



SHARE OUR STRENGTH'S
**OPERATION
FRONTLINE**[®]
NO KID HUNGRY

NATIONALLY
SPONSORED BY

**ConAgra
Foods**[®]
FOUNDATION

Share Our Strength's Operation Frontline, nationally sponsored by the ConAgra Foods[®] Foundation, is a groundbreaking nutrition-education program that connects families with food by teaching them how to prepare healthy, tasty meals on a limited budget. Professional chefs and nutritionists volunteer their time and expertise to lead hands-on courses that show adults, teens and kids how to purchase and prepare nutritious foods in healthful, safe and tasty ways. This knowledge can mean the difference between feeding families just for one night, and making sure they never again have to worry about when their next meal will come.

Since 1993, Operation Frontline and its hundreds of volunteer instructors have conducted more than 3,600 nutrition and financial-planning courses, helping more than 45,000 low-income families in communities across the country learn how to eat better for less. Overall, 84 percent of Operation Frontline participants graduate, taking with them the improved nutrition practices, eating habits, and cooking and food budgeting skills they learned in class. Operation Frontline has received special recognition from the U.S. Department of Agriculture for excellence in nutrition education.

Operation Frontline: Overview

In 1993, as part of its ongoing effort to end hunger and poverty in the United States and abroad, Share Our Strength launched Operation Frontline to teach low-income families and individuals how to get the most from their meals. The program is distinguished by its engaging chef-led courses for the whole family, proven results, and sustainable collaborative model,

With seven curricula, Operation Frontline takes a cooking-centered approach to nutrition and household budgeting. Each of Operation Frontline's specialized nutrition curricula teaches hands-on meal preparation, practical nutrition information, and food budgeting skills. Our primary curriculum is *Eating Right*, a six-session nutrition and cooking class series designed to help low-income parents plan and create nutritious and affordable meals for their families. Volunteer chefs and nutritionists teach our courses, which cover basic nutrition, healthy cooking techniques, food safety, and food budgeting skills. At the end of each session, participants receive recipes and

Operation Frontline Curricula

Eating Right, offered in English and Spanish, teaches low-income adults about healthy meal preparation and sensible shopping on a limited budget. *Start by Eating Right* is an addendum to the Eating Right curricula that focuses on the special nutritional needs of children ages zero to three.

Eating Well teaches people living with HIV and AIDS and their caretakers about healthy meal preparation and sensible shopping using recipes and information specific to their special needs.

Kids Up Front teaches children ages 8 to 13 about healthy eating and provides simple recipes children can prepare themselves.

Power of Eating Right teaches teenagers how to make healthy food choices and prepare healthy meals and snacks.

Side By Side brings school-age children and their families together to learn about healthy eating and the importance of family mealtime.

Step Up to Eating Right teaches teen parents how to make healthy food choices and prepare nutritious foods for themselves and their babies.

Saving Smart, Spending Smart teaches basic household budgeting, banking, credit, and how to shop wisely to those with low incomes.

handouts corresponding to the day's lessons as well as a bag of groceries so they can prepare the recipes taught that day at home.

To complement *Eating Right's* focus on parents, Operation Frontline also offers nutrition curricula for children, teens, parents and children working together, and persons living with HIV and AIDS. Many communities also offer our financial planning curriculum, *Saving Smart, Spending Smart*. Together, these curricula provide a comprehensive way for communities to help low-income families gain knowledge and practice needed skills related to healthy eating and household budgeting.

A 2006 analysis of 3,500 adult and teen Operation Frontline graduates found that 89% improved their nutrition practices such as eating variety of foods and using the nutrition facts label, 81% improved eating habits such as getting the recommended amounts of fruits and vegetables each day, and 62% improved their food resource management such as comparing prices and using a grocery list.

Local Programs and Partners

(as of 5.08)

Boston, MA

Operated by Share Our Strength

Chicago, IL

Near North Health Service Corp

Dallas, TX

North Texas Food Bank

Denver, CO

Operated by Share Our Strength

Detroit, MI

Gleaners Community Food Bank

Hudson Valley, NY

The Queen's Galley

Ithaca, NY

Cornell Cooperative Extension of Tompkins County

Ft. Worth, TX

Tarrant Area Food Bank

Houston, TX

Houston Food Bank

Manchester, NH

The New Hampshire Food Bank

Miami/Ft. Lauderdale, FL

FLIPANY

New York, NY

City Harvest

Omaha, NE

Visiting Nurse Association

Portland, OR

Oregon Food Bank

Raleigh, NC

Inter-Faith Food Shuttle

Saint Louis, MO

Operation Food Search

Seattle, WA

Solid Ground

Washington, DC

Capital Area Food Bank

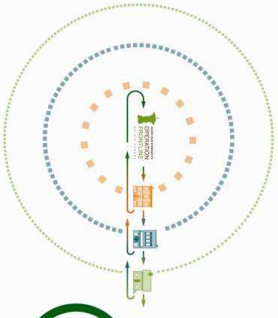
Operation Frontline: Collaborative Partnership Model

In structure and in practice, Operation Frontline is collaborative. Each local Operation Frontline program is run by a regional or city-wide social service nonprofit organization, except in Colorado and Massachusetts where Share Our Strength operates the program directly. Share Our Strength has a franchise-style partnership with each agency. Share Our Strength provides curricula and other program materials, evaluation services, extensive technical assistance, and, in some cases, grants. In return, each local partner runs Operation Frontline according to Share Our Strength's guidelines and operating procedures. Local programs are designed to be coordinated locally by at least one full-time program manager who is hired by the partner agency.

Each local Operation Frontline program works with neighborhood social service organizations that act as host sites for Operation Frontline classes. These sites are often schools, housing programs, Head Start centers, and WIC clinics. As a result of this structure, Operation Frontline reached thousands of low-income families through hundreds of nonprofit organizations around the country.

Volunteers are central to the Operation Frontline model and are managed at the local level by the local program partner. Volunteer chefs, nutritionists, and financial

planners teach Operation Frontline classes using Share Our Strength's curricula. In addition, many other volunteers support the program in other classroom roles, and as members of local advisory councils. Share Our Strength also has a grant from the Corporation for National Service through which local Operation Frontline programs engage full or part-time AmeriCorps members in a year of service.



» VALUE IN »

Share Our Strength Provides:

- Centralized infrastructure & support
- Specialized curricula, including materials for all participants and volunteer instructors
- Uniform evaluation and reporting services
- Coordinated training and technical assistance
- Standardized tools and resources
- AmeriCorps members
- Material support from program sponsors
- Access to Share Our Strength network
- Dedicated grant opportunities

» VALUE IN »

Local Partners Provide:

- Local staff for program implementation
- Trained volunteer chef and nutrition instructors
- Essential class materials including groceries & cooking supplies
- Administration of program evaluation and reporting protocols

» VALUE IN »

Community Host Sites Provide:

- Low-income participants ready to benefit from class
- Venue for courses that is convenient and familiar to participants
- Onsite coordination with participants and other staff
- Translation and childcare services as needed

**SHARE OUR STRENGTHS
OPERATION FRONTLINE
NATIONAL TEAM**

**LOCAL PROGRAM PARTNERS:
16 IN 13 STATES**



**COMMUNITY HOST SITES:
271 IN PAST YEAR**



**PARTICIPANTS:
42,549 TO DATE**



- IMPROVED FOOD CHOICES AND FOOD SAFETY PRACTICES
- ENHANCED SELF-EFFICACY IN COOKING AND FOOD PREPARATION
- EMPOWERED TO SHARE KNOWLEDGE AND SKILL WITH FAMILIES AND FRIENDS

« VALUE OUT «

Local Partners Give Back:

- Sustainable access to low-income individuals and families
- Valuable feedback for program enhancements
- Enriched community networks and partners
- Volunteer instructor recruitment and training
- Fundraising to cover local program costs
- Qualitative evidence of program's success
- Raw quantitative data

« VALUE OUT «

Community Host Sites Give Back:

- Constructive feedback to improve program offerings
- Related programs and on-going services
- Referrals to additional community agencies
- Expanded opportunities to offer satellite classes

« VALUE OUT «

Local Participants Give Back:

- Healthier eating and improved budgeting habits
- Advocacy for agency and Operation Frontline program

The Need for Nutrition Education to Fight Hunger

With the nation facing increased rates of hunger and obesity, there is considerable need for nutrition education among low-income families. These families are less likely than those with higher incomes to have a healthy diet, to know about the links of diet and health, and to have the resources to properly feed themselves and their families. This has a serious, significant impact on their health and the health of their children.

A recent study of rural families performed by Cornell University confirmed that households are more likely to be food secure when parents know how to prepare meals, stretch their groceries, manage bills, and make a budget. Many other studies show that inadequate food and nutrition has long-term and devastating effects on health and achievement, particularly among children. In addition, the link between obesity and hunger is increasingly apparent.

The deep impact of proper nutrition dictates that nutrition education is an essential component of any long-term strategy to end hunger and obesity. Even given the constraints of a limited income, low-income parents are in a much better position to insure a healthy start for their children if they:

- Understand the importance of good nutrition for their children,
- Know what kinds of foods their children need to grow and be healthy, and
- Have the skills necessary to prepare food that is healthy, appealing and low cost.

Many community-based nonprofit organizations that work with low-income people understand the critical role that nutrition education can play in reducing hunger and poverty and have strong interest in providing nutrition education services. For eleven years, Operation Frontline has provided a high quality, turnkey nutrition education program to many community-based groups eager to provide this training to their clients.

Guiding Principles

In response to this need, Share Our Strength is guided by these principles:

1. The negative health and economic effects of hunger and poor diet can be avoided if families know how to shop for and prepare healthy, low-cost meals.
2. Chefs are valued instructors because of their expertise in food preparation and budgeting as well as their creativity and energy.
3. Food is to be enjoyed. Those living on a low-income deserve to enjoy their food as well - and need to know how to create food that is delicious, satisfying, and healthy.
4. Cooking and eating meals as a family is an important social activity.
5. Volunteering, or sharing our strengths, is a way to create community wealth.

Establishing a new Operation Frontline program

Operation Frontline expands its reach by developing partnerships with citywide, regional, or statewide agencies that implement the program in the communities they serve. Local partners enter into a franchise-style relationship with Share Our Strength to add this high-quality turnkey nutrition education program to their menu of services.

To establish a new Operation Frontline program, three critical elements must be present:

1) **A local nonprofit partner organization** with:

- A mission aligned with that of Operation Frontline.
- Existing programming that compliments the provision of nutrition education services to low-income populations.
- Access to a diverse service population and a network of agencies that will act as class host sites, including ability to reach a minimum of 300 new families each year
- The infrastructure necessary to support the Operation Frontline program (i.e. public relations, fund development, and accounting support)
- A commitment to participating in the program for at least three years.
- A commitment to hiring a full-time program manager.

2) **Community interest and need.**

Operation Frontline is designed to serve low-income families who face both hunger and obesity and can be served by a program that teaches them how to make healthy and economical food choices. The volunteer-driven program requires the dedication of the community members from the culinary and nutrition communities.

3) **Funding for local program costs.**

We estimate that the cost of running a local Operation Frontline program to start at \$50,000 annually including staff, food costs, equipment, travel, and overhead. Local Operation Frontline programs raise funds in a variety of ways; these typically include foundation grants, fundraising events, donations, general operating support, and federal grants (usually through the USDA Food Stamps Nutrition Education Program).

Existing programs have the opportunity to apply for a limited number of grants from Share Our Strength each year.

Benefits to Local Partners

Operation Frontline provides a high-quality, turnkey nutrition education program that is nationally proven to be effective in improving nutrition, cooking, and budgeting skills among low-income families. On the local level, it offers agencies the opportunity to offer critical services to their communities, while building partnerships and collaborations with other organizations. Operation Frontline's value to the neighborhood organizations that host classes is twofold—it addresses hunger and obesity in their community, and it provides popular and non-threatening cooking classes that attract new clients to their full range of services.

The key benefits of partnering with Share Our Strength on Operation Frontline are:

- **Curriculum and Program Materials:** Our national office provides a full range of up-to-date curricula, participant manuals, and instructor training materials, valued at up to \$25,000 per year per program.
- **Evaluation:** Operation Frontline's national office has established a rigorous evaluation system that assesses changes in participant behavior and collects, analyzes, and reports the results regularly. These data, which prove the effectiveness of the program, serve as a vital tool in securing ongoing funding and support for local partners' nutrition education and anti-hunger work.
- **Training and Technical Assistance:** Our national staff provides extensive training and technical assistance to all partner agencies. This includes both assistance related to Operation Frontline's curriculum and program parameters, and training on fundraising, volunteer management, strategy, and other professional development topics. Approximately 100 hours of training and technical assistance is provided to each site annually, through monthly conference calls, yearly site visits, semi-annual multi-day group trainings, peer-to-peer training, and regular one-on-one communications.
- **Funding:** Existing partners have the opportunity to submit proposals for a limited number of grants once each year. Start up funding is based on availability of funds from program sponsors.
- **The Operation Frontline Network:** There is active collaboration among Operation Frontline programs. Through various avenues, including online workgroups, monthly conference calls, and two conferences each year, Operation Frontline partner agencies have the opportunity to network and learn from one another.
- **The Share Our Strength Network:** Share Our Strength works with hundreds of organizations, thousands of volunteers, dozens of corporations, and the national media. Participation in Operation Frontline provides an opportunity to gain national exposure through the Share Our Strength network.
- **AmeriCorps members:** Through a grant with Corporation for National and Community Service, Share Our Strength is able to support AmeriCorps members' placements at most local Operation Frontline programs.

How the Program Works Locally

In each local community, Operation Frontline is operated by a local partner agency that assumes full responsibility for funding and staffing the program, and building the volunteer networks and site relationships necessary to operate the program successfully.

All initial partnerships are for three years. New partners are asked to aim for at least 15 class series in their first year of operation and at least 20 their second year. Currently established programs run between 20 and 75 Operation Frontline class series each year.

Local partners hire at least one program manager dedicated to Operation Frontline. This person may be supported by a full-time or part-time AmeriCorps member through Operation Frontline's program. Local partners are responsible for all aspects of local program implementation, including class coordination, volunteer management and training, site relationships, and collecting and submitting program evaluation data.

Local Operation Frontline staff typically work on the following functions:

- *Volunteer Management.* Maintains a qualified and trained pool of chef and nutrition volunteers for courses, including outreach, recruitment, training, and retention.
- *Community Partnership.* Works with local community agencies to develop partnerships to host courses, with focus on collaborative relationships with mutual benefits.
- *Course Coordination.* Schedules courses and ensures that all materials needed for course (equipment, curriculum, groceries, etc.) are present.
- *Program Compliance and Records Management.* Ensures that courses follow Operation Frontline guidelines, program records are kept and submitted, and the evaluation system is implemented properly.

Other duties, sometimes performed by the Operation Frontline coordinator, include communications, public relations, and fundraising.

Share Our Strength's Operation Frontline SAMPLE LOCAL PROGRAM BUDGET

This sample budget aims to help you consider the full costs of your Operation Frontline program.
The incremental cost of offering Operation Frontline may be lower or higher depending on your plans.

	9/1/2008 - 8/31/09	SAMPLE Narrative	Notes from Share Our Strength
Personnel			
Operation Frontline Coordinator	\$ 35,000.00	100% of time on OFL	varies notably by location
Coordinator's Supervisor	\$ 9,000.00	15% of time on OFL	varies notably by program, could consider in-kind
Executive Director	\$ 4,000.00	5% of time on OFL	varies notably by program, could consider in-kind
Benefits	\$ 8,640.00	18% of salaries	depends on organization's policies
Staff Development	\$ 800.00	Memberships, local trainings	depends on organization's policies
<i>(Insert/remove lines as needed)</i>			
Course Expenses			
Equipment	\$ 1,500.00	\$500 each for 3 complete "course bins"	needs depend on course coordination plans
Food	\$ 8,000.00	\$400 average for 20 series	donations or food bank contributions possible
Insurance	\$ 2,000.00	\$100 per class series	depends on organization's policies
Childcare	\$ -	Provided by host site or not offered	depends on organization's facilities and policies
Materials	\$ 1,000.00	Food models, posters, etc.	depends on existing resources, other programming
Transportation/Mileage	\$ 2,500.00	\$.505/mile, estimate of 5000 miles	depends on whether personally-owned vehicle
<i>(Insert/remove lines as needed)</i>			
Volunteer Expenses			
Outreach	\$ 1,000.00	brochures, advertisements, booth fees	donations possible
Training	\$ 1,000.00	refreshments, trainers, materials	donations possible
Committee Meetings	\$ 200.00	refreshments, materials	depends on program structure
Recognition	\$ 600.00	cards, awards, gifts for volunteers	donations possible
<i>(Insert/remove lines as needed)</i>			
Training Expenses			
Travel to OFL Annual Retreat	\$ 400.00	only travel to/from meeting	varies on location
Participation in Conference of Leaders	\$ 1,200.00	travel, hotel, and registration fee	varies on location
<i>(Insert/remove lines as needed)</i>			
Office Expenses			
% of Overhead	\$ 2,500.00	4% of total program budget	depends on organization's policy
Phone	\$ 1,200.00	\$300 for landline, \$900 for cell phone	both land line and cell phone recommended
Computer	\$ 1,000.00	Maintenance, updates	computer with internet access required for coordinator
Postage	\$ 600.00	\$50/month	depends on organization's policy
Supplies	\$ 600.00	\$50/month	depends on organization's policy
Printing/Copying	\$ 1,200.00	\$100/month	depends on organization's policy
<i>(Insert/remove lines as needed)</i>			
TOTALS	\$ 83,940.00		

About Share Our Strength

Share Our Strength® is a national organization working to make sure no kid in America grows up hungry. We weave together a net of community groups, activists and food programs to catch children at risk of hunger, and surround them with nutritious food where they live, learn and play. We work with the culinary industry to create engaging, pioneering programs like Share Our Strength's Taste of the Nation®, Share Our Strength's Great American Bake Sale®, Share Our Strength's A Tasteful Pursuit®, Share Our Strength's Great American Dine Out™, and Share Our Strength's Operation Frontline®. For more information, please visit www.strength.org.



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For more information on Share Our Strength's Operation Frontline:

Janet McLaughlin
Director, Operation Frontline
Share Our Strength
202-478-6541
jmclaughlin@strength.org

APPENDIX A:

SAMPLE

Operation Frontline Program Agreement

This PROGRAM AGREEMENT (the “Agreement”) is by and between SHARE OUR STRENGTH, 1730 M Street NW, Suite 700, Washington, DC 20036, a non-profit corporation organized under the laws of the District of Columbia, and ORGANIZATION NAME, ADDRESS, a corporation organized under the laws of STATE.

This Agreement authorizes ORGANIZATION NAME to run Share Our Strength’s Operation Frontline program, in the state of STATE from the period September 1, 2007 to August 31, 2008 (the “Program”). ORGANIZATION NAME agrees to run the Program, which is defined in the Share Our Strength Implementation Guidelines (the “Guidelines”) and incorporated hereto by reference, under the following terms and conditions:

ORGANIZATION NAME Responsibilities

The ORGANIZATION NAME agrees to:

1. Provide X Operation Frontline nutrition class series (as defined in the attached Implementation Guidelines) to low-income participants. Courses should have an average graduation rate of at least 85% and an average attendance of at least 10 participants.
2. Maintain full responsibility for program management and implementation, ensuring that classes and activities follow the Guidelines and the goals of the Program outlined below are met:
 - Recruit, retain, and train a sufficient number of volunteer chefs, nutritionists, and financial planners to staff all classes; the target for 2007-2008 program year is X.
 - Develop and maintain relationships with community-based agencies serving a low-income population that can benefit from Operation Frontline classes: the target for 2007-2008 program year is partnerships with X community-based agencies.
 - Develop and maintain relationships within the culinary and nutrition community to support volunteer, financial, and programmatic goals; the target for 2007-2008 program year is X collaborations with culinary and nutrition groups.
3. Designate at least one full-time employee to coordinate the Program and serve as the Program’s primary contact (the “Operation Frontline Coordinator”).
4. Provide Share Our Strength with monthly progress reports (due on the 15th of each month), materials inventory (2x per year), and course schedules (3x per year) as described in Guidelines.

5. Participate in three update and assessment phone calls each year, called “Trimester Calls,” with national Operation Frontline staff. At least one of the three calls must include the Operation Frontline Coordinator’s supervisor.
6. Participate fully in the evaluation of Operation Frontline by managing the completion and submission of participant and volunteer surveys as described in the Guidelines.
7. Abide by the terms and conditions of hosting any AmeriCorps members through Share Our Strength., as outlined in separate Operation Frontline AmeriCorps Agreement,
8. Participate in Operation Frontline’s in-person training sessions including at least one Fall Peer Training Retreat and the Operation Frontline Annual Retreat in the spring. ORGANIZATION NAME agrees to pay for all expenses for participation in a Fall Peer Training Retreat and to pay for the travel expenses associated with getting to and from the Annual Retreat. (The Fall Peer Training Retreat replaces Share Our Strength’s Conference of Leaders for 2007 only.)
9. Send any full-time AmeriCorps members to the Operation Frontline Annual Retreat. ORGANIZATION NAME agrees to pay for the travel expenses associated with getting the AmeriCorps member to and from the retreat.
10. Participate in other Operation Frontline training and collaboration opportunities including monthly conference calls, list-serve discussion, peer training, visits by staff from potential expansion partners, and requests for information from Share Our Strength and other Operation Frontline partners.
11. Provide Share Our Strength with at least five publication quality photographs per year and quotes from or stories about participants or chefs who have been involved in the program as set forth in the Guidelines.
12. Submit both Share Our Strength and ORGANIZATION NAME information to media covering the Program.

Share Our Strength Responsibilities

Share Our Strength agrees to:

1. Provide course curricula for instructors and participants necessary for the Program throughout the program year (as described in the Guidelines).
2. Provide training and technical assistance needed to run and expand Program. Share Our Strength will:
 - Provide in-person training for Coordinator(s) during Operation Frontline Fall Peer Retreats. (This replaces Share Our Strength’s Conference of Leaders for 2007 only.)
 - Provide in-person training for Coordinator(s) at the Operation Frontline Annual Retreat and pay for all costs except for travel to and from the meeting.
 - Provide in-person training for Operation Frontline VISTA member (if applicable) and pay for all costs except travel to and from the meeting.
 - Facilitate monthly conference calls opportunities to share news and information, provide training, and facilitate peer learning.

- Be available by phone and email to respond to specific needs and concerns and address as able.
 - Provide three update and assessment calls (Trimester Calls) and one site visit per year (as needed).
3. Evaluate the Program's impact on participants by providing and analyzing participant surveys, and provide two progress reports and one year-end report on the Program's activity and impact.
 4. Provide in-kind contributions for volunteers and participants, donated by Share Our Strength sponsors, as available and pursuant to the Agreement.
 5. Provide the opportunity to host AmeriCorps members through Share Our Strength's AmeriCorps National Direct agreement with the Corporation for National and Community Service, and provide training support for the Coordinator and AmeriCorps member.
 6. Submit both Share Our Strength and ORGANIZATION NAME information to media covering the Program.

Promotion

Operation Frontline is a national program wholly owned by Share Our Strength. ORGANIZATION NAME agrees to describe the Program as a program of Share Our Strength (as described in the Guidelines and in Sponsorship, below) on all program and promotional materials, including but not limited to newsletters, fact sheets, annual reports, brochures, press kits, advertisements, publicity material and press releases (individually and collectively, the "Materials") and on the Fremont Public Association's web site located at www.fremontpublic.org (the "ORGANIZATION NAME Website").

ORGANIZATION NAME Website shall include a hotlink to the Share Our Strength website. Share Our Strength will provide a hotlink to ORGANIZATION NAME Website from the Operation Frontline section of the Share Our Strength website.

Sponsorship

Share Our Strength is undergoing a search for a national sponsor for Operation Frontline. If a national sponsor for Operation Frontline is secured during the term of this Agreement, then ORGANIZATION NAME agrees to abide by the terms of such national sponsorship. To the extent that ORGANIZATION NAME obtains any local sponsor, it shall notify Share Our Strength's in writing, and Share Our Strength's consent shall not be unreasonably withheld.

License of Intellectual Property

Share Our Strength holds copyright in all Operation Frontline curricula and printed materials. Share Our Strength hereby grants to ORGANIZATION NAME a non-exclusive, non-transferable, non-sublicensable, revocable license to use the Operation Frontline curricula and printed materials, solely in connection with the Program. All rights in and to such materials shall be held solely by Share Our Strength.

Share Our Strength hereby grants to ORGANIZATION NAME a non-exclusive, non-transferable, non-sublicensable, revocable license to use the following Share Our Strength name, logo, and other trademarks, trade names, and service marks: SHARE OUR STRENGTH®, U.S. Reg. No. 1,894,313, OPERATION FRONTLINE®, U.S. Reg. No. 1,948,165, and SHARE OUR STRENGTH and designSM, (collectively, the “SOS Marks”), in connection with Operation Frontline and in accordance with this Agreement. ORGANIZATION NAME hereby authorizes Share Our Strength to use ORGANIZATION NAME name, logo, and trademark in connection with Operation Frontline and in accordance with this Agreement.

ORGANIZATION NAME shall cause the SOS Marks to be displayed only in such form and manner as may be specifically approved by Share Our Strength and with such legends, markings and notices as Share Our Strength may request to give appropriate notice of its rights in the SOS Marks. In the case that ORGANIZATION NAME uses the SOS Marks contrary to the terms of this Agreement, Share Our Strength shall have the right, in addition to any other rights it may have under this Agreement, to require ORGANIZATION NAME to cease immediately such use of the SOS Marks. Upon termination of this Agreement, ORGANIZATION NAME shall discontinue its use of the SOS Marks, and any and all rights in the SOS Marks licensed to ORGANIZATION NAME hereunder shall automatically revert to Share Our Strength. Any and all trademarks, trade names, and/or service marks that ORGANIZATION NAME uses in connection with its services and products (including but not limited to “Fremont Public AssociationTM”) are, and shall remain, the exclusive property of the Fremont Public Association. Any and all copyrights, trademarks, trade names, and/or service marks that Share Our Strength uses in connection with its services and products (including but not limited to “Share Our Strength[®]”) are, and shall remain, the exclusive property of Share Our Strength.

Each party agrees not to do anything contesting or impairing the other party’s ownership, use, or registration of its respective marks. ORGANIZATION NAME shall not seek or obtain protection of any kind throughout the world, including registration, of the SOS Marks or any name or mark confusingly similar to the SOS Marks. If any application for registration is filed in any country by ORGANIZATION NAME which relates to any name or mark which, in the sole opinion of SOS, is confusingly similar, deceptive or misleading with respect to the SOS Marks, ORGANIZATION NAME will immediately abandon any such application or registration or, at SOS’s discretion, assign it to SOS. ORGANIZATION NAME shall not assign this Agreement or any of its rights or obligations hereunder, or sublicense its rights in the SOS Marks.

Each party shall notify immediately the other in writing if it learns of any use by any person of a trademark or trade name similar to each party’s respective marks. Each party shall have the exclusive right to prosecute any and all infringements of its own marks. Each party agrees at any time to execute any documents reasonably required by the other to defend its ownership of all rights in its respective marks.

Termination

This Agreement shall terminate on August 31, 2008 unless earlier terminated by Share Our Strength or ORGANIZATION NAME. Share Our Strength may terminate this Agreement for any material breach of this Agreement by ORGANIZATION NAME, provided that Share Our Strength gives ORGANIZATION NAME written notice

of such breach and an opportunity to cure the breach within sixty (60) days of receipt of such notice. ORGANIZATION NAME may also terminate this Agreement with sixty (60) days written notice. ORGANIZATION NAME will return any unused program materials to Share Our Strength within fifteen (15) days of the termination of the contract.

Representations and Warranties

Each party represents and warrants to the other (A) that it has the authority to enter into this Agreement and perform its obligations hereunder in full compliance with all applicable federal, state and local laws and regulations, (B) that this Agreement constitutes a valid, binding and enforceable obligation, and (C) that it is under no disability, restriction or prohibition affecting its ability to execute this Agreement and to perform its obligations hereunder.

Miscellaneous

a) This Agreement constitutes the entire understanding between the parties with respect to the subject matter contained herein, and supersedes and cancels all prior understandings, agreements or arrangements between the parties, oral or written, with respect thereto. No modification, renewal, extension or waiver of this Agreement or any of its provisions shall be binding unless made in writing and signed by authorized representatives of each party.

b) This Agreement shall be governed by, and construed in accordance with, the law of the State of Washington without reference to choice of law principles, including all matters of construction, validity and performance.

c) This Agreement may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

d) No waiver by either party of a breach or a default hereunder shall be deemed a waiver by such party of a subsequent breach or default of a like or similar nature.

e) In the event that any term or provision of this Agreement shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other term or provision of this Agreement and this Agreement shall be interpreted and construed as if such term or provision, to the extent the same shall have been held to be invalid, illegal or unenforceable, had never been contained herein.

f) This agreement shall inure to the benefit of and be binding upon the parties hereto and their respective successors.

g) The headings contained in this Agreement are for reference purposes only and shall not affect in any way the meaning or interpretation of this Agreement. All references herein to "Sections" shall be deemed to be references to Sections hereof unless otherwise indicated.

h) This Agreement may be amended only by a written instrument executed by the parties or their respective permitted successors or assigns.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed by their respective authorized representatives as of the date first above written.

SHARE OUR STRENGTH

ORGANIZATION NAME

Patricia Nicklin
Managing Director,
Share Our Strength

EXECUTIVE DIRECTOR
Executive Director,
ORGANIZATION NAME

Date_____

Date_____

APPENDIX B:
Share Our Strength's Operation Frontline
FY08 Program Implementation Guidelines

September 2007

Dear Operation Frontline Partner,

Share Our Strength is glad to partner with your organization for the 2007-2008 Operation Frontline program year.

Every year, the combined efforts of Operation Frontline staff around the country improve the abilities of families at risk of hunger to get the most nutrition out of their limited budgets. Our collective success is due to commitment and creativity on both the national and local levels in cultivating support, developing volunteers, and pursuing fruitful community partnerships. In the next year, I look forward to working together to provide Operation Frontline's effective model of chef-led nutrition education to even more families. My commitment as the Director of Operation Frontline is to provide your organization with the materials, training, resources, and support needed for it to run the best nutrition education program possible.

These Program Implementation Guidelines are designed to maximize the impact of the program on participants. As a national program, Operation Frontline has the benefit of gathering, building upon, and sharing best practices from all over the country. Share Our Strength's Guidelines incorporate what we've learned and provide you with the basic information on and standards for running an Operation Frontline program. Your organization agrees to follow the Guidelines in its annual Program Agreement with Share Our Strength.

The standards outlined in these Guidelines ensure that all Operation Frontline participants receive high-quality nutrition education that allows them to prepare healthy meals for their families. Adherence to national standards also allows Share Our Strength to accurately evaluate and communicate program impact as well as properly execute agreements with the program's supporters and partners.

On behalf of the entire Share Our Strength family, thanks for all of the work you do to make Operation Frontline a success. I look forward to another productive year!

Best,



Janet McLaughlin
Director, Operation Frontline
Share Our Strength

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SECTION I:

About Share Our Strength's Operation Frontline

This section includes a basic description of the program, curricula, operating model, and partnership model. We encourage you to use this language when describing the program in your organization's materials.

Basic Program Description

Share Our Strength's Operation Frontline® is a groundbreaking nutrition-education program that helps low-income families help themselves by teaching them how to prepare healthy, low-cost meals. Professional chefs and nutritionists volunteer their time and expertise to lead hands-on courses that teach adults, teens and kids how to get the most nutrition out of a limited budget.

Since 1993, Operation Frontline and its hundreds of volunteer instructors have conducted 3,800 nutrition and financial-planning courses helping 43,000 low-income families in communities across the country learn how to eat better for less. Today, 87 percent of Operation Frontline students graduate, taking with them the improved nutrition practices, eating habits, cooking and food resource management skills they learned in Operation Frontline classes.

Operation Frontline has received special recognition by the U.S. Department of Agriculture for excellence in nutrition education.

With six specialized nutrition curricula, Operation Frontline takes a cooking-centered approach to nutrition and household budgeting. Each class includes hands-on meal preparation led by a chef who teaches participants that cooking healthy foods can be simple, enjoyable, delicious, and affordable. The courses cover basic nutrition, food safety, and food budgeting so that participants are able to plan and prepare low-cost nutritious meals for themselves and their families. In addition, Operation Frontline's adult and teen participants receive groceries at each class session so that they can practice what they learned at home.

Operation Frontline offers courses for adults, children, teens, and, parents and children together as well as persons living with HIV and AIDS. Many communities also offer our money management curriculum, "Saving Smart Spending Smart."

Operation Frontline Curricula

Operation Frontline makes seven curricula and one curricula addendum available to our local partners.

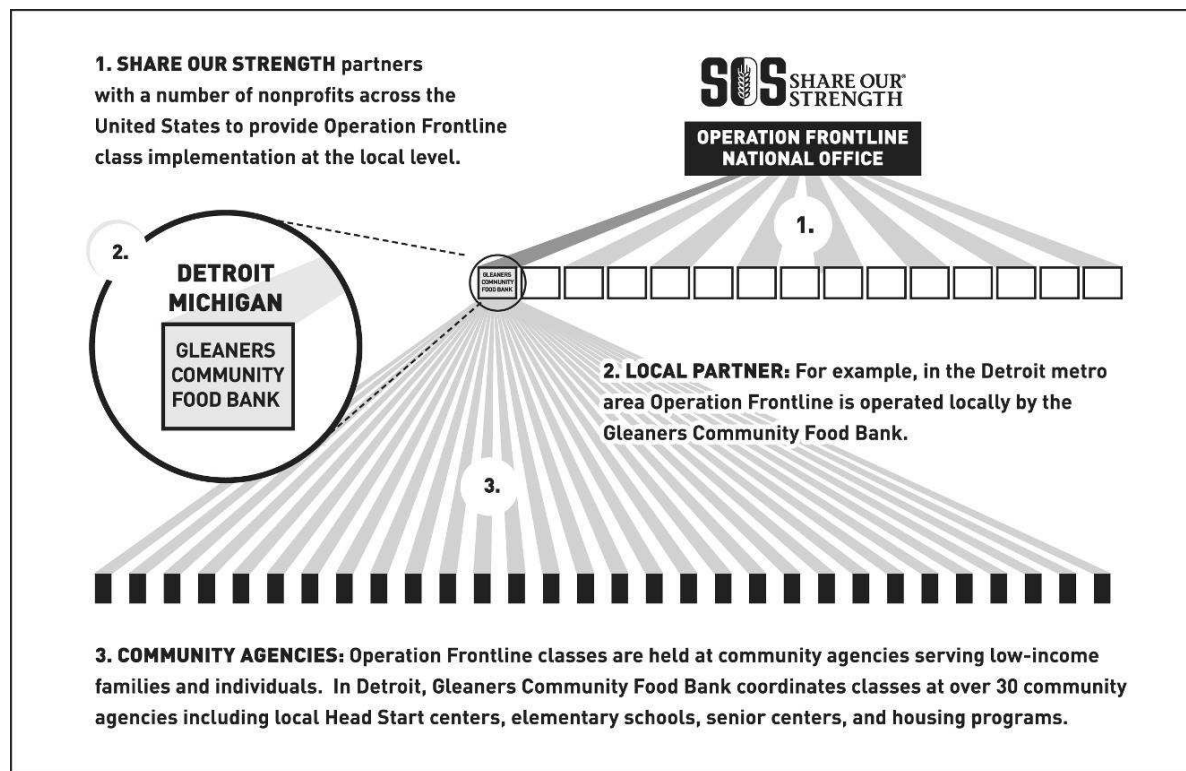
- **Eating Right**, offered in eight languages, teaches low-income adults about healthy meal preparation and sensible shopping on a limited budget. *Start by Eating Right* is an addendum to the Eating Right curricula that focuses on the special nutritional needs of children ages zero to three; it is available in English and Spanish.
- **Eating Well** teaches people living with HIV and AIDS and their caretakers about healthy meal preparation and sensible shopping using recipes and information specific to their special nutritional needs.
- **Kids Up Front** teaches children ages 8 to 13 about healthy eating and provides simple recipes children can prepare themselves.
- **Power of Eating Right** teaches teenagers how to make healthy food choices and prepare healthy meals and snacks.
- **Side By Side** brings school-age children and their families together to learn about healthy eating and the importance of family mealtime.
- **Step Up to Eating Right** teaches teen parents how to make healthy food choices and prepare nutritious foods for themselves and their babies.
- **Saving Smart, Spending Smart** teaches basic household budgeting, banking, credit, and how to shop wisely to those with low incomes.

Operation Frontline Operating Model

In structure and in practice, Operation Frontline is collaborative. Each local Operation Frontline program is run by local social service agency, except in Boston and Denver where Share Our Strength operates the program directly. Share Our Strength has a franchise-style partnership with these organizations. Each local partner runs Operation Frontline according to Share Our Strength's guidelines.

The local partner organizations then, in turn, collaborate with neighborhood social service agencies around their city where the classes are held. These sites are places where low-income people seek services, and often include schools, housing programs, Head Start centers, and WIC clinics. Hosting Operation Frontline classes is an easy way for these community agencies to expand the services they offer to their clients. By utilizing existing facilities and relationships in its service delivery model, Operation Frontline leverages both its own resources and those of the host sites.

In addition to providing critical nutrition education services, Operation Frontline classes enhance the community agencies in other ways. They provide a vehicle for agencies to reach out to their communities and attract new clients since the cooking classes are fun and non-threatening. Community members that come to an agency to attend an Operation Frontline class sometimes begin to receive additional services, including help accessing the federal nutrition programs and other public programs.



What Share Our Strength provides to Operation Frontline partners

- **Curriculum and Program Materials:** The national office provides up-to-date curricula, classroom workbooks, and instructor training materials, valued at up to \$16,000 per year per program.
- **Evaluation:** Operation Frontline's national office provides full evaluation services and produces regular reports. The results, which demonstrate the effectiveness of the program, serve as a vital tool in securing ongoing funding and support for local partners' nutrition education and anti-hunger work.
- **Training and Technical Assistance:** Our national staff provides extensive training and technical assistance to all partner agencies. This includes both assistance related to Operation Frontline's curriculum and program parameters, and training on volunteer management, fundraising, strategy, and other professional development topics. Approximately 80 hours of training and technical assistance is provided to each site annually, through monthly conference calls, yearly site visits, semi-annual multi-day group trainings at Conference of Leaders and the Annual Retreat, peer-to-peer training, and regular one-on-one communications. For start up programs, approximately 200 additional hours of training and technical assistance is provided.
- **AmeriCorps members:** Share Our Strength has contracts with the Corporation for National Service to place AmeriCorps members with local Operation Frontline programs. In 2007-2008, we will be hosting AmeriCorps members through the AmeriCorps*National Direct program.
- **Funding:** Operation Frontline partners have the opportunity to submit proposals for funding from Share Our Strength each year through a competitive grants process. For new Operation Frontline partners, Share Our Strength may offer start-up grants to assist with the cost of launching the program.
- **The Operation Frontline Network:** There is an active collaboration among Operation Frontline programs. Through many different avenues, including online workgroups, monthly conference calls, and two conferences each year, Operation Frontline partner agencies have the opportunity to network and learn from one another.
- **The Share Our Strength Network:** Share Our Strength works with hundreds of organizations, thousands of volunteers, dozens of corporations, and the national media. Participation in Operation Frontline provides an opportunity to gain national exposure through the Share Our Strength network.
- **Support from National Corporate Sponsors:** Share Our Strength has developed many national partnerships with corporations who support the Operation Frontline program and often provide in-kind donations for volunteers and participants.

SECTION II:

Local Program Implementation

Operation Frontline's Implementation Guidelines have been developed to aid in implementing a high quality program and meeting the responsibilities outlined in the Program Agreement between Share Our Strength and your organization.

As a national program, Share Our Strength emphasizes quality and effectiveness. Adhering to general national standards for Operation Frontline implementation means that a participant in an Operation Frontline *Eating Right* class in City A will have a similar experience as an *Eating Right* participant in City B. Following these standards ensures high-quality class implementation and the integrity of our evaluation data.

Share Our Strength recognizes and appreciates that local situations vary and local innovations augment the program. If your local program would like to deviate from these guidelines for any reason, please discuss that change with Janet McLaughlin, Director of Operation Frontline.

Operation Frontline Program Goals and Principles

Share Our Strength's Operation Frontline has the following program goals and principles. These should guide your organization as it implements and expands Operation Frontline.

Operation Frontline's goals are:

1. To improve the nutrition knowledge, eating habits, cooking skills, food safety practices, food resource management, and financial planning skills of people at risk of hunger so they can better provide for themselves and their families.
2. To provide chefs, nutritionists, financial planners and others with an outlet to get involved in their communities and to share their skills with people who can benefit from them.

The program was designed with the following principles in mind:

- Ensuring proper nutrition knowledge, food preparation ability, and food budgeting skills in at-risk populations is an important part of any strategy to end hunger. Families trained in nutrition, cooking, and food resource management are better able to provide nutritious and inexpensive food for themselves, thereby improving their health and stretching their limited resources.
- Chefs and nutritionists have important skills to share in the areas of cooking, food budgeting, and nutrition. They bring a unique perspective and a high level of creativity to these issues.
- Many people who are hungry or at risk of hunger and who receive public or private food assistance do not have adequate nutrition or cooking education, and would welcome the opportunity to increase their skills in these areas.
- Learning about nutrition and food budgeting is more fun when it is taught in the context of cooking and eating good food. Learning about how to be creative with food is an important part of learning to eat better.
- Building cooking, nutrition, and budgeting skills can increase self-esteem and self-efficacy for participants. Interacting with chefs provides an opportunity for participants to learn about careers in the culinary field.

Program Materials

All Operation Frontline curricula are copyrighted to Share Our Strength.

Eating Right, Power of Eating Right, Eating Well, Kids Up Front, Side by Side, and Step Up to Eating Right are the nutrition curriculum. *Start by Eating Right* is an addendum to the *Eating Right* nutrition curricula. *Saving Smart Spending Smart* is the money management curricula.

All Operation Frontline materials (curriculum, other program materials, and in-kind donations from Share Our Strength's Operation Frontline sponsors) are to be used for the Operation Frontline program *only*.

All classes using Share Our Strength's Operation Frontline curricula, including those run in collaboration with other programs, must be referred to as "Operation Frontline" classes (not just Super Pantry, Cooking Class, or Nutrition Education, for example).

Local programs are asked to inventory their Operation Frontline materials twice per year. An inventory sheet is provided by Share Our Strength in January and July.

Class Participants

Operation Frontline participants must be low-income. Local programs are allowed to set their own definition of this term. A fairly standard definition is household income that is less than 185% of the federal poverty guidelines (FPG). Adult participants should be in living situations in which they are (or soon will be) responsible for purchasing and preparing their own food.

Operation Frontline courses should serve an average of at least 10 participants per class. It is recommended that all classes have no fewer than 8 and no more than 15 participants.

Operation Frontline programs are expected to maintain a graduation rate of at least 85%. A participant graduates when they have attended at least 4 classes of a six-session series and at least 3 classes of a four-lesson series.

Instructors

Operation Frontline is designed to be taught by volunteers who share their professional expertise in cooking, nutrition, or money management. Local partners are responsible for recruiting and managing a corps of volunteers sufficient to meet their class needs.

Operation Frontline classes are designed to be taught by at least two instructors. For the nutrition curriculum, this should be a chef and a nutritionist or a team of two chefs. Every attempt possible should be made to ensure that the same volunteer team teaches the entire class series.

All nutrition curricula require a chef volunteer to lead the cooking session. A good standard for chefs who would like to teach classes is that they 1) are either graduates of or enrolled in a two year culinary training program or 2) have at least two years experience working as a cook or chef. Because the courses are designed to be taught by culinary professionals, the curricula generally do not detail cooking and food safety topics because it assumes that chefs bring that expertise.

Nutritionists are encouraged as co-instructors for all of the nutrition curricula. Local partners may come up with their own qualifications for nutritionists. Share Our Strength encourages nutritionists who have been trained in accredited science-based programs. *Eating Well* and *Step Up to Eating Right* require a dietician due to the special dietary needs of the target populations.

Financial professionals including planners, bankers, and brokers are needed to teach the *Saving Smart Spending Smart* money management curricula.

Class Implementation

With each Operation Frontline curricula, every effort must be made to ensure that all lesson objectives are met. Though it is not expected that all lesson activities will be covered in every session, the curriculum must be implemented without any substantial abridgements in order to qualify as an Operation Frontline class.

The defining feature of Operation Frontline nutrition courses is the chef-led participatory cooking sessions. Chef instructors may use recipes from the curricula or suggest their own. All recipes used must be low-cost and healthier than foods participants would typically eat; recipe guidelines are provided in each nutrition curricula.

Access to a kitchen should be considered when selecting a site for class. If the site does not have a kitchen or you are unable to use it, you should bring in hot plates or portable stoves to provide a full cooking experience.

Local partners can choose which of the Operation Frontline curricula they would like to teach to meet the demand in their community.

Curriculum-Specific Guidelines

Eating Right

- Participants must be low-income adults. Parents are the curriculum's target audience.
- Lessons 1 through 4 must include a chef-led cooking session with sufficient groceries for participants to make and eat one to three recipes in class.
- For Lessons 1 through 4, participants must be provided with a take-home bag of groceries with the ingredients to make at least one recipe at home.
- Lesson 5 should include a trip to the grocery store in which participants are supplied with a \$10 gift certificate to practice their shopping skills. In special cases where it is not possible to visit the grocery store, a simulated store experience should be set up in class.

Eating Well

- Participants must be low-income adults with HIV/AIDS or other life-challenging illnesses and/or their caretakers (who should also be low-income).
- Lessons 1 through 4 must include a chef-led cooking session with sufficient groceries for participants to make and eat one to three recipes in class.
- For Lessons 1 through 4, participants must be provided with a take-home bag of groceries with the ingredients to make at least one recipe at home.

- Lesson 5 should include a trip to the grocery store in which participants are supplied with a \$10 gift certificate to practice their shopping skills. In special cases where it is not possible to visit the grocery store, a simulated store experience should be set up in class.
- This curriculum must be taught by a chef and dietician team due to the special dietary needs of participants.

Kids Up Front

- Participants must be children ages 8 to 12 who are members of a low-income household.
- All lessons must include a chef-led cooking session with sufficient groceries for participants to make and eat one to three recipes in class.
- This curriculum does *not* require that participants take home bags of groceries though local programs are welcome to provide them if they would like.

Power of Eating Right

- Participants must be teenagers ages 13 to 18 who are members of a low-income household.
- All lessons must include a chef-led cooking session with sufficient groceries for participants to make and eat one to three recipes in class.
- For Lessons 1 through 5, participants must be provided with a take-home bag of groceries with the ingredients to make at least one recipe at home.

Side By Side

- Participants should be school-age children (age 5 and older) and their low-income parents and/or caregivers.
- All lessons must include a chef-led cooking session with sufficient groceries for participants to make and eat one to three recipes in class.
- For all lessons, participants must be provided with a take-home bag of groceries with the ingredients to make at least one recipe at home.

Step Up to Eating Right

- Participants must be pregnant or parenting teenagers ages 13 to 19 who are members of a low-income household.
- Lessons 1 through 4 must include a chef-led cooking session with sufficient groceries for participants to make and eat one to three recipes in class.
- For Lessons 1 through 4, participants must be provided with a take-home bag of groceries with the ingredients to make at least one recipe at home.
- Lesson 5 should include a trip to the grocery store in which participants are supplied with a \$10 gift certificate to practice their shopping skills. In special cases where it is not possible to visit the grocery store, a simulated store experience should be set up in class.
- This curriculum must be taught by a chef and dietician team due to the special dietary needs of participants and their young children.

Saving Smart Spending Smart

- Participants should be low-income adults. It is recommended but not required that participants be graduates of *Eating Right*.
- The curriculum should be taught in two to five sessions. A course must include at least two sessions and five hours of instruction to be considered a full Operation Frontline course.
- This curriculum must be taught by financial professionals, ideally a financial planner or advisor.

Evaluation

Share Our Strength provides complete evaluation services for your Operation Frontline program. The results are compiled by the national Operation Frontline office and are used to communicate impact, compare programs and curriculums, and identify areas for improvement on both the national and the local levels.

Local programs are responsible for:

- Ensuring that *all* class participants fill out participant surveys provided by Share Our Strength, for course enrollment on their first day and for evaluation purposes on the last day.*
- Completing the “for coordinator use only” section of *each* participant and volunteer survey.
- Returning the surveys by mail to the Operation Frontline national office at Share Our Strength within one week of completing the class series.

Additional instructions on how to administer these surveys and information on Operation Frontline’s method for evaluating behavioral change are in the Operation Frontline Resource Manual and posted on the YahooGroups list-serve.

* Please use only the original surveys mailed to you by Share Our Strength. Completed surveys are scanned into our system and the scanner is unable to recognize surveys that are printed or copied on other systems.

Reporting

Share Our Strength produces a year-end review and progress reports on the Operation Frontline program each year. In 2007, we will provide two progress reports and a year-end review that detail the activities and impact of Operation Frontline nationally and locally. These reports are useful for tracking your progress, quantifying your success, and communicating with volunteers, agencies, and donors.

We are happy to provide activity and impact information to you in alternative formats as needed for funding contracts and reporting requirements (as we are technologically able). Please check with the national office in advance to ensure we are able to meet your request.

Local programs are responsible for submitting the following to Share Our Strength's national office:

- **Monthly Progress Reports (MPR).** Reports for each month are due on the 15th of the next month; i.e. the September report is due on October 15th. The reports are to be submitted electronically using the form provided by Share Our Strength. The MPR asks for information on:
 - Courses Completed
 - Events/Activities
 - Volunteer Activity
 - Media
 - Fundraising Activities and Donations
 - Networking/Presentations

More explicit guidance on completing the MPR is available in the Operation Frontline Resource Manual.

- **Course schedules.** At the beginning of each trimester, local programs must provide Share Our Strength with their class schedule including curriculum being used, date, time, location, and class coordinator. This document is to be emailed to the National Operation Frontline Coordinator by September 1, January 1, and May 1.
- **Media coverage.** Originals or high-quality copies of media clips should be sent to Share Our Strength within two weeks of publication. They will be used in the reports that Operation Frontline produces. Share Our Strength will return original copies if requested.
- **Photographs.** Each local program should send at least 5 publication-quality photos of your Operation Frontline program in action each year, as listed in the Partner Agreement. You are welcome to submit more than 5 and may submit the photos electronically or in hard copy. Share Our Strength will return original photos if requested.

- Letters from agencies or participants. **Copies of letters from participants or agencies that speak to the quality and impact of Operation Frontline should be submitted with two weeks of receipt. They will be used in the reports that Operation Frontline produces.**
- **QUOTES OR STORIES FROM VOLUNTEERS AND PARTICIPANTS. ALL SITES ARE ASKED TO SUBMIT AT LEAST 3 STORIES OF CHANGE FOR PARTICULAR PARTICIPANTS OR VOLUNTEERS EACH YEAR.**

Key Dates for FY08

(September 1, 2007 – August 31, 2008)

SEPTEMBER 2007:

- 1 - Fall Class Schedule Due
- 15 - Monthly Progress Report Due
- 17 - Conference Call

OCTOBER 2007:

- 15 - Monthly Progress Report Due
- TBD - Trimester Calls

NOVEMBER 2007:

- 8-9 - Fall Retreat in NYC
- 15 - Monthly Progress Report Due
- 19 - Conference Call

DECEMBER 2007:

- 6-7 - Fall Retreat in Denver
- 13-14 - Fall Retreat in Dallas
- 15 - Monthly Progress Report Due
- 17 - Conference Call

JANUARY 2008:

- 2 - Winter/Spring Class Schedule Due
- 15 - Monthly Progress Report Due
- 28 - Conference Call

FEBRUARY 2008:

- 1 - Mid-Year Inventory Due
- 15 - Monthly Progress Report Due
- 25 - Conference Call
- TBD - Trimester Calls

MARCH 2008:

- 15 - Monthly Progress Report Due
- 17 - Conference Call

APRIL 2008:

- 15 - Monthly Progress Report Due
- TBD - Annual Retreat

MAY 2008:

- 1 - Spring/Summer Class Schedule Due
- 15 - Monthly Progress Report Due
- 19 - Conference Call

JUNE 2008:

- 15 - Monthly Progress Report Due
- 16 - Conference Call
- TBD - Trimester Calls

JULY 2008:

- 15 - Monthly Progress Report Due
- 21 - Conference Call
- TBD - FY08 Class Projections Due

AUGUST 2008:

- 1 - Year-End Inventory Due
- 15 - Monthly Progress Report Due
- 18 - Conference Call

Operation Frontline National Office Team

(as of September 1, 2008)

Operation Frontline is a program of Share Our Strength which is lead by Founder and Executive Director Billy Shore and Managing Director Pat Nicklin.

Janet McLaughlin, Director, Operation Frontline

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Janet manages partner relationships, expansion to new cities, sponsorship and grant relationships, general program implementation, and communications.

Leigh Ann Edwards, Manager, Operation Frontline

202-478-6518

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Leigh Ann manages training and technical assistance for local programs. She is also responsible for program and curricula development.

Laura Seman, Coordinator, Operation Frontline

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lseman@strength.org

Laura oversees the Operation Frontline AmeriCorps programs as well as program evaluation and reporting.

Meghan Johnson Program Assistant, Operation Frontline

202-478-6571

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Meghan manages the processing of participant and volunteer surveys, responds to information requests, and provides logistical and administrative support to the OFL team.