Thank you for taking the time to review the highlights of Operation Fresh Start’s last fiscal year, October 1, 2016 – September 30th, 2017. You’ll see that it was a year of growth and change as we gear up for the transition into our new home. We also are excited about new partnerships and expanded opportunities for the youth who need a second chance in life. This year, we are sharing this annual report entirely online via this link: [http://www.operationfreshstart.org/about-ofs/annual-report/](http://www.operationfreshstart.org/about-ofs/annual-report/). If you’d like to have a paper copy, please send an email to info@operationfreshstart.org.

We appreciate the many ways YOU support the Operation Fresh Start community. – Gregory Markle, Executive Director

“You guys didn’t give up on me like some other people would. You pushed me to be better. You helped me a lot. OFS has people that stand by you through thick and thin. That was a big thing for me. I feel like if I gave up on myself, I wouldn’t be where I’m at today helping other young kids figure out their lives. I’m telling people they should come to Operation Fresh Start.”

– Yasmine

During her time at OFS, Yasmine stayed focused on her goal of becoming a special education teacher and used her Individualized Career Exploration block to work with kids at the Wil-Mar Community Center. As an OFS graduate, Yasmine remains committed to our community’s youth and is serving an AmeriCorps term with the PASS (Partners for Afterschool Success) program. As a PASS member, she works as a literacy tutor in the afterschool program at Kennedy Heights Community Center. She says, “Kids can learn from my struggles and how I had to deal with things and they can choose their own paths, but I’ll be there for them at the end of the day.” Yasmine is also a co-teacher for the Girls, Inc. program at the community center. She particularly enjoys mentoring the girls. “I’m making a difference in the lives of the girls. I understand where they’re coming from. Since I’m close to their age, they relate to me more and open up more.” Yasmine plans to use the education awards from her AmeriCorps terms at OFS and PASS to go to college for Special Education next fall.
16-17 Program Highlights

**PATHWAYS**
Pathways, OFS’ core program, continues to thrive, giving youth a life-changing opportunity to get their high school diplomas and gain invaluable work experience. This year, 161 youth participated in Pathways. The work experience, which involves building affordable housing and doing extensive conservation work, is a platform for education, teamwork, training and responsibility.

Highlights from Pathways this past year include the addition of a second year-round Dane County Conservation Crew, allowing us to double our land stewardship efforts in Dane County Parks. You may have seen one of our conservation crews hard at work in your county parks doing ecological restoration and helping ensure a healthy habitat for years to come.

Also, under the new Workforce Innovation and Opportunity Act, OFS was selected as the primary provider for Out-of-School Youth in our region. This funding has helped OFS redesign and strengthen our approach to assisting young people, especially those with significant barriers to employment, in obtaining high-quality jobs and careers. This new grant provides access to resources such as paid internships and on-the-job training opportunities, as well as an increased coordination between workforce development programs and career pathway opportunities.
WORK EXPERIENCE: BUILDING AFFORDABLE HOMES IN OUR COMMUNITY

- 57 Hart Road, Sun Prairie-completed
- 727 Robin Drive, Sun Prairie-completed
- 715 Robin Drive, Sun Prairie-in progress
- 3828 E. Washington Avenue (WPHD rehab project)-in progress
- 1801 Gilbert Road (WPHD rehab project)-in progress

WORK EXPERIENCE: CONSERVATION IN OUR PARKS

203 acres of parks & public lands improved

Number of miles of trails created and/or improved on public lands: 23.25

PATHWAYS PARTICIPANT DATA

Average age of Pathways enrollee: 19
19.5% Female, 80.5% Male
161 Pathways youth served 10/1/2016 – 9/30/2017

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Active Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>1.22%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>45.12%</td>
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<tr>
<td>Hispanic/Latino</td>
<td>17.07%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>21.95%</td>
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<tr>
<td>White/Caucasian</td>
<td>14.63%</td>
</tr>
<tr>
<td>Total</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

GRADUATE CREW

Graduate Crew is an OFS program for those young people who show real promise and interest in the trades. This full-time, hire-for-service crew works on residential, commercial, and other construction projects in the community. OFS Grad Crew received another Fast Forward grant from the Department of Workforce Development and Operation Fresh Start will continue to partner with J.H. Findorff & Son to have Grad Crew youth shadow a worksite for one week out of the quarter.
Graduate Crew leads to apprenticeships for youth, as well as exposure to many of the subcontractors and roles needed to bring a project to fruition.

100% placement rate of Grad Crew completers

Average rate of pay at placement: $16.93/hour
Retention rate in apprenticeships: 86%

OPTIONS
Our Options Program is the only program in Madison that proactively reengages young adults, ages 18 to 24, in their high school education. Options seeks out young people who fell through the cracks of the public education system and helps them see a way forward to a brighter future and a career. This year we
- Engaged 72 young adults in the Options Program
- Reengaged 51 of those young adults in high school credential programing

STRIVE
Strive continues to focus specifically on youth ages 17 – 21 years of age that have recently graduated from high school, have their diploma, HSED or GED. The worksite activities include helping to build the future home of Operation Fresh Start, in addition to working alongside other OFS crews on a variety of different projects when needed.
This year’s cohort contained 28 participants and 18 successful completions. As the project continues to grow over time, we aim to provide our participants with a variety of resources to help obtain and maintain self-sufficiency. We do that by meeting with community and partner organizations to assist these young people with developing and implementing their career plans, whether those included additional training, employment or post-secondary education.

OTHER SERVICES
- 15,000 meals served (breakfast and lunch)
- 217 participant visits to the health office
- Through our partnership with Construct U (YWCA) and Foundations (Urban League of Greater Madison), the following certifications occurred: 27 OSHA, 28 CPR/First Aid, 13 Fall Protection, 26 Flagger, 17 Forklift
16-17 Building Futures

WE WOULD NOT BE HERE WITHOUT YOUR GENEROSITY
In May of 2015, at the Merrill Lynch Grand Gala, Operation Fresh Start quietly launched the Building Futures Capital Campaign. This project was just a vision at that time (though the need to do more for Dane County’s 4,000 disconnected youth was very concrete). Now, 2.5 years later, that vision is transforming into a reality. We want to say THANK YOU for believing in us early on and supporting the belief that every youth in Dane County deserves the chance to be an asset in our community. Another big THANK YOU goes out to our campaign chairs, Lau and Bea Christensen, for their dedication, generosity and passion.

OUR FUTURE HOME
In January 2017, OFS purchased the former Holy Cross Church and School, which will be Fresh Start’s Future Home. This transaction was beneficial to both parties. The church had built a new school on the far-east side of Madison. With the sale of their 2670 Milwaukee Street location, the congregation will be able to complete their own capital project to build the sanctuary.
OFS WENT PUBLIC!
On January 23rd at 11:00 a.m., at 2670 Milwaukee Street, Operation Fresh Start unveiled the site for a future home where the organization will serve twice as many youth. One of the most exciting aspects of the campaign is that Operation Fresh Start youth and community partners are actively building the new home for OFS. OFS is taking two years to re-imagine and renovate the space to become a cost effective education and employment training center where youth can come to attain their diploma, find a career, or get a second chance in life.

PARTNERSHIP WITH REACH DANE ANNOUNCED
On July 20, 2017 Operation Fresh Start and Reach Dane (formerly Dane County Parent Council) announced their strategic partnership to improve multi-generational outcomes for youth in Dane County at the future home of OFS. Jen Bailey, Executive Director of Reach Dane states: “Reach Dane is very excited to expand our collaboration with OFS. The newly designed classroom space will offer the highest quality early childhood education and comprehensive family support services. The programs will enroll the children of OFS youth, neighborhood families, and will also have a classroom specially designed to meet the needs of community families experiencing homelessness.”

In addition to making high quality, on-site childcare available to OFS youth with young children, it is our hope that this partnership with Reach Dane will be a source of educational opportunities for OFS youth who wish to pursue a career in early childhood development.
WHAT OFS YOUTH HAD TO SAY

“Amazing and special are the words I would use to describe the opportunity for Fresh Start participants to build the new Operation Fresh Start.” – Victoria

“I really like the idea of moving to a new space. It is great to expand. We are moving forward. The space will allow a lot more people to attend. I think it is great that the building will have better technology.” – Cory

CAMPAIGN TIMELINE

January 2017 – OFS Youth and Partners began working on renovation of 2670 Milwaukee Street space
January 2019 – Renovations nearing completion and relocation begins
Spring of 2019 – Grand Opening of new home for OFS
16-17 Partners and Supporters

It is often said, “it takes a village.” We couldn’t agree more. The community of volunteers, donors, funders and partner organizations that come together to help us fulfill our mission are critical to youth success.

GRATITUDE TO OUR DONORS
Look what we accomplished in the 16-17 fiscal year! We raised $1,175,329 towards the Building Futures Capital Campaign, while still raising over $150,000 from private donors and corporations for our annual programming. You can feel proud that you are addressing the community’s critical achievement gap and racial disparity issues through your support of Operation Fresh Start, but the job isn’t done yet. Your support is still needed to help us finish up the capital campaign and maintain our

Partners and Funders

10/1/16-9/30/17 Fiscal Year Partners and Corporate Funders
We are grateful for our many supporters who support both our current programming and future vision through the Building Futures Campaign.

Our partners in renovation of the new space (who will work closely with our participants during the construction to build their skills) are Faith Technologies, J.H. Findorff & Son, Kessenich’s, NAMI Construction and H.J. Pertzborn Plumbing and Fire Protection.
The following organizations and businesses provided essential funding, partnership and/or in-kind donations to support Operation Fresh Start’s programs from 10/1/2017 – 3/31/18. We thank these community partners for the financial assistance, partnership, technical and in-kind resources they provided:

- Adams Outdoor Advertising
- Alliant Energy Foundation
- Alliant Energy Matching Gift Program
- American Family Insurance
- American Family Insurance Dreams Foundation
- ATC: American Transmission Company
- August Foundation
- Blackhawk Evangelical Free Church
- Brittingham Fund/Madison Trust
- Charles Vetzner Fund
- City of Madison Community Development Division
- Commonwealth Development
- Construction Labor Management Council of Greater Wisconsin, Inc.
- Corporation for National & Community Service
- County Materials
- Courtier Foundation, Inc.
- CUNA Mutual Group Foundation
- Dane County Community Development Block Grant
- Dane County Department of Human Services
- Dane County Food Stamp Education and Training
- Dane County Parks
- Donald W. and M. Marilyn Anderson Foundation
- Entercom Madison
- Eppstein Uhen Architects, Inc.
- Fastenal
- Forward Community Investments
- Friends of Indian Lake County Park
- Geier, Homar, and Roy Attorneys at Law, LLP
- Greater Milwaukee Foundation Enroth Family Fund
- Great Lakes Higher Education Corporation & Affiliates
- Hann’s Christmas Tree Farm
- Hausmann-Johnson Insurance
- Hilton Garden Inn Middleton
- Hot Soup, LLC., Hot Soup Two, LLC. (Sardine)
- Ideal Builders Inc.
- Irwin A. & Robert D. Goodman Foundation, Inc.
- J. H. Findorff & Son Inc.
- Johnson & Johnson Family of Companies Matching Gift Program
- Kurtz Family Fund
- Lands’ End
- Madison Community Foundation
- Madison Gas and Electric Foundation
- Madison Rotary Foundation
- Marling Lumber & HomeWorks
- Madison Metropolitan School District
- Magic Pebble Foundation
- Meicher CPAs
- Morgan Stanley Foundation
- NAMI (North American Mechanical, Inc.)
- National Guardian Life Insurance Company
- Old National Bank Foundation
- Oscar Rennebohm Foundation
- Robinson Brothers Environmental Inc.
- Roto-Rooter Sewer Service
- SSM Health Care of WI
- Schlecht Family Foundation
- Stevens Design
- Sub-Zero / Wolf Appliance
- Sub-Zero Wolf Foundation
- Summit Credit Union
- Support Broker Consultants, Inc.
- Supranet
- Theatre Lila
- The Corps Network
- The Cremer Foundation
- The DeAtley Family Foundation
- The Evjue Foundation, Inc., the charitable arm of The Capital Times
- The QTI Group
- The Vogel Foundation, Inc.
- United Madison
- United Way of Dane County
- United Way of Greater Milwaukee
- United Way of the Quad Cities Area
- Urban League of Greater Madison
- US Bank Foundation
- US Department of Labor
- WI Partnership For Housing Development
- Wilson Foundation
- Wisconsin Department of Corrections
- Workforce, Innovation and Opportunity Act
- Workforce Development Board of South Central Wisconsin
- YouthBuild USA
- YWCA of Dane County

Please note, businesses and foundations listed are either program partners or donated a value of $250 or higher during the first half of this fiscal year, October 1, 2017 – March 31, 2018. We apologize that we are not able to list everyone, even though we are grateful for each and every contribution. We couldn’t do it without the support of our entire community. At this time, we are not listing individuals who donate to Operation Fresh Start’s annual operating. Please let us know if this is important to you. ([Learn more about the Building Futures Capital Campaign and major campaign supporters here.](#))

If you have questions or concerns, please contact Jill W. Pfeiffer at jpfeiffer@operationfreshstart.org or call 608-444-8095.
Building Futures Supporters

THANK YOU TO THE FOLLOWING MAJOR DONORS WHO HAVE GENEROUSLY PROVIDED CAMPAIGN SUPPORT:

- American Family Insurance
- CUNA Mutual Foundation
- Evjue – The Cap Times
- Findorff Foundation
- IRWIN A. & ROBERT D. GOODMAN FOUNDATION
- Great Lakes Foundation
- Merrill Lynch
- TASC

Diane Ballweg – Lau and Bea Christensen – The Cremer Foundation
The DeAtley Family Foundation – The Oscar Rennebohm Foundation Inc.

Madison Community Foundation
MGE Foundation
Nimick Toledan Foundation
Meicher CPAs
NGL
August Foundation – Caritas Foundation – Sheila and Kevin Conroy
Cummings Christensen Family Foundation – Dave and Terri Beck-Engel
Joe and Mary Ellyn Sensenbrenner – Tim and Lori Stadelman
Kathy and Bob Switzky

Robert Barnard – Anna and Andy Burish – Sherry and Douglas Caves
CFMA Foundation – Courtier Foundation, Inc.
Cummings Christensen Family Foundation – Betty Harris Custer and J. Corkey Custer
Mike and Lee Ann Dillis – Scott and Sharon Frank
Grant and Sarah Frautsch – Gwen and David Fuhrmann
Dick Goldberg and Lisa Munro – Greater Milwaukee Foundation
Enroth Family Fund
Steve and Bette Hartley – Henry Herzing
Ron and Deborah Krantz – Joseph Krupp and Diana Grove
David and Sharon Lehrer – Margaret Lindberg – Jay and Janet Loewi
The Magic Pebble Foundation – Gregory Markle and Sor Kuan Goh
Mary and Fred Mohs – Thomas and Karen Ragatz
Deepika and Rajesh Rajaraman – Louise Root-Robbins and Ken Robbins
Jay and Katie Sekelsky – Sven & Julia Sykes
Tate and Friends Foundation – Nick and Judy Topitzes Foundation
Theodore Widder III and Nancy Widder – Judith Wilcox

Michael Adler – Alliant Energy – Alvarado Family Foundation – Associated Bank
Bob and Jackie Bascom – Theresa and Ryan Balsiger – Ronald Behling – Ryan Behling
Steven Bethke – Troy and Erin Blodgett – Brittingham Fund/Madison Trust
Susan and Bob Brockman – Jeff and Lorinda Bowles – Brenda Brown
Christopher and Peggy Bugg – Mary Burke – Christopher and Jill Burque
Carley Wood Associates, Inc – Peter Cavi – Richard Christofferson – Erik and Jill Clay
Core BTS – Randall and Jennie Cullen – Custer Plumb Financial Services
DeWitt Ross & Stevens – Greg and Mary Ann Domkowski – Dreyfus
Chris and Jessica Duren – Donald Dyke and Anne Bogar
Gregory Everts and Carla McDonald – Feldt Venture LLC – Marc and Kim Flood
Todd and Trish Fortune – Curtis Fuszard – Jack and Denise Gabrielse – Deirdre
Garton Travis Gavinski – Gorman & Company
Gary and Sharon Gundlach – Camille Haney
Jeffrey and June Hausmann – Terry and Elizabeth Heinrichs
Helen and Jeffrey Mattox Passsthrough Fund – Brian and Julie Hornung
Trish and Mick Howen – Nancy and Jesse Ishikawa – Laura and Rob Jaggi
Elizabeth and Todd Jindra – Hans Johnson – Patrick and Darcy Kelly
LGM Alumni Association – Lincoln Financial Foundation Inc
M3 Insurance Solutions – Cliff Mason – Helen and Jeffrey Mattox
Cindy Meicher – Merrill Lynch Wisconsin
Mohs, MacDonald, Widder, Paradise & Van Note Attorneys at Law
Morgan Stanley Smith Barney – Erica Nelson
Network Engineering Technologies, Inc (NET)
Jayne Neuendorf and Alfonse Reichenberger – North Central Group
Christie Olsen and Martin Zanni – Bernice Owen – Michael Petersen
Jill and Jacob Pfeiffer – Premier Paints – Quarles & Brady LLP
Richard Rehm Charitable Giving Fund – Rich and Jean Ripp
Lynne and Jamie Robertson – Jenny and Steve Santek
Barbara Sauer – Mark and Lori Schneider – Peter Schram and Martha J Schram
The Barb and E.G. Schramka Family Charitable Fund
SFM Mutual Insurance Company – Tim and Pat Size – Kathleen Skibinski
Sonnentag Foundation Ltd. – Marsha Stewart – Stickney & McIlwain LLC
Sub-Zero Wolf Foundation Inc. – James Sykes – The Burish Group of UBS
The QTI Group – Christopher Tierney – Town Bank – Unity Health Insurance
John E. Wall Family – Paula West Kaplan – Westbury Bank Charitable Foundation
Whole Foods Market Madison – Widder Family Fund – Wilson Foundation –
Edward Wing and Susan C Wing – Wipfli LLP – David and Julie Worzala

Generous In-Kind Support for Our Campaign Provided By:

[Image of logos and names]
Join our list of incredible community supporters and make a **Multi-year Pledge to the Building Futures Capital Campaign.**

Naming Opportunities are available by contacting Jill W. Pfeiffer, Development and Communications Director, at 608-444-8095 or jpfieffer@operationfreshstart.org. We wish we could list every supporter, however, at this time we are listing the campaign’s major supporters. If you’d like to be removed from this page or have any questions, please contact Jill W. Pfeiffer, Development and Communications Director, at 608-444-8095 or jpfieffer@operationfreshstart.org.

**Please know that we are truly grateful for each and every gift!**

**THANK YOU TO OUR VOLUNTEERS**

Thank you to our volunteers! Whether you are a tutor, board member, or committee member, we couldn’t do it without you. Our volunteers are dedicated and put in a great deal of time. **THANK YOU!**

![1796 hours of volunteer service from 50 volunteers](image)

In addition, about a dozen community volunteers from the business community helped to build OFS’ future home. In the coming fiscal year, there will be many more!
PARTNER HIGHLIGHTS

Adams Collaborate Project puts OFS on Billboards
Thank you to Adams Outdoor Advertising of Madison for the generous donation of billboards through their Collaborate project. OFS was selected to be one of seven nonprofits that will have a billboard campaign throughout Dane County this year. The billboards “went up” around May 2017 and created a positive message and brand awareness for the organization. We love our positive billboards, which promote OFS and its participants.

Workforce Development Board of South Central Wisconsin
In 2017 the partnership with Workforce Development Board of South Central Wisconsin really ramped up! As part of this partnership, the Workforce Development Board increased their investment in older youth including more funding for internships and on the job training as youth transition from Operation Fresh Start. We also furthered our connection to Madison College instruction. This partnership with WDBSCW has also allowed us to add a Resource Specialist position. The position has provided OFS participants with assistance to meet their basic needs, such as housing, mental health, ATOD, and transportation, by providing hands-on guidance and advocacy. We are excited about how this partnership will develop over the next year.
Infamous Mothers
This past year, Operation Fresh Start dove into exploring cultural awareness and staff/participant interactions. We were helped through this process by Sagashus Levingston of Infamous Mothers. Sagashus provided Cultural Awareness and Sensitivity training that went far beyond the scheduled ½ day training. She met with staff before and after the training, did a focus group with participants, engaged in programming, and gained a greater understanding of what we do to make sure that her training was tailor-made to have the greatest impact on our organization.

City of Madison Engineering
Victoria, a former participant, may very well be working in your neighborhood as an employee of the City of Madison. This is because of a deep partnership forming with the City of Madison.

This partnership has really taken off in 2017 through:
- providing work opportunities for OFS participants on Madison’s public lands
- engaging our youth in limited term employment
- the hiring of former participants, which may lead to further opportunities to work together to make Madison a better place for all of us in the next year.
# 16-17 Financials

**Operation Fresh Start, Inc.**  
**Budget Oct 2016 to September 2017**  
**Actual**

## Income
- Public Support: 2,050,970  
- Private Donations: 398,150  

**Total Revenue**: 2,449,120

## Expenses
- Program Services: 2,158,967  
- Management & General: 208,631  

**Total Expenses**: 2,367,598

**Excess (Deficit)**: 81,522

## Assets
- Current Assets: 802,641  
- Property & Equipment: 56,067  

**Total Assets**: 858,708

## Liabilities/Net Assets
- Liabilities/Net Assets: 768,031  
- Unrestricted/Net Assets: 90,677  

**Total Liabilities/Net Assets**: 858,708

*Please note, the above is pre-audit information at this time.*
16-17 Board and Lead Staff Members

**Operation Fresh Start Board of Directors**
- **Steve Hartley** – President, Retired, Madison Metropolitan School District
- **Laura Jaggi** – Vice-President, VP – Human Resources and Administration, The North Central Group
- **Cindy Meicher Hasenfratz** – Treasurer, Certified Public Accountant & Certified Valuation Analyst, Meicher CPAs LLC
- **Erica Nelson** – Secretary, Project Director, Race to Equity, WI Council on Children & Families
- **Stacy Alexejun** – Attorney, Quarles & Brady LLP
- **Theresa Balsiger** – Executive Search Consultant, QTI Executive & Professional Search
- **Louis Bentley** – American Family Insurance
- **Bea Christensen** – Retired
- **Lau Christensen** – Chairman, Christensen Associates
- **Tom German** – Deputy Secretary, Board of Commissioners of Public Lands
- **Claude Gilmore** – Retired, Executive Director, Kennedy Heights Community Center
- **Beverly Hutcherson** – Career Pathways Coordinator, UW Health
- **Pat Kelly** – Healthcare Reform Compliance Director, Hausmann-Johnson Insurance
- **David Lehrer** – Vice President, Morgan Stanley
- **Mike Lipp** – Retired, Madison Metropolitan School District
- **Mitch Olson** – Partner, Axley Bryenelson LLP
- **Mark Schneider** – General Superintendent, JH Findorff & Son Inc

**Operation Fresh Start Leadership Staff**
- **Nina DeHaven** – Finance Director, ndehaven@operationfreshstart.org
- **Gregory Markle** – Executive Director, gmarkle@operationfreshstart.org
- **Brian McMahon** – Deputy Director, bmcmahon@operationfreshstart.org
- **Gloria Nelson** – Operations Director, gnelson@operationfreshstart.org
- **Jill W. Pfeiffer** – Development Director, jpfieffer@operationfreshstart.org
- **Katrece Ragland** – Employment Services Director, kragland@operationfreshstart.org