intensive job coaching. Franklin demonstrated a positive disposition and a great desire to learn. In August 2006, Franklin was recommended to be trained as a bundle handler, a responsible job moving Army Combat Uniforms (ACUs) production from one machine operator to the next in order to keep the production line flowing efficiently. Franklin was assigned to a job coach, and once more, because of his desire to learn, he fitted in his new role quickly.

When his father, Mr. Jean Claude, was notified that his son was nominated for this award, he said, "This news gave the encouragement that my spirit needed; Many times I feel that I cannot continue my hard work of raising my two kids and feel like giving up. But today I feel that I must be doing something right."

Presently, Franklin is earning \$6.67 an hour, and we are confident that he will continue to make progress and increase his earnings. His Supervisor, Jeannette Rocha, explains that more than a bundle handler, he is becoming her assistant. Franklin has become a great role model and an inspiration to his younger brother.

**Barbara** is a 53-year-old single female. She lives in a group home in Plantation, Florida. Her mother lives in Broward – where she is often visited by Barbara.

Barbara completed special education classes in New York, graduating in 1975. She attended special workshops in Freeport, NY, until 1990 – when she moved to Florida and came to Goodwill.

Barbara has mental retardation with an anxious disposition. She can become very excited, which can lead to poor relations with her co-workers.

Barbara started with Goodwill in 1990. She began at a very slow pace, very insecure of herself and her abilities to perform any work assigned. She spent a year in training to acquire good work habits and behavior. She received extensive training in job seeking and interviewing skills.



However, it became obvious that Barbara needed continuous support, so a period of extended employment at Goodwill was in Barbara's best interest.

In March of 1991, Barbara was hired at Goodwill's processing center, sorting, matching and processing shoes. With extensive help from her job coaches and supervisors, Barbara blossomed in this job. She has become a valued and appreciated member of the team.

The quality of her work and productivity dramatically increased. She currently earns \$8.00 an hour, which is likely to continue increasing. Barbara has near-perfect attendance, and her confidence has increased to the point where she always welcomes feedback about her work and is always eager to accept changes to make her job better.

**Melvin** is 47-year-old man who is married with one daughter. His disabilities consist of: mood disorder, borderline intellectual development, high blood pressure and a history of seizures.

In June 2005, Melvin was referred to Goodwill by the Division of Vocational Rehabilitation (DVR) and received a comprehensive evaluation. Melvin's goal was to become employed and was interested in a janitorial job. His evaluation revealed that in addition to his disabilities, he faced barriers to employment due to a depressed disposition, lack of self-confidence, inability to comprehend and follow instructions and poor motor coordination in several functional areas.

For an extended period of time, Melvin was unable to obtain or retain employment. Thus, he entered the custodial vocational training program and received continuous counseling and reinforcement. He became very motivated to succeed. He learned well and included all safety

aspects into his new occupation. Upon completion of his vocational training program, he began employability development classes, where he continued to receive counseling – while learning how to search and apply for employment.

In January 2006, with the assistance of his Placement Counselor, Melvin was hired by the First National Bank of South Miami in a position earning \$8.50 an hour with excellent benefits. The bank was very supportive in allowing Goodwill to provide extensive job coaching, counseling and follow-up until Melvin fully adapted to the job. They were very cooperative in making all accommodations necessary in order for Melvin to be successful.

Melvin is doing an outstanding job, his performance and attitude are highly praised by all staff at the bank, and he is very happy and confident with his new position.

Melvin is an inspiration to all of us.

## Barbara Vorensy



*Barbara Vorensy & Counselor Cheryl Buchanon*

## Melvin Pitman



*Melvin Pitman & Counselor Eber Oroz*



*Goodwill's Flagship Superstore's themed displays.*

## Business Divisions:

Goodwill runs a business enterprise that consists of four entrepreneurial divisions. They provide rehabilitation-driven work programs in the areas of donated goods, commercial services, service contracts and apparel/flag manufacturing.

Goodwill strives to provide its customers quality products at competitive prices with on-time deliveries and has earned a reputation for a very high degree of customer satisfaction. However, it is the program participants – not the products and services it provides – that are the reason for Goodwill's existence.

The following are groundbreaking ways that Goodwill operates its business enterprise to generate revenue to support the mission and create employment opportunities.

## Donated Goods:

When you donate clothing, shoes, wares and other household items to Goodwill, you have a direct impact and make possible programs that help people with disabilities become employed and self-supporting.

One of the division's objectives is to continue to open new stores and redesign existing stores so that all of our stores communicate a consistent message. Our new stores are well-designed, with glossy floors, new fixtures and a large selection of quality merchandise at affordable prices. We train store personnel to deliver outstanding customer service. Many stores feature a donation drive-thru, making giving even easier and more convenient. We currently have 25 stores in Broward and Dade counties with six more stores slated to open in 2007.



## Commercial Services:

This division provides opportunities for persons with disabilities who can benefit from activities requiring repetitive movements and where crucial judgment is not required. It is ideally suited for persons with good physical stamina and need a job that keeps them active due to hyperactivity or depressive and emotional disorders.

### Pre-Printed Advertising Inserts:

For over ten years, Goodwill has maintained a special partnership with *The Miami Herald*. People with disabilities are employed to insert pre-printed advertising materials, such as comics, *Parade Magazine*, the *TV Guide* and all advertisements. Despite being faced with many obstacles due to our building expansion project, an unbelievable average of 1.4 million packages were inserted into *The Miami Herald* and *El Nuevo Herald* each week during 2006.



▲ *Document Services destroys thousands of pounds of confidential and sensitive documents.*  
Left: *The Miami Herald* ad inserting operation.

### Document Services:

In 2006, Goodwill entered the growing document management services industry with the creation of a new business: Goodwill Document Services. The new business line provides four document management services for companies large and small: scanning, indexing, destruction and storage. This line of business is well-suited for people with severe disabilities and was established to national standards.

Goodwill has made significant investments in state-of-the-art technology and is extremely competitive in the marketplace. The first job contract was from the Federal Government. We are excited about this new business endeavor which has demonstrated that it can provide excellent job opportunities for people with developmental disabilities.



▲ Goodwill employees at the Homestead Air Force base employed on a JWOD Contract.  
Right: Goodwill employees cleaning Miami-Dade Transit buses.

### Service Contracts:

Currently, Goodwill Industries of South Florida provides janitorial services that cover 6 million square feet in 143 buildings; prepares 320,000 meals for the personnel at two U.S. Coast Guard bases; cleans the entire fleet of Miami-Dade Transit buses—10,000 buses a month; and provides groundskeeping services for 800+ acres at the U.S. Naval Air Facility in Key West.

Service contracts provide an environment to assess the capabilities of an individual, enable a personalized rehabilitation plan and provide a structured work environment with individualized instruction and supervision at a community site. Customers also include the U.S. Air Force and General Services Administration. Our newest customer is the Department of Agriculture whose facility is located adjacent to the Miami International Airport.





*Combat uniforms are a major employer for our employees with severe disabilities.*

## Apparel/Flag Manufacturing:

This division benefits those with physical, emotional and developmental disabilities. Many people, especially those that are developmentally disabled, learn through repetition. In Apparel/Flag Manufacturing, each garment requires multiple operations and is made one operation at a time.

We test individuals to determine their aptitude to work on a machine, and then we train them to perform one operation through repetition until they are able to produce the right quality and volume. Participants in this work program respond positively to job coaching, intense counseling and close supervision. The Apparel/Flag Manufacturing Division's largest customers are the U.S. Department of Defense and the U.S. Department of Veterans Affairs. Every day, over 650 people with disabilities produce over 4,700 pieces of military clothing and flags of exceptional quality under ISO 9001:2000 standards.

## JWOD & NISH SUPPORT IN CREATING JOB OPPORTUNITIES FOR PEOPLE WITH DISABILITIES IN SOUTH FLORIDA

In 1981, we studied our community's needs and discovered that South Florida had a population with severe disabilities that was proportionally larger than most other communities in America.

These extraordinary needs prompted our Goodwill to adopt a plan to increase our capacity to serve more people with severe disabilities. The Javits-Wagner-O'Day Act (JWOD) was the means to achieve our goals.

Created in 1938 and amended in 1971, the JWOD Act was federally enacted to create employment opportunities for people with severe disabilities. It is a joint effort by three entities: The Committee for Purchase from People Who Are Blind or Severely Disabled, provides the federal oversight; Two nonprofit organizations, National Industries for the Blind (NIB) and NISH, assist with technical expertise and ensure that non-profit agencies (NPAs) like ours can be awarded contracts with the federal government.

In 1986, Goodwill developed the idea and performed food service at Homestead Air Force Base, which was destroyed by Hurricane Andrew in 1992. Also in 1993, Goodwill started manufacturing Battle Dress Uniform Combat Trousers – at that time the most complex commodity ever attempted by an NPA. Thanks to Goodwill's pioneering contributions, today hundreds of NPAs manufacture sewn products or perform food service – employing thousands of people with severe disabilities under JWOD.

In late 2005, Goodwill was battered by three hurricanes that paralyzed our organization. NISH's interest-free loans and disaster assistance grants ensured Goodwill made payroll and could restart operations. NISH's prompt and generous assistance saved hundreds of jobs. We are forever grateful to the NISH Board of Directors and Staff for their financial and emotional support in the time of our greatest need.

Last year, JWOD was responsible for 32% of our revenues and 42% of the jobs. Today, our Goodwill provides JWOD customers a wide array of quality services and products, while providing real jobs for people with severe disabilities – most of which are poor and all previously unemployable.

Goodwill's partnership with The Committee, NISH and JWOD has been mutually beneficial, and over the years our experience in performing on JWOD contracts greatly contributed to our knowledge base – enabling us to further expand into commercial, state and local contracts that resulted in hundreds of additional jobs.

Due to the marvelous efforts by our JWOD partners, we have over 800 JWOD jobs that provide consistent employment for our employees. Goodwill salutes the Committee, NISH, and our Federal customers for their diligence and commitment to maintaining and growing excellent jobs in Broward, Miami-Dade and Monroe Counties.



*New building expansion will fuel growth of 400+ jobs.*

## Construction-Expansion Projects

In October 2005, our Board of Directors announced a new initiative to create jobs for people with disabilities and help spur economic development in the City of Miami. We are investing more than \$13 million dollars in three buildings and a Superstore to create working capital to support training costs. We have built a 350-space parking garage to accommodate our increased parking needs and help the community grow economically, and a 63,000 square-foot expansion to our main plant to accommodate increased capacity for manufacturing and employing people with disabilities.

The entire plan was adopted for the sole purpose of increasing Goodwill's capacity to serve and employ the large number of people with disabilities living in our community, and to combat the pervasive unemployment and poverty they suffer.





▲ New area that will be used for manufacturing new and existing contracts.  
Left: The new 350 space parking garage located across the street from Goodwill's main office.

## Parking Garage

Last fall, the Central Superstore adjacent to our main plant began construction, and in 2006, the vision became a reality. In the summer of 2006, the 350-space parking garage created in partnership with the Miami Parking Authority also became a reality. Created for the public's and Goodwill employees' use, the garage will alleviate chronic parking problems and continue to spur economic development in Allapattah, a neighborhood in the City of Miami, where Goodwill is located.





*The embroidery department at Goodwill. Five additional embroidery machines will be installed in the next six months.*

## Manufacturing Expansion

In the winter of 2006, we completed our 63,000 square-foot main plant expansion. The second floor of the new building will be utilized to manufacture apparel under the JWOD program. New U.S. Air Force Airmen's Battle Uniforms (ABUs) will be manufactured for the Defense Supply Center Philadelphia, and later, U.S. Navy Combat Uniforms will be produced. The building will allow the expansion of our flag manufacturing, as well as other commodities for commercial contractors or markets.





*Our fabric-cutting department has state-of-the-art automatic spreading and cutting equipment.*

## Fabric-Cutting Department

The first floor will allow the relocation of our state-of-the-art Gerber Fabric Cutting System, dramatically increasing our capacity to cut fabric and respond faster to customer demands. We recently installed and began operation of our new embroidery machine, just imported from Switzerland. In the next six months, this machine will be joined by another five embroidery machines that Goodwill already owns and operates at a satellite facility.

At Goodwill, we are keeping true to the mission of our Founder, to be dissatisfied until every person with a disability is a fully participating member of our society. The new buildings are a clear demonstration of our commitment.



# Directors, Trustees & Ambassadors

The key to Goodwill's success is in the volunteer Directors, Trustees and Ambassadors, that is made up of community members, who are active, dedicated and generous supporters of the mission. The Board of Directors challenges management to continue to meet the needs of the growing number of people with disabilities. They also demand adherence to the highest standards of efficiency, quality, service, ethical conduct, public accountability and transparency.

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Director,  
Global Supplier Quality,  
Cordis

### JOHN R. BENBOW

Benbow & Associates, Inc.

### ANDREW BLANK

President,  
Archive America

### JEROME BLANK

Chair of the Board,  
National Brands, Inc.

### MICHAEL BURRIS

Senior Vice President of Finance,  
Benihana Inc.

### ROGER M. CARLTON

Assistant County Manager,  
Miami-Dade County

### WILLIAM L. COX

Retired Executive

### NEWALL J. DAUGHTREY

Chairman,  
N.J. Daughtrey & Associates

### R. DOUGLAS HAZEN

Retired Executive

### WILBERT "TEE" HOLLOWAY

Director,  
BellSouth Corporate & External Affairs  
State Representative

### MARCELLA UNGAR WERBLOW

Retired Executive

### JIM WILHELM

President,  
Florida Safeguard, Inc.

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### MAGDA ALZURI

Vice President of Ways & Means

### DEBRA BRADFORD

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President and  
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Financial Management

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### DIANA VALENCIA

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### DENA MARSHALL

Assistant to the President

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**Goodwill**   
South Florida 



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