NEW FACILITY - NEW OPPORTUNITIES!

Annual Overview

OUR MISSION & VISION

Our Mission: Operation Fresh Start provides disconnected youth a path to self-sufficiency.

Our Vision: All youth ages 16-24 are assets in our community.

“If you look around, you may see new lockers, vinyl floors, and even a dining hall behind me. But there is more than the eye can see. Those lockers were put together by hand by the people who use them every day. The floors under your feet were a learning experience for a construction crew and so were these very ceilings. OFS is not just a place to earn a diploma; OFS is a place that better prepares many young for a real working world.”

-Vanessa, OFS Participant and speaker at the OFS Community Open House
Letter from the Executive Director

January 21, 2019, during the polar vortex, we moved into our new Operation Fresh Start building. In April we celebrated with the community, as over 400 people came to our grand opening celebration. Thank you to everyone who helped make this happen – especially each donor and each young person that built our new home.

Now a year later, I contemplate, “What does this building really mean?” It means something to the youth we serve. When our community asks, “Why should I value those kids?” the answer is all around us. Fresh Start youth built this place. With love, understanding and opportunity they can build anything – most importantly themselves. It says something about our community. The community, when asked, will support Fresh Start youth. For our youth, this building is a living representation that they care. Every young person that walks through our door gets that gift. We as staff at Fresh Start get to give this gift time and again.

In the end, the meaning has less to do with the building and more to do with who we are as a Fresh Start community. The building isn’t anything without all of us. A community that values Fresh Start youth and sees their opportunity for the future. A staff that share freely their time, energy and love with each young person that walks through our door. It has been a transformational year at Fresh Start. I can’t wait to be part of what’s next with you.

Thank you,

Gregory Markle
OFS Program Highlights

FISCAL/PROGRAM YEAR 10/1/2018-9/30/2019

223
Total Acres of Parks & Public Lands Improved

9
Total Miles of Trails Created/Improved

Legacy

Legacy had another successful year, enrolling 80 new participants in our program year. That’s a 35% increase from the previous year. Conservation crews were able to improve 223 acres of parks and public lands. That’s a 23% increase from the previous year and the most we have ever improved in a single program year!

The future is exciting as we enter a new era in a new education and training facility - one that will allow us to serve over TWICE as many young people in the community!

$500,000
In total, OFS crews and community volunteers collected over 1,700 lbs of processed seed, valued at over $500,000. These seeds will help restore 180 acres of public park land throughout Dane County.

86% / 14%
Male - Female Ratio

18
Average Age of Enrollment

Race/Ethnicity of Legacy Participants
Black/African American - 42.5%
Hispanic or Latino/a - 20%
White - 18.75%
Multi-Racial - 15%
Asian - 3.75%
More Program Highlights
FISCAL/PROGRAM YEAR 10/1/2018 – 9/30/2019

LEGACY CONSTRUCTION

Legacy construction crews rehabbed several homes and community buildings in 2019, including both a home in Oregon, WI and Healing House. The home in Oregon received work from several different crews. This hard work is a great example of an OFS construction project having many hands and therefore many hearts involved in the process of building affordable homes for those who need it in our community. Healing House is a tremendous asset and resource for Madison and OFS participants were thrilled to be part of the project. (See our project highlight on page 9 for more info on Healing House!)

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 and commercial construction projects in the community. OFS Grad Crew had a busy year: the crew took the lead as the General Contractor on the Healing House project and built a local medical respite center for homeless patients; renovated a Trachte hut located in Thurber Park into a community art studio for the Town of Blooming Groove; completed sections of work on floors 3, 4, and 5 in partnership with J. H. Findorff & Son at Exact Science’s new Corporate Headquarters-Innovations 1 in Research Park; and was a large contributor to helping build the new training facility for Circus Space. Graduate Crew leads to apprenticeships for our youth, as well as exposure to many of the subcontractors and roles needed to bring a project to fruition.

93%
Placement Rate of Grad Crew Completers

$16.72
Average Rate of Pay at Placement

86%
Retention Rate in Apprenticeships
More Program Highlights

FISCAL/PROGRAM YEAR 10/1/2018-9/30/2019

STRIVE

Between Strive Construction and Strive Healthcare, 27 young people enrolled into programming, which resulted in an 89% completion rate. In its second year, Strive Healthcare once again proved that with a dedicated team (Operation Fresh Start and Madison College Staff) that provides amazing wrap-around services, great things can get accomplished. This year, Strive Healthcare participants successfully completed their 80 hours of classroom and lab time and their 40 clinical hours at Meriter Hospital. One of the many highlights for participants was providing nursing care to a 100-year-old patient while doing rounds.

In its fourth year, Strive Construction is an ever-evolving program and is now registered with the Bureau of Apprentice Standards as a Carpentry Pre-Apprenticeship Training program. Over the course of seven weeks, participants are exposed to basic skills in the construction industry as well as various life skills. They earn OSHA 10 and CPR/First Aid Certifications, visit construction training centers, work with employment and training staff to develop a professional resume, and work on interview skills to prepare for an end-of-program Career Fair.

They also attend a financial literacy workshop at Summit Credit Union designed with them in mind and engaged with a community Mental Health provider to talk about mental wellness. As a program, our main focus continues to be the same: to assist young graduates ages 17–24 by helping develop and implement their career plans, whether those include additional training, employment, or post-secondary education.

27  
Strive Participants in 2018–19

89%  
Completion Rate
**EDUCATION**

When a young person is hired onto an OFS Legacy crew (after an in-depth motivational interviewing process), they begin developing employability and life skills while working to complete high school. In OFS Legacy, the construction and conservation work is integrated with academic studies and post-secondary planning as part of what we call our "OFS Gateways", benchmarks for growth and progress. Through contractual relationships most of our participants are able to earn a high school diploma from home schools. The final Gateway includes a requirement that a participant is enrolled in post-secondary education and/or hired onto a job related to their career interests. When a Legacy participant progresses through all of their Gateways and earns their diploma, they continue to receive regular mentorship and advising for a minimum of one year after completion.

**OPTIONS**

Our Options Program supports young adults between the ages of 18-24 finishing their high school education. Options helps these young adults explore and enroll in Madison area programs that best fit their individual needs. Options-engaged youth receive individualized information on high school credential programs, assistance enrolling in programming, connections to additional supportive services, and case management while working toward their credential. This year we engaged 58 young adults in the Options Program and celebrated nine Options participants who completed a high school credential.

- **49** Youth successfully obtained their high school diploma
- **58** Young adults engaged in the Options Program
- **9** Options participants who completed a high school credential
New Program Highlights
FISCAL/PROGRAM YEAR 10/1/2018-9/30/2019

URBAN FORESTRY PROGRAM

Along with local arborist employers, Operation Fresh Start was invited to join an advisory committee to help Madison College create and develop an Urban Forestry Program at their Truax Campus, which began this fall. OFS participants who are interested in pursuing a career in arboriculture now have a local option to pursue an Urban Forestry degree and will be eligible to receive credit for prior learning based on the completion of their OFS Conservation/Forestry Pre-Apprenticeship.

OFS DRIVE

This year, OFS introduced Drive. Drive was a 5-week pilot program with the purpose of giving youth the resources, knowledge and opportunities to get their driver licenses.

A significant and yet not well-known barrier to gaining employment is not having your driver license.

The pilot Drive program was a great success in 2019. Thanks to the Northside Safe and Thriving Community Grant, a total of 17 (9 male & 8 female) youth recruited for the program and 14 participants completed the 30 hour class.

We look forward to continuing the Drive program with the generous support of a Dane County grant.

"This program to me means an opportunity for the youth that impacts the rest of their lives. Not only are you helping and teaching teens and adults to drive but you are also teaching them how to be responsible because driving is another lesson and responsibility of being an adult." - T.L.

"I enjoy OFS Drive with Miss Jasmine Banks. She cares about our knowledge and progress. I also enjoy that she gives all of us a place to go if we need to talk. I also enjoy Melissa's company and the awesome treats she brings." - D. W.
Project Highlight

FISCAL/PROGRAM YEAR 10/1/2018-9/30/2019

HEALING HOUSE

Operation Fresh Start has been working closely with the Madison-area Urban Ministry (MUM) to renovate Healing House, a medical respite that provides homeless patients and family members a safe place to recuperate instead of on the streets. Having such a location also means the patients can be visited by caregivers to address necessary follow-up care. In 2016 only 78 medical respites that serve the homeless were reported in the United States, and Healing House is the first in the country able to serve homeless families.

Clients will have access to three meals a day, as well as child care assistance and case management to help the family into long-term housing. Rides to and from doctors appointments will be provided, and clients may be linked up with other services that they're eligible for, such as Badger Care. Student nurses from Edgewood College will volunteer in assisting staff, and the Madison Metropolitan School District will help provide transportation to keep kids in their existing schools.

Our young people had worked on the construction and remodeling of Healing House since November 1st, 2018. During that time, we had over 45 young people and staff put in approximately 1,500 hours toward the completion of the renovations. The impact this involvement had on our young people was clearly shown when many showed up (on their day off) to the public dedication of Healing House, which took place on Saturday, May 4th, 2019.
Volunteers
Plus Other Services & Stats
FISCAL/PROGRAM YEAR 10/1/2018-9/30/2019

VOLUNTEERS
A big thank you to all OFS volunteers! Whether you are a tutor, board member, or story teller, we couldn’t do what we do without you. Thank you to those who supported us through the end of the capital campaign & with our transition to this wonderful new education & training facility!

FOOD SERVICES
12,540
Meals served for breakfast and lunch

FOOD SERVICES HIGHLIGHTS
With the addition of a large refrigerator, we have been able to provide almost three times as much fruit as previously offered and can prepare pre-packaged meals for food-insufficient participants to take home at night or over the weekend.

HEALTH OFFICE
281
Visits to the health office

HEALTH OFFICE HIGHLIGHTS
• CPR/AED/First Aid was taught to 150 participants
• Collaboration with organizations like DAIS, Public Health, and AIDS resource center
• CNA training lab space was created to allow future CNA students to practice skills and prepare for the state test
• Individualized health & wellness counseling provided to participants seeking assistance on a variety of topics such as lactose intolerance, skin issues, contraception, STD testing, & depression

55
Volunteers

946
Hours of volunteer service & program support
In Memory of Jack Osteraas
FOUNDER OF OPERATION FRESH START
DECEMBER 26, 1935 - APRIL 22, 2019

JACK'S LEGACY

Jack Osteraas was the founder and original Executive Director of Operation Fresh Start 49 years ago. For those 49 years, OFS has been committed to helping disconnected youth turn their lives around. We believe in fresh starts and second chances in life. Jack had a vision that young people, given the tools, training and opportunity, could succeed.

What an incredible legacy he created 49 years ago that will live on forever in the hearts and hands of his family, friends, OFS staff, and the more than 8,000 young people of past and present that his vision has helped on the path to self-sufficiency.

Jack was loved and admired by many - so many that OFS received countless donations in his honor months after his passing. All donors are listed on the next page.

Thank you to everyone who donated in his memory. Jack will be missed, but his legacy will live on through OFS.

"Jack was a humble, caring person that was quick with a joke. Through him, we realized just how vast an impact each of us can have on so many people just by following one idea or taking one action. He will be deeply missed by us all at OFS and the community."

-Gregory Markle, OFS Executive Director
In Memory of Jack Osteraas

FOUNDER OF OPERATION FRESH START
DECEMBER 26, 1935 - APRIL 22, 2019

GIFTS GIVEN TO OFS IN MEMORY OF JACK

Garry Acker & Mary Kathryn
Anonymous
Julie Bauer
Dave Bhaskaran
Rick Boyes
Susan Brockel
Richard Brown
Kimberly Buchholz
Vicky Carraher
Lawrence Claude
Charles Dykman
Debra Evans
Robert Finley
Jeanette Froehle
Tony Fuller
Kathryn Fuqua
Greg Genin
Gregory G. & Judith A Garske
Revocable Living Trust
Mary Haines
Hair Excellence
James & Mary Hamre
Sharon Hengel
Denise Hettrick
Dr. Donald Hoegsberg
IBM
Beth Kealy
Lou Ann Kidd
Kenneth Kokesh
Thomas & Margie Krauskopf
Jan Kuchar
Judy Lenzi
Rick Luther
K. M.
David Martin
Ronald May
Marybeth McArdle Trotter
Sharon McCormick
Patrick McGrath
Sean McGrath & Katie Miller
David Nelson
Anne Nolan
A.J. Osteraas
Dave Osteraas
Jean Osteraas
Jerome Osteraas
John Osteraas
Mark Osteraas
Deb Osteraas-Broberg
John Pelock
Joan, Jennifer & Jack Perkins
John Rayburn
Cathy Reinke
Dave Roberts
Beth Rosendahl
Phil Rossman
Scott Saunders
Marsha Smith
Dorothy Statz
Robert Steffenhagen
Jeff Taylor
John & Linda Taylor
Eleanor Tyrrell
Diane Waller
Linda & Clark Wanlass
Phyllis Wenzel
Carolyn White
Sara White
Marcia Wilkins
Fresh Start Society

Gifts $1,000 and above
Gifts dated between 10/1/18 - 9/30/19

A Fund For Women
Advanced Fastening Supply Inc
Alliant Energy Matching Gift Program
American Family Insurance
Anonymous
August Foundation
Bank of America Charitable Foundation
Dave & Terri Beck-Engel
Daniel Behrend
Russell Bogue
Mary Burke
Caritas Foundation
Carley, Wood Associates, Inc.
Doug & Sherry Caves
Peter & Amy Cavi
Lau & Bea Christensen
Courtier Foundation, Inc.
The Cremer Foundation
CUNA Mutual Group Foundation
The DeAtley Family Foundation
Donald & Marilyn Anderson Foundation
Electronic Theatre Controls, Inc.
Epic
The Evjue Foundation, Inc.
Marc & Kim Flood
Leslie Frisinger
Gwen & Dave Fuhrmann
Green Bay Packers Foundation
Andrew & Mandy Handeland
Jim & Amy Hartlieb
Tim & Nancy Hausmann
Paul Hoffmann
Brian & Julie Hornung
Trish & Mick Howen
Ideal Builders
Melissa Ingells
Irwin A. & Robert D. Goodman Foundation, Inc.
J.H. Findorff & Son Inc.
Joseph Krupp & Diana Grove
Lake Country School
David & Sharon Lehrer
Margaret Lindberg
Melissa & Phil Lindemann
Madison Community Foundation
Madison Gas and Electric Foundation
Madison Investments Foundation, Inc.
Madison Rotary Foundation
Gregory Markle and Sor Kuan Goh
Helen & Jeffrey Mattox
Miller Living Trust - Don Miller
Milwaukee Bucks Foundation
Milwaukee Electric Tool Corp (METCO)
Fred & Mary Mohs
Morgan Stanley Foundation
Music Makes a Difference, Inc.
National Guardian Life Insurance Company
Okauchee Cedar
Linda Nedelcoff
Nick & Judy Topitzes
John Osteraas
Mark Osteraas
Park Towne Realty LLC
Thomas & Karen Ragatz
Richard Rideout & Debra Cole
Gerald Ring
The Robin Room, LLC
Louise Root-Robbins & Ken Robbins
Schlecht Family Foundation
Jay & Katie Sekelsky
Tim & Lori Stadelman
Steve Stricker American Family Insurance Foundation
Strang, Patteson, Renning, Lewis & Lacy, S.C.
Summit Credit Union
Terry Family Foundation
U.S. Bank Foundation
United Way of Dane County
United Way of Greater Milwaukee
UW Credit Union
UW Health, UnityPoint Health – Meriter & Quartz
West Bend Community Foundation
Wilson Foundation
Edward & Susan Wing
Sandra & Raymond Yoder
## Financials

### Partners & Funders

**Fiscal/Program Year 10/1/2018-9/30/2019**

<table>
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<th>Amount</th>
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<td>Liabilities/Net Assets</td>
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<td>Unrestricted/Net Assets</td>
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<td><strong>Total Liabilities/Net Assets</strong></td>
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Board of Directors & Leadership Staff
FISCAL/PROGRAM YEAR 10/1/2018-9/30/2019

OFS BOARD OF DIRECTORS

- Lau Christensen, Co-President
- Bea Christensen, Co-President
- Laura Jaggi, Vice President
- Trish Howen, Treasurer
- Erica Nelson, Secretary
- Stacy Alexejun
- Louis Bentley
- Tom German
- Claude Gilmore
- Beverly Hutcherson
- Pat Kelly
- David Lehrer
- Mike Lipp
- David Lonsdorf
- Mitch Olson
- Mark Schneider

Top row from left to right: Mike Lipp, Lau Christensen, Tom German, Pat Kelly, David Lehrer
Bottom row from left to right: Bea Christensen, Laura Jaggi, Erica Nelson, Stacy Alexejun, Beverly Hutcherson
Not pictured: Louis Bentley, Claude Gilmore, Trish Howen, David Lonsdorf, Mitch Olson, Mark Schneider

OFS LEADERSHIP STAFF

- Gregory Markle, Executive Director
- Brian McMahon, Deputy Director
- Gloria Nelson, Operations Director
- Jody Weyers, Development Director