



**Program Services:**

81.4% of our expenses were directly related to our programs, including grants to more than 300 anti-hunger programs across the country, investments in our state partnerships to end childhood hunger, and Operation Frontline, our groundbreaking nutrition education program for low-income adults and kids.

**Management and General:**

9.1% of our expenses were related to this category, which includes essentials like technology, infrastructure and our communications efforts to raise awareness of hunger issues.

**Fundraising:**

9.5% of our expenses were related to our efforts to build an engaged network of corporate and individual donors working to end childhood hunger.

*In response to the recession's impact on charities, The Better Business Bureau (BBB) issued revised guidelines in early December 2009 recommending that nonprofits spend no more than 45% of its revenue on fundraising. Share Our Strength's percentages are well within those parameters. In addition, BBB and other nonprofit evaluation groups have noted that ratios showing how much nonprofits spend on fundraising versus programs are of limited value, and advise donors to look at additional ways to assess a nonprofit's effectiveness, such as impact on social problems and governance.*