

2009 STANDARD ANNUAL REPORTING

*A Financial and Operating Overview of the
LGBT Movement and its Leading Organizations*



movement advancement project ▶

October 2009

Movement Advancement Project

The Movement Advancement Project (MAP) is an independent, intellectual resource for LGBT organization executives and donors, funded by a small number of committed, long-term donors to the LGBT civil rights movement. MAP's mission is to speed achievement of full social and political equality for LGBT people by providing donors and organizations with strategic information, insights and analyses to help them increase and align resources for highest impact. In sum, MAP's research is designed to stimulate additional contributions to the LGBT movement, as well as additional productivity from those contributions.

2009 Standard Annual Reporting

The 2009 Standard Annual Reporting project provides a comprehensive and standardized look at the LGBT movement's finances across 54 major LGBT organizations and 21 of their largest institutional funders. The project aims to educate both new and longstanding LGBT movement donors and activists, and to encourage and sustain their commitment to the movement. MAP staff members assist organizations and foundations with submitting their data for the SAR program to ensure accuracy and standardization.

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1. INTRODUCTION

This report provides a comprehensive overview of the Lesbian, Gay, Bisexual, and Transgender (LGBT) movement's finances and operations, based on standardized information provided by 53 major LGBT organizations and 21 of their largest institutional funders – all in the context of the 2009 LGBT Movement Standard Annual Reporting (SAR) project.

The SAR project produced individual reports on each participating organization and funder, and included a standard organizational profile, a financial and operating picture, and enumeration of key planned accomplishments for the current year and for the next five years (in the case of funders, a detailed grants list was provided instead). While the individual SARs are shared only with participating organizations and major donors, this report contains data that has been aggregated four ways: by all organizations, by all funders, by groups of organizations of the same type (e.g., advocacy groups, legal groups, and community centers) and by funders of the same type (e.g., private foundations and public grantmakers).

The LGBT Movement Advancement Project (MAP) manages SAR. Its objectives are to:

- Give organizations comparative information and ideas with which to fine-tune their financial and operating performance
- Help donors understand organizations' effectiveness and efficiency
- Allow both donors and organizations to understand the movement's finances and financial health as a whole, and inform actions that will help improve the movement's financial health

Participating Organizations and Funders

MAP invited organizations to participate in SAR based on their size, importance to the overall movement, and their collective coverage of LGBT issues and constituencies. MAP generally invited only organizations with budgets of more than \$1 million – a threshold that generally means they have audited financial statements and sufficient organizational capacity to undertake the work. Also participating are sixteen organizations with budgets under \$1 million¹ some of whom volunteered while others were asked by MAP because they work in areas that otherwise would receive no coverage.

Participating organizations appear in the table on the following page by their type according to MAP's classification scheme. Those with an "*" are new in 2009; all others participated in previous SAR editions. Three organizations² included in past SAR editions did not participate this year. Note that in some analyses, MAP has combined advocacy, arts/media, capacity-building/research, issue, and legal organizations under the rubric "social justice organizations."

MAP invited institutional funders to participate based on their consistently sizable funding of LGBT organizations and projects. Funder participants appear on the following page. Those with an "*" are new in 2009³; all others participated in previous SAR editions. Two funders included in past SAR editions did not participate this year.⁴ Also, this year we divide the funders into two different categories (private foundations and public grantmakers) for some of our analyses.

In past years, funders only submitted grants that they made to organizations in the United States. In the 2009 SAR, funders report their international LGBT grants as well. We include analysis of these grants in this year's report.

Organizations

| | | |
|----------------------------|--|--|
| Advocacy | Audre Lorde Project, Inc. (ALP) COLAGE Empire State Pride Agenda (Empire State Pride) Equality California (EQCA) Family Equality Council (FEC) Gay & Lesbian Victory Fund and Leadership Institute (Victory Fund/GLLI) Human Rights Campaign and Foundation (HRC) Log Cabin Republicans (Log Cabin) | MassEquality National Black Justice Coalition (NBJC) National Center for Transgender Equality (NCTE) National Stonewall Democrats (NSD) National Youth Advocacy Coalition (NYAC) PFLAG Point Foundation The Task Force (Task Force) |
| Arts/media | Equality Forum (EQ Forum) GroundSpark (formerly Women’s Educational Media) | In The Life Media, Inc. (In The Life) |
| Capacity building/research | CenterLink (formerly the National Association of LGBT Community Centers) Equality Federation (EQ Fed) | The Palm Center (Palm Center) The Williams Institute (Williams Inst) |
| Community centers | Affirmations Lesbian and Gay Community Center (Affirmations) Bienestar Human Services (Bienestar) Center on Halsted* (Halsted) Compass, Inc. (Compass) Gay Community Center of Richmond* (GCCR) The GLBT Community Center of Colorado (Colo CC) | L.A. Gay & Lesbian Center (LA Center) The LGBT Community Center - NYC (NYC CC) Resource Center of Dallas (RCD) The San Diego LGBT Community Center (San Diego CC) San Francisco LGBT Community Center (San Fran CC) Wingspan |
| Issue | Council for Global Equality* (CGE) Freedom to Marry Gay & Lesbian Alliance Against Defamation (GLAAD) Gay, Lesbian and Straight Education Network (GLSEN) Gay-Straight Alliance Network (GSA Network) Immigration Equality (Imm EQ) | NYC Gay and Lesbian Anti-Violence Project (NYCAVP) Out & Equal Workplace Advocates (Out & Equal) Servicemembers Legal Defense Network (SLDN) Services & Advocacy for GLBT Elders (SAGE) Soulforce The Trevor Project* |
| Legal | ACLU LGBT & AIDS Project (ACLU) Gay & Lesbian Advocates & Defenders (GLAD) Lambda Legal Defense (Lambda) | National Center for Lesbian Rights (NCLR) Sylvia Rivera Law Project (SRLP) Transgender Law Center (TLC) |

Funders

| | | |
|---------------------|--|--|
| Private Foundations | Anonymous Arcus Foundation (Arcus) B.W. Bastian Foundation (Bastian) The California Endowment (CA Endow) David Bohnett Foundation (Bohnett) Evelyn and Walter Haas, Jr. Fund (Haas) Ford Foundation (Ford) | Gill Foundation (Gill) H. van Ameringen Foundation (H. van Am) Johnson Family Foundation (Johnson) Kevin J. Mossier Foundation (Mossier) Open Society Institute (OSI) The Overbrook Foundation (Overbrook) The Paul Rapoport Foundation (Rapoport) |
| Public Grantmakers | Astraea Lesbian Foundation for Justice* (Astraea) Global Fund for Women* (GFW) Horizons Foundation (Horizons) Liberty Hill Foundation (Liberty Hill) | Pride Foundation (Pride) Stonewall Community Foundation* (Stonewall) Tides Foundation (Tides) |

Data Sources

All data is self-reported. Organizations provided their official financial statements (in almost all cases audited by an independent accounting firm), funders provided detailed lists of their LGBT grants, and both answered questionnaires. MAP avoided use of IRS Form 990s because they can be late, inaccurate, and/or misleading.

Each organization’s data is for its own fiscal year (e.g., Jan – Dec or Jul – Jun). The SAR includes data only for full fiscal years⁵ (e.g., if a group operated for four months in FY2007 and for 12 months in FY2008, MAP collected only the FY2008 full-year data).

MAP provided participants with an 11-page procedures guide including standardized accounting definitions and nonprofit accounting implementation guidance. The guide incorporates material from respected nonprofit accounting texts (e.g., *FASB SFAS Nos. 116 & 117*, *AICPA Audit and Accounting Guide for Not-for-Profit Organizations*, and *PPC’s Guides to Nonprofit Contributions and Nonprofit Expenses*). All participants agreed to standardized treatment of 10 accounting items:

individual, in-kind, foundation and corporate contributions, bequests, government funding, gross and net fundraising event income, and depreciation and in-kind expenses.

Please note that MAP reports functional expense allocations (e.g., salaries, direct mail costs, and overhead across program services, fundraising, and management & general expenses) as presented by organizations' management in their financial statements. The Financial Accounting and Standards Board (FASB) gives management wide leeway to devise their own functional expense allocations, as long as they yield "reasonable" results. **MAP did not attempt to standardize organizations' functional expense allocations. Readers should keep in mind that different allocation methodologies affect comparability of financial results across organizations.**

Caution – Limits of Financial and Operating Metrics

MAP would like to remind readers that in a social justice movement, **effectiveness trumps efficiency**. That is, movement organizations are far better off to select, plan, and carry out their programs and projects strategically and wisely than to minimize fundraising or overhead costs. However, because financial and operating metrics are much easier to quantify and compare across organizations than are missions and strategic goals, these hard metrics often get more attention (as indeed they do in this overview report). Therefore, we provide a few cautions against overemphasizing financial and operational data in funding decisions.

First, **nonprofit finances are much more complex than simple ratios would suggest**. Costs vary by an organization's size, age, legal structure, and location. Younger organizations tend to have higher fundraising and management & general costs as they build infrastructure, donor lists, and contacts. Fundraising costs are usually higher for 501(c)(4) organizations than for 501(c)(3) organizations because donations are not tax-deductible. 501(c)(4) organizations also tend to have booms and busts in revenue as important elections and ballot measures attract funding over short periods.

Costs also vary by the type and scope of issues that an organization addresses, the tactics employed, and the geographic scope over which they work. For example, a legal defense organization has a fundamentally different cost structure than a research organization. While there are national accounting regulations for expense recognition, organizations have great leeway in how they apply those regulations in practice. What appear to be discrepancies in ratios for different organizations might merely reflect timing of cash transactions or divergent accounting methods.

Second, **overhead and fundraising costs are necessary to operate a successful organization**. It takes money to recruit qualified executives, convene qualified boards, and conduct rational, thoughtful planning and evaluation. Fundraising is an important activity for a nonprofit as it builds a diversified donor base and revenue stream. Capturing productivity gains available from advances in information technology requires investment. Pressure to spend less on governance, risk management, or capacity-building can diminish an organization's performance and longevity.

Third, **the liquidity ratio, working capital and days of working capital are all dependent upon the cash balance at a specific moment in time**. The ratios reported here are as of the end of each organization's fiscal year. An infusion of cash the following day could greatly impact the ratios (as well as the day-to-day work of the organization). Other account balances are also as of a moment in time (e.g., investments, other current assets, other current liabilities). Ideally, these ratios and data points would be reviewed and analyzed by management more frequently (e.g., monthly).

Finally, while SAR provides a concise, comprehensive resource regarding organizations' goals, priorities, staying power, and financial needs, **reading SAR is no substitute for engaging with the organizations themselves**. The only way to tell whether a nonprofit deserves recognition and support for its work is to understand what it is trying to accomplish and carefully weigh whether its programs and activities show promise of meeting those goals in a reasonable way at a reasonable cost.

2. KEY FINDINGS

Organizations

Finances

The movement's financial resources are growing.

The 53 organizations in the 2009 SAR had combined revenues of \$289 million in 2008, a 94 percent increase since 2004. As a result of the current economic downturn, organizations' combined 2009 budgets fell 20 percent from 2008 revenue to \$231 million.

However, even when we factor in 2009 budgets, we still see a 55 percent increase between 2004 and 2009, with an average annual growth rate of about 10 percent.

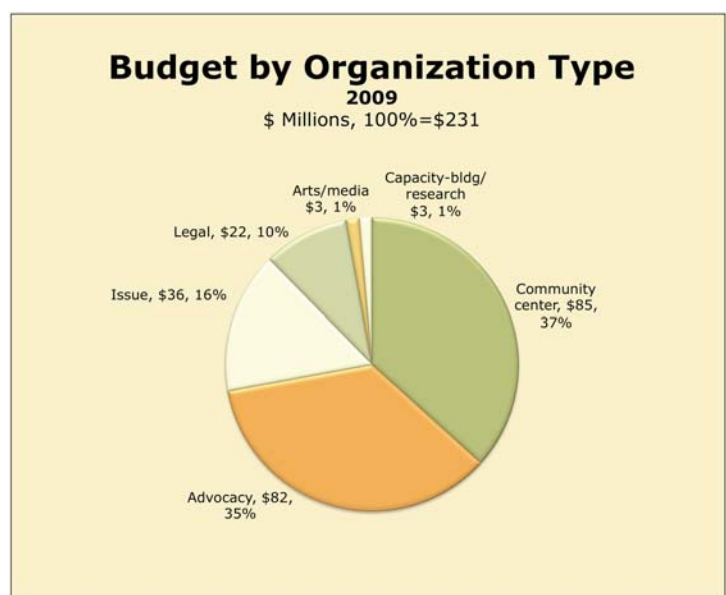
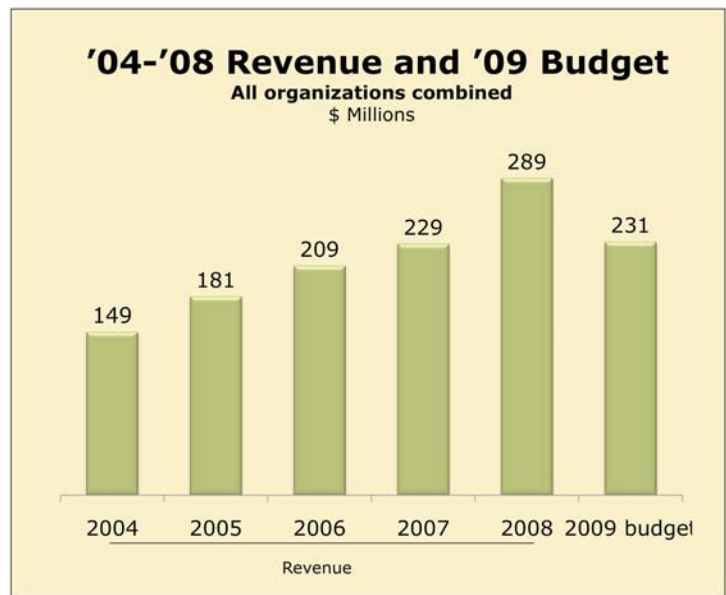
We also see an increase when analyzing daily cash expenses for the 53 organizations from 2004 to 2008. The average daily cash expense for these organizations combined was just \$345,000 in 2004; by 2008 it increased to \$621,000. This number will likely drop for 2009, given the state of the economy in late 2008 and throughout 2009.

Note, however, that financial resources are highly concentrated. For example, among all organizations, the 10 with the largest 2009 budgets account for 66 percent of total budgeted dollars; the 10 with the smallest budgets account for just 2 percent of total budgeted dollars. Among social justice organizations, the Human Rights Campaign accounts for 30 percent of all budgeted dollars. Among community centers in SAR, the L.A. Gay & Lesbian Center accounts for 56 percent of all budgeted dollars.

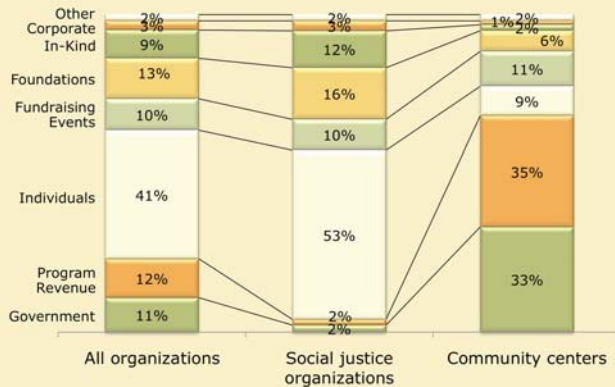
Community centers and advocacy organizations hold most 2009 budget dollars. Combined, these two organization types account for 72 percent of 2009 budgets (\$167 million).

FY2008 revenue mix varies by organization type.

Together, government and program revenue represent 68 percent of the revenues of community centers. In contrast, social justice organizations receive just four percent of their revenue from government and programs. Individual contributions dominate for social justice organizations at 53 percent, with foundations contributing another 16 percent of those organizations' revenues. Community centers, in contrast, received only nine percent of their revenues from individuals and six percent from foundations. The diversity of revenue sources overall indicates that the movement as a whole has some ability to weather a downturn in revenue from any particular source.



Revenue Percentages by Source 2008



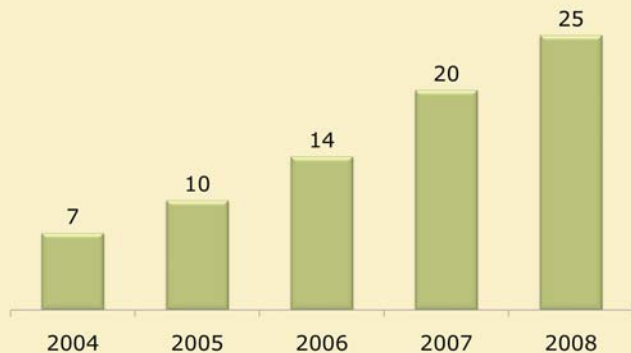
Note: "Social justice" category includes Advocacy, Issue, Legal, Capacity-building/research and Arts/media.

Social justice organizations' healthy portion of revenue from individual donors indicates constituents' engagement in their program and advocacy goals.

In-kind contributions have increased rapidly over the five years analyzed. In 2004, the organizations booked just \$7 million in revenue from in-kind contributions. By 2008 that number increased to \$25 million – a nearly four-fold increase (note that this increase is due to organizations' increased ability to attract donated professional services and goods, as well as the result of an increased focus on tracking and reporting this data). Legal organizations receive the bulk of this revenue, as they seek pro bono support from law firms. Pro bono legal services from attorneys and law firms greatly expand both the depth and breadth of the cases legal organizations take on.

'04-'08 In-Kind Contributions

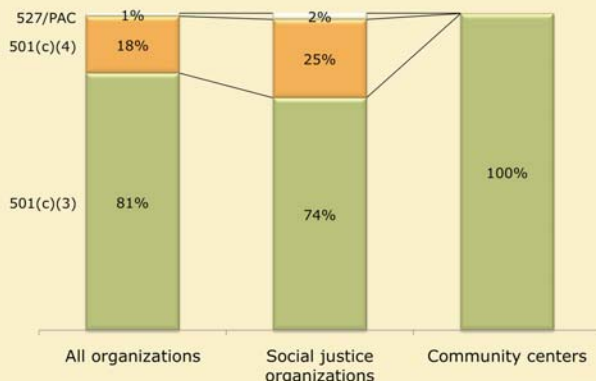
All organizations combined
\$ Millions



Eighty-one percent of 2008 financial resources available to the movement were 501(c)(3), thereby limiting its ability to affect legislation and elections. Forty-two of the 53 organizations are completely 501(c)(3). More problematically, 31 of 41 social justice organizations are completely 501(c)(3).

Overall cash reserves are sufficient, allowing for the occasional operating deficit on an annual basis (which is important, given the current economic situation). Cash reserves can be measured by days of working capital. An organization's working capital consists of current assets (e.g., cash, investments, and pledges receivable) less current liabilities (e.g., accounts payable short-term line of credit). Therefore, days of working capital equals working capital divided by average daily cash expenses (i.e., total expenses less noncash expenses of depreciation and in-kind). At the end of 2008, there was an average of 94 days of working capital across the organizations studied. Also at the end of 2008, 41 organizations had at least one month of working capital available, with three organizations having more than one year available (although no organization exceeded two years).

Revenue Percentages by Legal Type 2008



Note: "Social justice" category includes Advocacy, Issue, Legal, Capacity-building/research and Arts/media.

From 2004 through 2008, we see a fairly stable level of working capital. Similarly, liquidity ratios have also held steady over the years examined. In 2004, we saw a combined liquidity ratio of 1.6, which increased to 1.9 in 2008. The liquidity ratio measures how much cash and investments are on hand to cover current financial obligations (i.e., current liabilities) at a year's end. So in 2008, there was nearly twice as much cash and investments on hand to cover current financial obligations.

We also see consistent growth in net assets. In 2004 organizations had \$98 million in net assets⁶, which grew to \$179 million in 2008 (an 84 percent increase overall, and an average annual rate of growth of 16 percent).

Nearly all organizations met applicable American Institute of Philanthropy (AIP) and Better Business Bureau Wise Giving Alliance (BBB) efficiency benchmarks for 2008. MAP had the data to calculate:

- Percent program expense for which AIP and BBB consider at least 60 percent and 65 percent, respectively, to be reasonable
- Fundraising expense to raise \$1, for which AIP and BBB both consider \$0.35 or less to be reasonable
- Years of available assets at current operating level, for which both AIP and BBB consider less than three years to be reasonable

The L.A. Gay & Lesbian Center’s fundraising expense to raise \$1 in 2008 exceeds both watchdog guidelines. All other organizations met the benchmarks in 2008.

See section 3, Guide to Reading the Composite Profiles, for more information on the benchmarks.

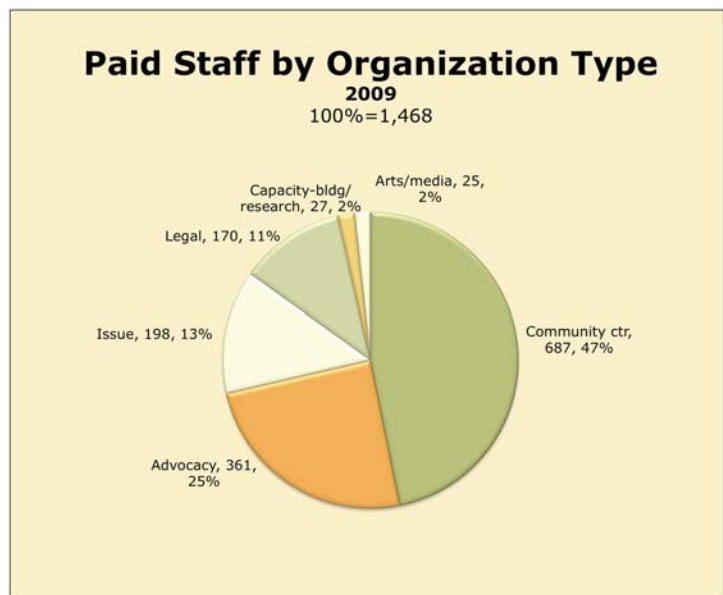
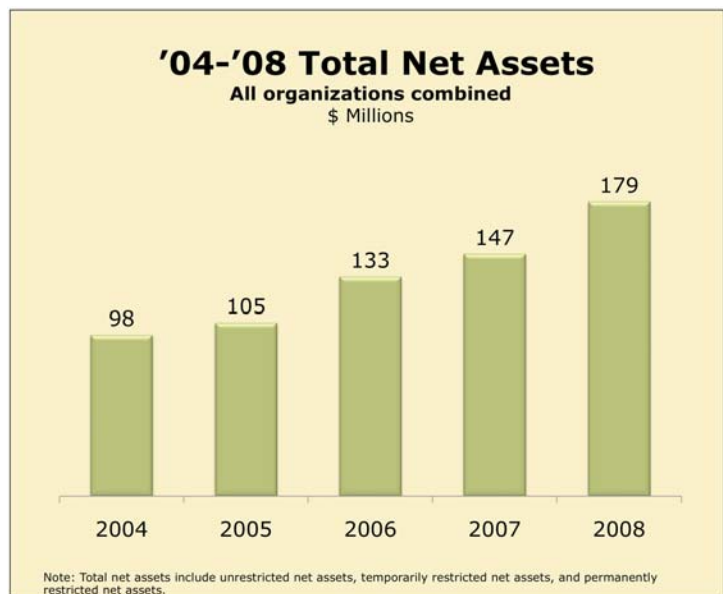
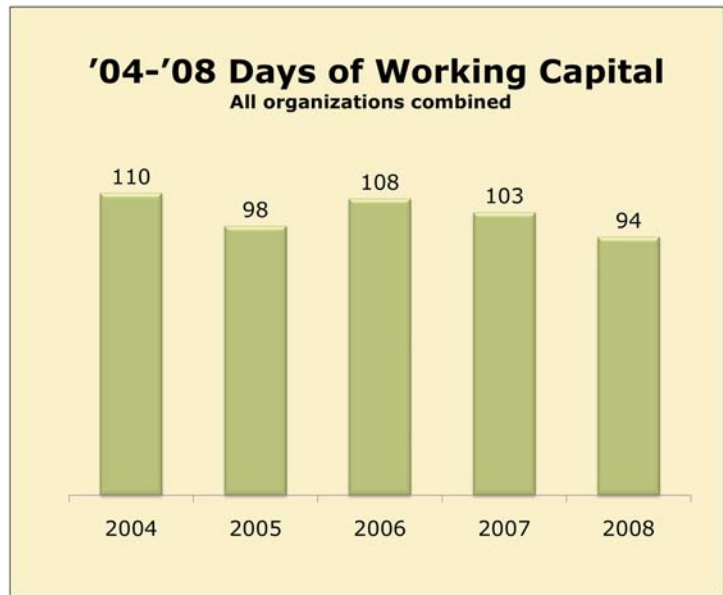
Board and Staff

The 53 organizations collectively employ 1,468 people, 687 (47 percent) of whom work for the 12 community centers. Five organizations employ more than 75 people each: L.A. Gay & Lesbian Center (279), HRC (150), Lambda (84), Bienestar (81), and NYC CC (77).

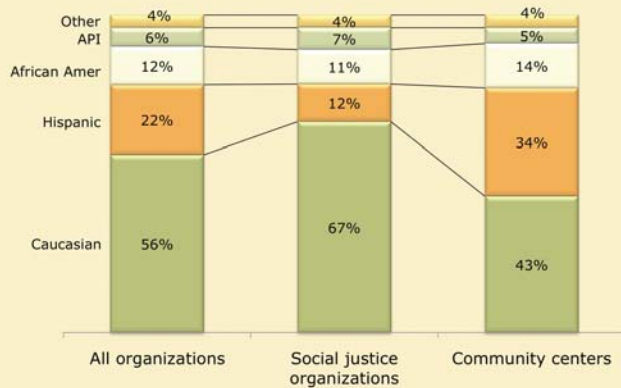
Across the 53 organizations, 44 percent of paid staff members are people of color (POC) and 56 percent are Caucasian. However, diversity varies by organization type, from 33 percent POC in social justice organizations to 57 percent POC in community centers.

Board race/ethnicity makeup is remarkably consistent across organization type. Board members are 27 percent POC across all organizations, 28 percent POC across social justice organizations, and 21 percent POC across community centers.

The average representation of women and transgender persons among staff is 46 percent and 10 percent, respectively. On boards, the averages are slightly lower, at 44 percent and 8 percent, respectively.



Staff Race/Ethnicity by Organization Type 2009



Note: "Social justice" category includes Advocacy, Issue, Legal, Capacity-building/research and Arts/media.

The average organization has 1.8 board members per full-time employee. This ratio varies considerably by organization size, from an average of 0.4 board members per full-time staff for organizations with more than a \$10 million annual budget to 2.7 for organizations with less than a \$1 million annual budget.

Fundraising

There is substantial room for growth in individual donors. The Williams Institute estimates that there are about 8.9 million LGBT adults in the U.S., of whom about half might show up in the 53 organizations' contact databases. About 361,000 donors gave \$35 or more to any of the 53 LGBT organizations in 2008 (a figure that includes duplicates in cases where a person gave to two or more organizations).

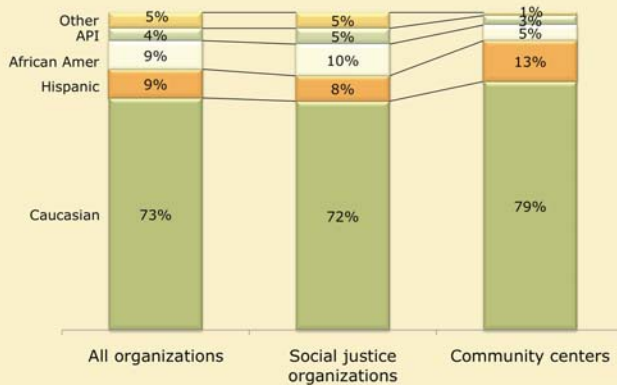
Even if we were to assume that each donor was unique and that s/he was LGBT, then only about four percent of LGBT adults give to any of the LGBT organizations that we studied. Given that the combined donor figure almost certainly includes a significant number of straight allies and that persons who contributed to multiple organizations have been counted multiple times, the portion of LGBT adults who gave is likely much lower than four percent.

The good news is that the number of donors to the 53 organizations has been increasing over the past five years, from 246,000 to 361,000. This is a 47 percent increase (averaged out to about a 10% increase each year).

Many organizations rely heavily on just a few donors to fund the bulk of their budgets. In 2008, 17 of the 53 organizations received 50 percent or more of their total revenue from their 10 largest donors. Except for one, these are all social justice organizations.

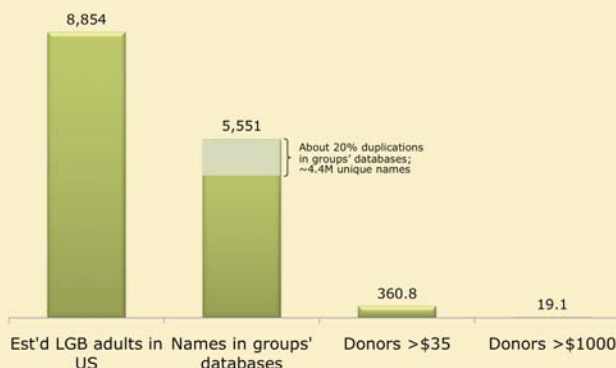
Many organizations have difficulty increasing/retaining donors. In 2008, 21 organizations had fewer or the same number of donors that they had in 2007 (among donors giving at least \$35). Among donors giving at least \$1,000, 28 organizations had fewer or the same number of donors in 2008 compared to 2007.

Board Race/Ethnicity by Organization Type 2009



Note: "Social justice" category includes Advocacy, Issue, Legal, Capacity-building/research and Arts/media.

Donors in 2008 vs. LGB Population (000s)



Sources: LGBT population estimate - Williams Institute analysis of US Census data; database duplication rate - Gill's Democracy Project list enhancement service.

Funders

Twenty one funders provided MAP with lists of their LGBT-specific grants awarded in 2006 through 2008. Nineteen of the funders also answered MAP's questionnaire, which profiled their institutions and grantmaking, while two provided only the list of grants.

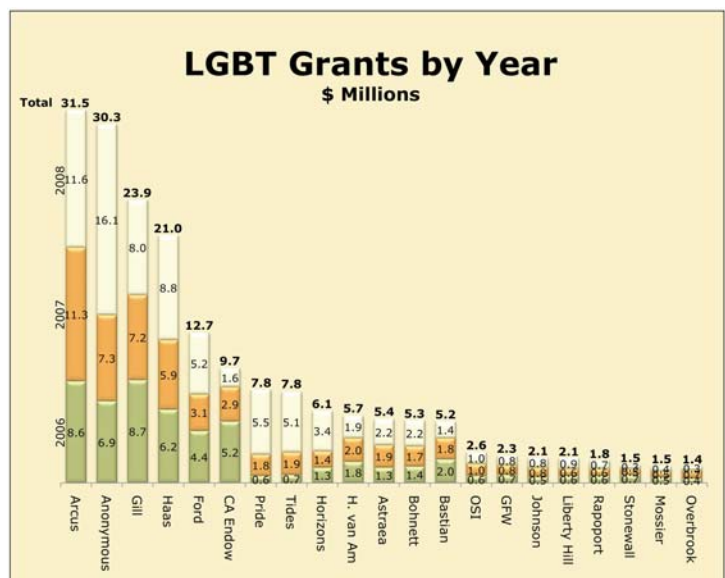
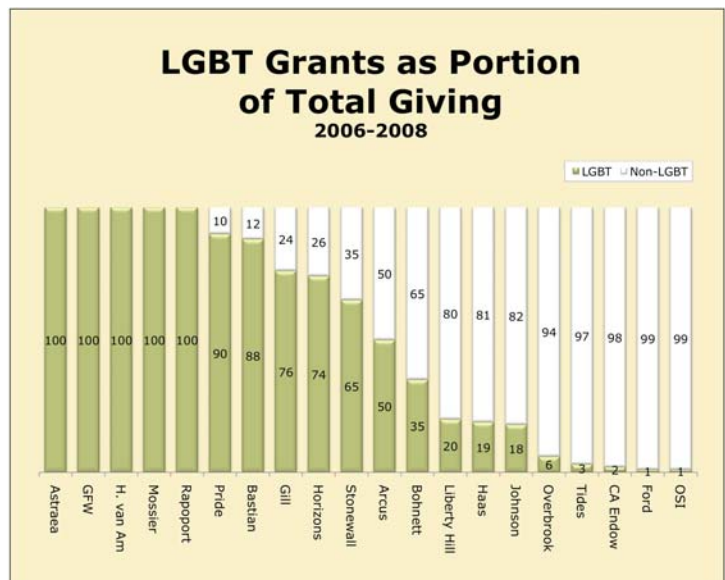
LGBT Versus Other Grantmaking

Domestic and international LGBT grantmaking accounted for only 6.4 percent of total 2006 through 2008 grant dollars awarded by the 21 funders. This percentage is low in part due to the presence of several very large funders whose LGBT giving is a significantly small portion of their grantmaking portfolios (e.g., Ford Foundation, The California Endowment, Tides Foundation).

Note that Gill and Arcus Foundations make grants to non-gay issues and organizations under Gay & Lesbian Fund monikers in order to increase the general public's awareness of LGBT people's civic-mindedness and generosity. MAP did not count this grantmaking as U.S. LGBT funding because it does not serve LGBT populations directly.

LGBT Grants – Domestic and International

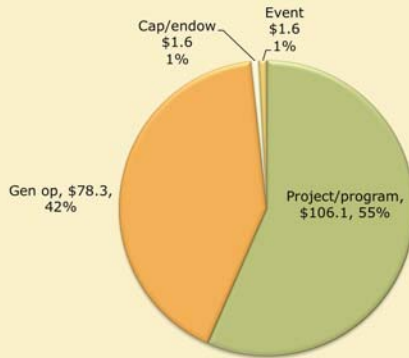
On average, the 21 funders are increasing their giving to the LGBT movement. Funders gave a combined total of \$78.3 million of LGBT grant dollars in 2008, compared to \$53.8 million in 2006. From 2006 to 2008, funders gave just over \$187 million in domestic and international LGBT grants.



Grant Dollars by Type of Support

2006-2008

\$ Millions, 100%=\$188



Most grants were given for specific projects or programs (55 percent of the total value of grants made from 2006 through 2008), and 42 percent of grant dollars were given for general operating support in that same period. Another two percent of funding was for capital endowments and events.

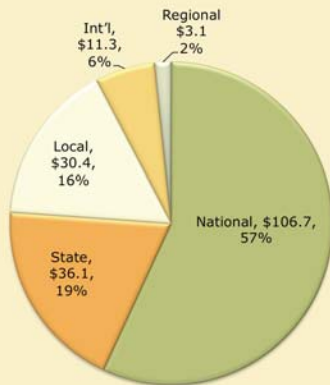
Grants given from 2006 through 2008 were mostly national in scope (57%), with 19 percent of grants being state, 16 percent local, 6 percent international, and 2 percent regional.

With some exceptions, **grants are fairly evenly spread across recipient organizational types**, with advocacy organizations (26%) and issue-based organizations (14%) receiving the largest shares. Philanthropic and legal organizations each also received more than 10 percent of all grant dollars awarded. Business and professional groups, as well as training and capacity-building organizations, received the smallest amount of grant dollars.

Grant Dollars by Geography

2006-2008

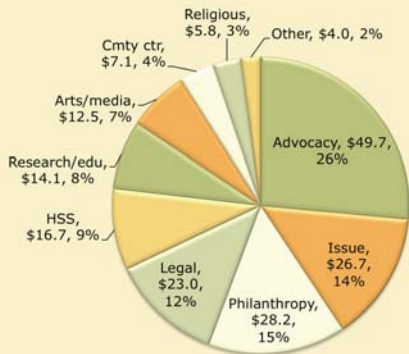
\$ Millions, 100%=\$188



Grant Dollars by Recipient Type

2006-2008

\$ Millions, 100%=\$188



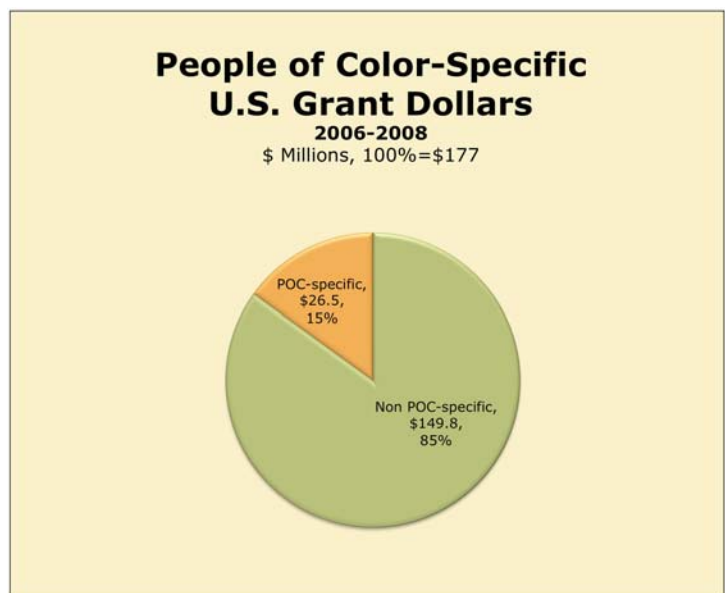
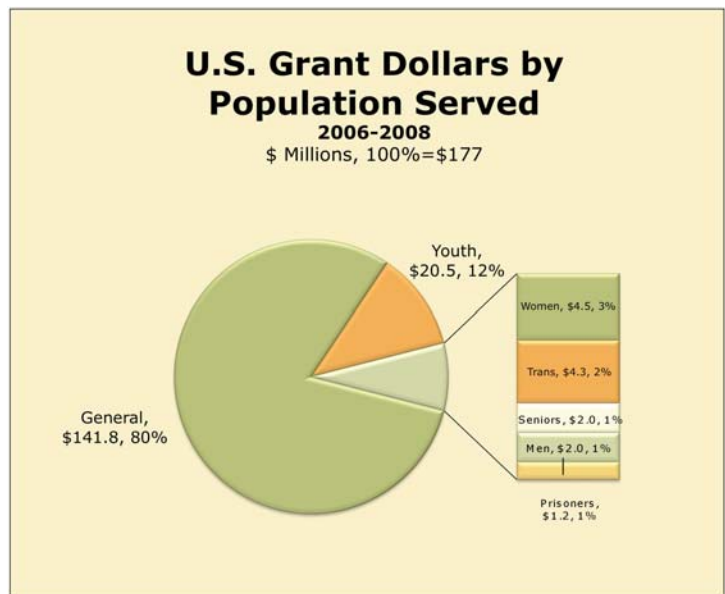
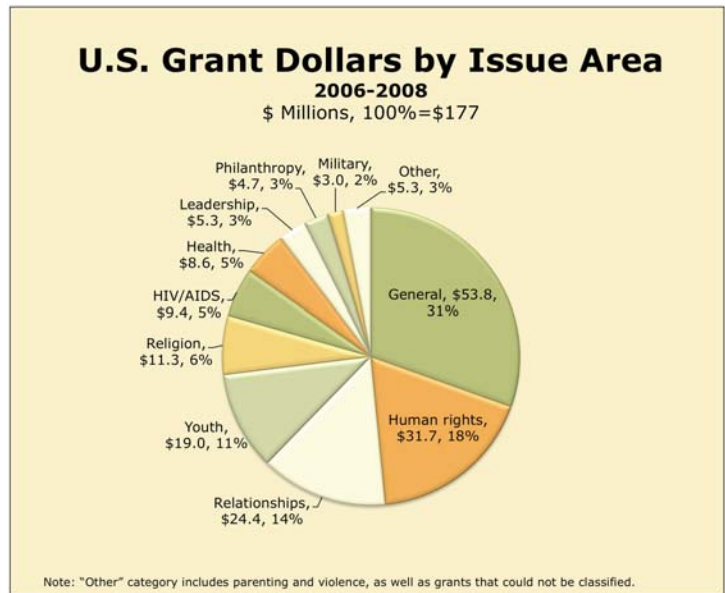
Note: "Other" category includes business/professional and training/capacity groups, as well as grants that could not be classified.

LGBT Grants – Domestic

MAP coded 31 percent of 2006 through 2008 U.S. grant dollars across the 21 funders as general, meaning that it was for general operating support of a multi-issue organization, it addressed more than one issue, or the grant description did not reveal a particular issue. The three specific issues receiving the most funding were human rights (18%), relationships (14%), and youth/schools (11%). Grants related to parenting and violence received the least funding.

In addition to receiving significant issue-based funding, **LGBT youth also receive more funding (12%) than any other specified LGBT population group**. A full 80 percent of grant dollars either did not specify a specific LGBT sub-population or specified multiple sub-populations.

Finally, **15 percent of grant dollars were associated with grant descriptions that specifically called out support for one or more POC groups**. Additional grants likely served POC in some targeted way, but the grant descriptions did not mention that aspect of the grant specifically. This is an increase from last year's report, when 11 percent of grant dollars were designated for POC groups in 2007.



Int'l Grant Dollars by Work Area

2006-2008
\$ Millions, 100%=\$11



Note: "Other" category includes HIV/AIDS and Advocacy (Int'l/U.N.), as well as grants that could not be classified.

LGBT Grants – International

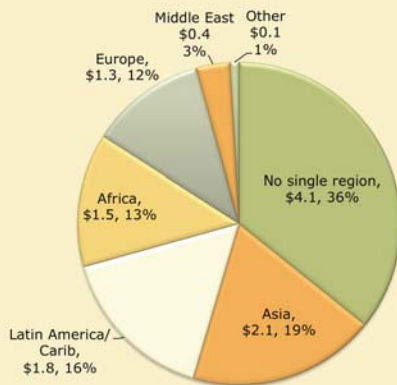
MAP coded 36 percent of 2006 through 2008 international grant dollars across the 21 funders as general or multipurpose, meaning that it was for general operating support of a multi-issue organization, it addressed more than one issue, or the grant description did not reveal a particular issue. We found that many of the international grants were for more than one purpose (far more so than for domestic grants). The specific issues receiving the most grant support include advocacy inside a particular country (20%), health (12%), capacity building (9%), and documenting or responding to human rights abuses (9%).

Similarly, a large portion of international LGBT grants are not designated to serve one specific region. We found that 36 percent of the international grant dollars served no single region, while 19 percent served Asia, 16 percent Latin America and the Caribbean, and 13 percent Africa.

Finally, most international LGBT grants serve general populations, rather than specific groups. Almost three-fourths of the grant dollars serve general populations, while 20 percent serve women, 6 percent serve youth, and 2 percent serve transgender populations.

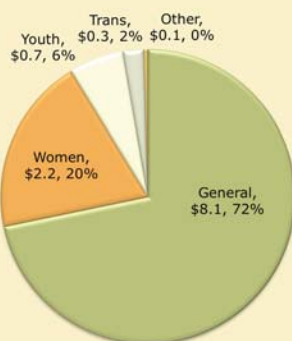
Int'l Grant Dollars by Region Served

2006-2008
\$ Millions, 100%=\$11



Int'l Grant Dollars by Population Served

2006-2008
\$ Millions, 100%=\$11



Note: "Other" category includes men, as well as grants that could not be classified.

3. GUIDE TO READING THE COMPOSITE PROFILES

The remainder of this report consists of ten composite profiles: all organizations, each of six types of organizations (e.g., advocacy, legal, and community centers), all funders, and two funder types (private foundations and public grantmakers). The organization-type profiles follow the standard three- to four-page format outlined below. There are slight differences in the all-organizations and all-funders profiles, which don't require explanation. This guide gives definitions and/or background information as needed to further explain each part of the profile.

Organization Basics

Category definition: Describes the broad characteristics of organizations in this category or what makes an organization belong to this category.

SAR coverage of this category: Roughly indicates the portion that SAR participants represent of all LGBT organizations of this type – by number of organizations and/or by combined budget. This gives the reader a sense of how confidently s/he can generalize the data in this report to the entire LGBT movement. **Overall, SAR coverage is significant.** Based on MAP's research of the Guidestar database of charity IRS filings, it appears that SAR represents more than 10 percent of all LGBT charities (among those that are large enough to file annual IRS reports) and more than 44 percent of the budgets of all LGBT charities.

Participants in this category: A list of the organizations that make up this category in the 2008 SAR. The graph to the right of the list (in the profile itself, not shown here) shows each organization's 2008 budget to give the reader a sense of its relative size and weight in the composite picture.

Combined 2009 budget: Sum of the 2009 budgets reported by all organizations in this category.

Legal types: Mixture of 501(c)(3), 501(c)(4), and 527/PAC organizations within this category as measured by the percent of 2008 revenue. Most categories will be 100 percent 501(c)(3), as are 42 of the 53 organizations in SAR.

Organization Financial Profile

Note that dollar figures may be off slightly due to rounding.

Combined revenue and expense: Sum of all revenue, sum of all expense (broken down into programs, fundraising, and management & general), and sum of all change in net assets reported by all organizations in this category. This data comes from each organization's Statement of Activities, which is analogous to a for-profit company's income statement. Definitions of the various types of expenses follow.

- *Program expense* – Direct and indirect costs of providing services and distributing goods and information that fulfill the organization's mission
- *Fundraising expense* – Direct and indirect costs of activities to induce potential donors to contribute to the organization (e.g., conducting fundraising campaigns/events, maintaining donor mailing lists, soliciting grants, and recruiting volunteers)
- *Management & general expense* – Costs of support activities related to the organization's overall direction (e.g., accounting, budgeting, office management, personnel, reception, etc.), but which are not identifiable to a particular program or fundraising activity. Depending on the organization's functional expense allocation plan, a portion of some of these costs could have been allocated to the other functional expense categories (e.g., occupancy costs, communications).
- *Capital campaigns* – During the reporting period, some organizations conducted capital campaigns which can have a skewing effect on the financial profile. Accordingly, MAP reclassifies capital campaign revenue and expenses from the other line items and reports the results as one net number – capital campaign net revenue.

Note that net assets (shown on the statement of financial position) can be thought of as the accumulated wealth of an organization. They are the remainder (leftover) of what is owned (assets) minus what is owed (liabilities). Change in net assets represents that year's surplus or deficit, which either adds to or subtracts from total net assets. If the organization was able to operate within its revenues for the year, the bottom line of the Statement of Activities will show a surplus, (i.e., a positive change in net assets).

Combined revenue mix: Sum of each type of revenue across all organizations in the category, summed to total revenue (all types) at the bottom of the table. Definitions of the various revenue types follow.

- *Government funding* – Amounts from federal, state, or local government agencies (including cost reimbursement and fee-for-service contracts)
- *Program income* – Revenue from program service activities (e.g., service fees and conference/seminar fees), excluding any income from fundraising events
- *Individual gifts* – Contributions from individuals, including pledges (promises to give) and bequests (gifts from deceased individuals via wills); excludes fundraising event income
- *Fundraising events (net)* – Income from events held for the purpose of raising contributions, including any corporate event sponsorships. The costs of any direct benefits received by attendees (e.g., food and beverage, and entertainment) are netted against the gross event income.
- *Foundations* – Contributions from foundations, typically in the form of grants
- *In-kind contributions* – Gifts-in-kind and certain contributed services, recorded at fair market value
- *Corporations* – Contributions from corporations, typically in the form of grants and/or non-event sponsorships; excludes sponsorships of fundraising events
- *Other* – Income from the sale of merchandise (net of cost of goods sold), investment income, and all other income not categorized above

Average days of working capital: Indicates how many days an organization could continue to conduct its normal operations without the infusion of additional cash (i.e., from its cash reserves as measured at the end of each organization's fiscal year). Less than 30 days could portend a cash crunch. Over 365 days may suggest that the organization could loosen up and spend more toward its mission.

The formula for average days of working capital equals working capital divided by average daily cash expenses.

- *Working capital* is the excess of current assets (cash and near-term receivables) over current liabilities (near-term payables and debt), thus indicating both the amount of funds needed to carry on regular operations and the organization's liquidity (ability to handle financial shock). Working capital equals cash and cash equivalents plus investments plus other current assets minus permanently restricted funds held as cash, investments, and/or other current assets minus current liabilities.
- *Average daily cash expense* is used to calculate days of working capital above. It equals total annual expenses, less those expenses not involving cash (e.g., depreciation and in-kind expenses like pro bono legal services), divided by 365 days.

Average net working capital ratio: Working capital as a percent of total assets – cash and cash equivalents plus investments plus other current assets, minus permanently restricted funds held as cash, investments, and/or other current assets, minus current liabilities, divided by total assets.

2008 performance on charity watchdog benchmarks: For measures of operational efficiency, MAP calculated several applicable metrics devised by the American Institute of Philanthropy (AIP, www.charitywatch.org), and the Better Business Bureau Wise Giving Alliance (BBB; www.give.org).⁷ These metrics are:

- *Percent program expense:* This is program expense as a percent of total expenses (i.e., the portion of expenses that went to fulfilling the organization's mission rather than to raising funds or overhead/infrastructure)
AIP considers 60 percent or more to be reasonable, while BBB calls for at least 65 percent. (AIP also adjusts percent program expense figures down to the extent that an organization classifies any portion of fundraising mailings/calls to members as program expense. For 501(c)(4) groups only, it allows up to 30 percent of the cost of mailings/calls in program expense, because 501(c)(4) groups often use mail or phone to ask members to act on issues and pending legislation.)
- *Fundraising expense to raise \$1:* This is the cost of fundraising operations divided by total revenue attributable to fundraising (e.g., not program revenue or investment income). AIP and BBB both consider \$0.35 or less to be reasonable.
- *Years of available assets at current operating level:* These are funds currently available for the charity's use divided by last year's expenses or the current year budget, whichever is higher. Both AIP and BBB consider less than three years' expenses reasonable. Additionally, AIP gives a failing grade across all metrics to any organization with more than five years' expenses on hand.

Organization Board and Staff Profile

Note that board and staff percentages by race may not add to 100 percent because some people may have preferred not to respond or selected more than one category.

Total board members: Sum of board members reported by all organizations in this category

Total paid full-time staff: Sum of full-time paid staff reported by all organizations in this category

Total paid part-time staff: Sum of part-time paid staff reported by all organizations in this category

Average senior management compensation: Average of the average senior management compensation across all organizations in this category. Senior management is defined as the executive director (or equivalent) and all of his or her direct reports, except any administrative assistants. Compensation includes annual salary plus any bonuses paid for 2008.

Average compensation of highest-paid staff member: Average of the highest senior management compensation across all organizations in this category. Same definitions apply as stated immediately above.

Combined board and staff by ethnicity and gender: Weighted average representation of racial categories (African American/Black, Asian/Pacific Islander, Caucasian, Hispanic/Latino(a), and Other) and by women and transgender persons on the boards and staffs of all organizations in this category. Percentages are weighted by the number of board or staff members in each organization. Note that statistics are based on individuals' self-identification and that some staff or board members may have preferred not to identify race or gender, or may have identified more than one race.

Organization Fundraising Profile

Total contactable names in fundraising databases: Sum of contactable names (i.e., names for which the organization has an address, phone, and/or e-mail) in membership, fundraising/prospecting, and e-action database(s) across all organizations in this category. Names have been de-duplicated within an organization's database(s) but not across organizations. MAP research indicates that duplication rates across organizations may be as high as 20 percent.

Total individual donors: Sum of all individual donors contributing \$35 or more, and sum of all individual donors contributing \$1,000 or more, across all organizations in this category. MAP chose \$35 for the lower figure because the average LGBT organization and most LGBT organizations used \$35 to define a member.

Health of fundraising operations: Simple average across organizations in this category (i.e., not weighted by organization size) of fundraising expense to raise \$1, percent turnover of individual donors, and percent of revenue from top 10 donors.

- *Fundraising expense to raise \$1* provides a sense of efficiency in raising money. It looks at an organization's total out-of-pocket cost to raise that year's total revenue stemming from development efforts (i.e., total revenue less investment gains, program fees, bequests from previous years, and other items not attributable to current fundraising).
- *Percent turnover of individual donors* in any fiscal year is calculated as the percentage of donors who gave more than \$35 in the previous year (e.g., 2007) and who did not contribute more than \$35 again in the subject fiscal year (e.g., 2008).
- *Percent revenue from top 10 donors* indicates the level of dependence on a few large donors. It includes all donors – foundation, corporate, and individual (excluding government funding). A high concentration of funding tends to add risk to an organization's revenue base. However, organizations may pursue major donors as an explicit fundraising strategy, depending on their relative skill at one-to-one pitches versus large-scale direct marketing.

Themes from Goals-and-Objectives Narratives

For their individual SARs, participating organizations provided narratives describing up to 10 key accomplishments they planned to achieve in the next five years, and (separately) up to 10 key accomplishments they planned to achieve during the current fiscal year (2009). MAP staff reviewed the narratives of all organizations in each category and wrote up to 1½ pages pointing out themes, similarities, and differences among the organizations' key planned accomplishments.

4. COMPOSITE PROFILE – ALL ORGANIZATIONS

Basics

SAR coverage of LGBT nonprofit organizations: The 53 organizations in SAR represent about 10 percent of all 501(c)(3) LGBT organizations in the United States (536).⁸ SAR organizations’ combined budgets (\$231 million) are about 44 percent of all 501(c)(3) LGBT organizations’ total budget dollars (\$529 million). Note that SAR data includes 501(c)(4) revenue. Despite this difference, SAR data overall financially are significantly representative of the universe of U.S. LGBT organizations (note

that SAR’s financial coverage is somewhat understated, since the SAR data reflect the economy’s impact on budgets, while the larger universe data are from 2007, the most recent data available).

| Year Founded (All organizations) | | | |
|--|---------------------|---------------------------|-------------------------|
| 1970s | 1980s | 1990s | 2000s |
| LA Center (1971) | HRC (1980) | COLAGE (1990) | NSD (2000) |
| Halsted (1973) | NYCAVP (1980) | Empire State Pride (1990) | MassEquality (2001) |
| Lambda (1973) | NYC CC (1983) | Victory Fund/GLLI (1991) | Point Foundation (2001) |
| PFLAG (1973) | RCD (1983) | EQ Forum (1992) | SRLP (2002) |
| San Diego CC (1973) | GLAAD (1985) | NYAC (1993) | Williams Inst (2002) |
| Task Force (1973) | ACLU (1986) | SLDN (1993) | Freedom to Marry (2003) |
| Colo CC (1976) | Compass (1988) | CenterLink (1994) | NBJC (2003) |
| Log Cabin (1977) | Wingspan (1988) | Imm EQ (1994) | NCTE (2003) |
| NCLR (1977) | Affirmations (1989) | In The Life (1994) | TLC (2004) |
| GLAD (1978) | Bienestar (1989) | GLSEN (1995) | CGE (2008) |
| GroundSpark (1978) | | ALP (1996) | |
| SAGE (1978) | | San Fran CC (1996) | |
| FEC (1979) | | EQ Fed (1997) | |
| | | EQCA (1998) | |
| | | GSA Network (1998) | |
| | | Palm Center (1998) | |
| | | Soulforce (1998) | |
| | | Trevor Project (1998) | |
| | | GCCR (1999) | |
| | | Out & Equal (1999) | |

Combined 2009 budget: \$231.1 million

Legal types (2008 revenue):

| | C4 | C3 | PAC |
|-------------------|-----|-----|-----|
| All organizations | 18% | 81% | 1% |

Board and Staff Profile

Total board members: 877

Combined paid staff: 1,468

Total paid full-time staff: 1,296

Total paid part-time staff: 172

Average compensation:

Senior management: \$92,400

Highest paid staff member: \$134,300

Combined board and staff by ethnicity and gender:

| | Board | Staff |
|------------------------|-------|-------|
| <i>Ethnicity</i> | | |
| African American/Black | 9% | 12% |
| Asian/Pacific Islander | 4% | 6% |
| Caucasian | 74% | 57% |
| Hispanic/Latino(a) | 9% | 22% |
| Other | 5% | 4% |
| Women | 42% | 48% |
| Transgender persons | 5% | 6% |

Financial Profile

Combined revenue and expense (000s):

| | 2006 | 2007 | 2008 |
|------------------------------|---------------------|---------------------|--------------------|
| Revenue | \$208,594 | \$228,811 | \$288,872 |
| <i>Expenses</i> | | | |
| Programs | 152,397 77.2% | 168,235 77.7% | 206,813 80.7% |
| Fundraising | 25,089 12.7% | 25,771 11.9% | 28,177 11.0% |
| Management & general | <u>19,981</u> 10.1% | <u>22,603</u> 10.4% | <u>21,198</u> 8.3% |
| Total expense | <u>197,467</u> | <u>216,609</u> | <u>256,188</u> |
| Capital campaign net revenue | 8,126 | 1,546 | -209 |
| Change in net assets | <u>\$19,247</u> | <u>\$13,748</u> | <u>\$32,475</u> |

Combined revenue mix (000s):

| | 2006 | 2007 | 2008 |
|--------------------------|-------------------|-------------------|-------------------|
| Government funding | \$30,940 14.8% | \$30,471 13.3% | \$32,645 11.3% |
| Program income | 26,183 12.6% | 28,589 12.5% | 33,345 11.5% |
| Individual gifts | 74,961 35.9% | 81,577 35.7% | 117,228 40.6% |
| Fundraising events (net) | 23,590 11.3% | 26,182 11.4% | 28,709 9.9% |
| Foundations | 27,371 13.1% | 28,084 12.3% | 38,651 13.4% |
| In-kind contributions | 14,284 6.8% | 20,040 8.8% | 25,174 8.7% |
| Corporations | 4,479 2.1% | 6,110 2.7% | 7,463 2.6% |
| Other | <u>6,786</u> 3.3% | <u>7,758</u> 3.4% | <u>5,657</u> 2.0% |
| Total revenue | <u>\$208,594</u> | <u>\$228,811</u> | <u>\$288,872</u> |
| Annual increase | n/a | 10% | 26% |

Note: Expense percentages above are affected by each organization's allocation methodology. See page 4 for cautions.

Average days of working capital: 155 in 2006 falling to 128 in 2008

Average net working capital ratio: 50% in 2006 falling to 42% in 2008

2008 performance on charity watchdog benchmarks: In 2008, the LA Center's fundraising expense indicator did not pass watchdog benchmarks. Otherwise, where corresponding data are available, all organizations met all AIP and BBB benchmarks in 2008.

Fundraising Profile

Total contactable names in fundraising databases: 5,550,667

Total individual donors:

| | 2006 | 2007 | 2008 |
|------------------|---------|---------|---------|
| Donors > \$35 | 305,559 | 306,024 | 360,757 |
| Annual increase | n/a | 0.2% | 18% |
| Donors > \$1,000 | 20,084 | 18,782 | 19,138 |
| Annual increase | n/a | -6% | 2% |

Health of fundraising operations:

| | 2006 | 2007 | 2008 |
|--|--------|--------|--------|
| Average fundraising expense to raise \$1 | \$0.14 | \$0.14 | \$0.14 |
| Average % turnover of individual donors | 46% | 49% | 48% |
| Average % revenue from top 10 donors | 44% | 41% | 43% |

5. COMPOSITE PROFILE – ADVOCACY ORGANIZATIONS

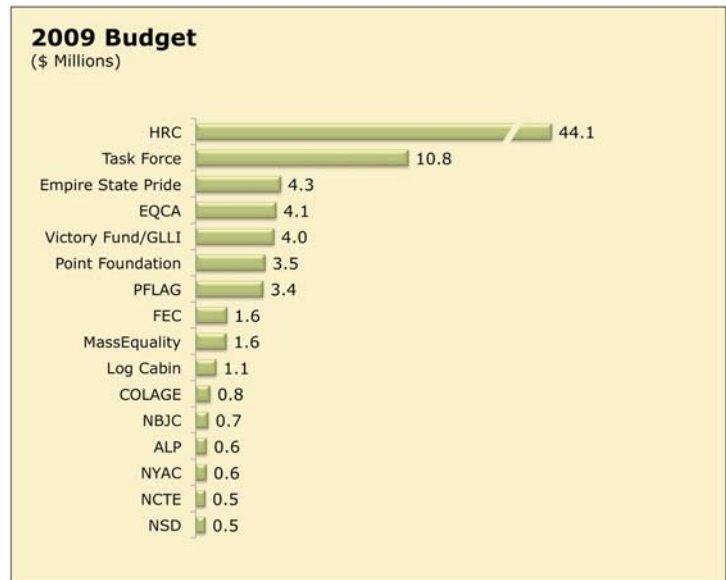
Basics

Category definition: Advocacy organizations advocate for a specific constituency across a broad spectrum of issues. They use a wide range of tactics, including legislative advocacy, public and media education, litigation, coalition building, protests and rallies, and research.

SAR coverage of this category: The 16 advocacy organizations in SAR represent 16 percent of 501(c)(3) LGBT-related advocacy organizations in the United States (101), and their combined budgets (\$82 million) represent 82 percent of these organizations’ total dollars (\$99.8 million).

Participants in this category:

- Audre Lorde Project, Inc.
- COLAGE
- Empire State Pride Agenda
- Equality California
- Family Equality Council
- Gay & Lesbian Victory Fund and Leadership Institute
- Human Rights Campaign and Foundation
- Log Cabin Republicans
- MassEquality
- National Black Justice Coalition
- National Center for Transgender Equality
- National Stonewall Democrats
- National Youth Advocacy Coalition
- PFLAG
- Point Foundation
- The Task Force



Combined 2009 budget: \$82.0 million

Legal types (2008 revenue):

| | C4 | C3 | PAC |
|--------------------|------|------|-----|
| ALP | | 100% | |
| COLAGE | | 100% | |
| Empire State Pride | 25% | 75% | |
| EQCA | 37% | 63% | |
| Family EQ | | 100% | |
| HRC | 80% | 20% | |
| Log Cabin | 66% | 34% | |
| MassEquality | 55% | 45% | |
| NBJC | | 100% | |
| NCTE | | 100% | |
| Natl Stonewall | 100% | | |
| NYAC | | 100% | |
| PFLAG | | 100% | |
| Point Foundation | | 100% | |
| Task Force | 9% | 91% | |
| Victory Fund/GLLI | | 41% | 59% |

Board and Staff Profile

Total board members: 323

Combined paid staff: 361

Total paid full-time staff: 351

Total paid part-time staff: 10

Average compensation:

Senior management: \$92,600

Highest paid staff member: \$137,800

Combined board and staff by ethnicity and gender:

| | Board | Staff |
|------------------------|-------|-------|
| <i>Ethnicity</i> | | |
| African American/Black | 9% | 12% |
| Asian/Pacific Islander | 4% | 5% |
| Caucasian | 73% | 72% |
| Hispanic/Latino(a) | 7% | 8% |
| Other | 11% | 5% |
| Women | 38% | 48% |
| Transgender persons | 7% | 5% |

Financial Profile

Combined revenue and expense (000s):

| | 2006 | | 2007 | | 2008 | |
|------------------------------|----------|-------|----------|-------|----------|-------|
| Revenue | \$73,040 | | \$75,907 | | \$96,047 | |
| <i>Expenses</i> | | | | | | |
| Programs | 48,462 | 71.4% | 52,954 | 73.3% | 70,491 | 78.0% |
| Fundraising | 11,418 | 16.8% | 10,192 | 14.1% | 10,416 | 11.5% |
| Management & general | 7,968 | 11.7% | 9,063 | 12.6% | 9,425 | 10.4% |
| Total expense | 67,848 | | 72,209 | | 90,332 | |
| Capital campaign net revenue | 348 | | 122 | | -298 | |
| Change in net assets | \$5,540 | | \$3,820 | | \$5,417 | |

Combined revenue mix (000s):

| | 2006 | | 2007 | | 2008 | |
|--------------------------|----------|-------|----------|-------|----------|-------|
| Government funding | \$1,423 | 1.9% | 1,193 | 1.6% | 1,274 | 1.3% |
| Program income | 865 | 1.2% | 805 | 1.1% | 1,207 | 1.3% |
| Individual gifts | 43,959 | 60.2% | 46,772 | 61.6% | 58,856 | 61.3% |
| Fundraising events (net) | 9,520 | 13.0% | 9,964 | 13.1% | 10,199 | 10.6% |
| Foundations | 10,317 | 14.1% | 10,364 | 13.7% | 16,499 | 17.2% |
| In-kind contributions | 1,343 | 1.8% | 1,797 | 2.4% | 1,983 | 2.1% |
| Corporations | 1,862 | 2.5% | 2,413 | 3.2% | 3,072 | 3.2% |
| Other | 3,751 | 5.1% | 2,609 | 3.4% | 2,957 | 3.1% |
| Total revenue | \$73,040 | | \$75,907 | | \$96,047 | |
| Annual increase | n/a | | 4% | | 27% | |

Note: Expense percentages above are affected by each organization's allocation methodology. See page 4 for cautions.

Average days of working capital:

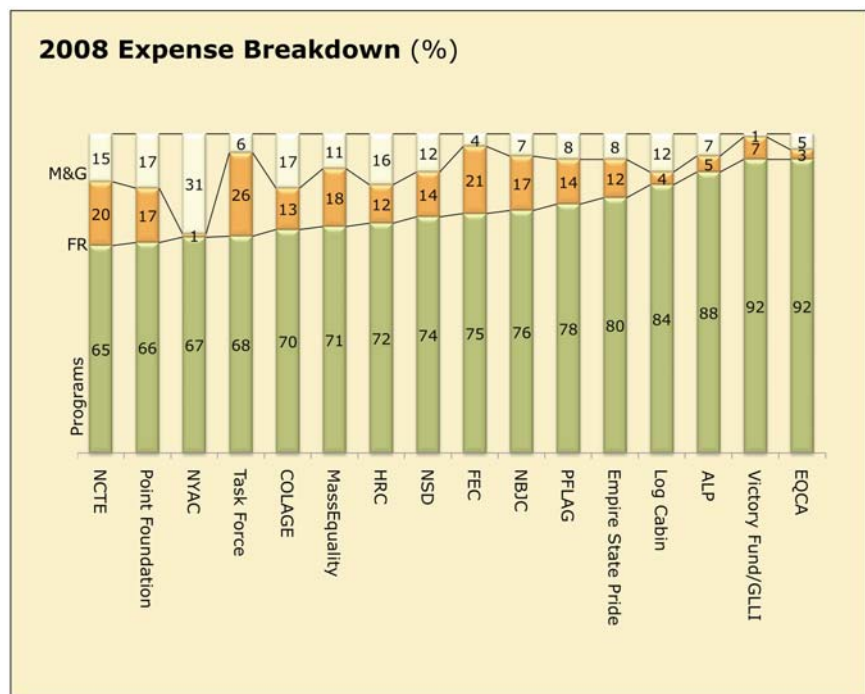
138 in 2006 falling to 123 in 2008

Average net working capital ratio:

54% in 2006 falling to 40% in 2008

2008 performance on charity watchdog benchmarks:

All advocacy organizations met all AIP and BBB benchmarks in 2008.



Fundraising Profile

Total contactable names in fundraising databases: 3,262,003

Total individual donors:

| | 2006 | 2007 | 2008 |
|------------------|---------|---------|---------|
| Donors > \$35 | 228,565 | 224,182 | 272,925 |
| Annual increase | n/a | -2% | 22% |
| Donors > \$1,000 | 14,692 | 12,549 | 13,265 |
| Annual increase | n/a | -15% | 6% |

Health of fundraising operations:

| | 2006 | 2007 | 2008 |
|--|--------|--------|--------|
| Average fundraising expense to raise \$1 | \$0.13 | \$0.11 | \$0.13 |
| Average % turnover of individual donors | 42% | 51% | 50% |
| Average % revenue from top 10 donors | 45% | 41% | 41% |

Themes from Goals-and-Objectives Narratives

The 16 advocacy organizations in the 2009 SAR work on a wide array of issues, represent diverse constituencies, and use a multitude of strategies and tactics to accomplish their goals and fulfill their missions. Due to space limitations, this sampling of trends across their planned accomplishments is by no means exhaustive. It is, however, generally representative of the major programs and issues that LGBT advocacy organizations will work on over the next five years.

First, it will be no surprise that advocacy organizations frequently mention advancing family-related policies and workplace protections as key goals. Family policy work is often defensive, as when organizing to defeat an anti-marriage amendment or fight an anti-adoption initiative. More often, though, organizations are working to build public support for relationship recognition and adoption or fostering rights through public education and other organizing and outreach efforts. Several groups plan programs that tell the stories of LGBT families in order to appeal to the hearts (not just the minds) of the general public.

About half of advocacy organizations conduct programs related to youth. This work most frequently involves building support for safe schools policies in states and local school districts. Working in schools not only improves the safety and well-being of LGBT youth, but it also helps build straight allies by educating all students about the needs of LGBT people and the realities they face. Also in education, the Point Foundation provides meritorious LGBT students with college scholarships, mentoring, and leadership training. The organization plans to pilot an internship program that will give Point Scholars meaningful work experience connected to their academic preparation and career aspirations.

Almost half of the advocacy organizations in SAR describe programs designed specifically to reach out to or meet the needs of LGBT people of color. The National Black Justice Coalition and the Audre Lorde Project, for example, specifically represent and serve people of color (POC) throughout their work. Other organizations are placing new and expanded emphasis on programs that are culturally competent, welcoming, and relevant to all people. HRC, for example, will apply its recent *Equality Forward* research—into the political attitudes, beliefs and opinions of more than 5,000 African-American, Latino/a and Asian Pacific Islander LGBT people – to develop a toolkit for employers to facilitate dialogue between LGBT and straight POC. COLAGE will launch its *Voices Raised* initiative to deepen the engagement and leadership of COLAGERS of color (or with LGBTQ parents of color) within the organization and empower COLAGERS of color to advocate for themselves and their families at the local, state, and national levels.

More than a third of advocacy organizations mention programs explicitly designed for transgender people (beyond simply including gender identity in workplace nondiscrimination advocacy), up from just a handful of groups in prior years. The National Center for Transgender Equality and the Audre Lorde Project infuse transgender concerns throughout their programs. Among general LGBT organizations, Empire State Pride Agenda and MassEquality are working to pass gender identity employment nondiscrimination and hate crimes laws, respectively, where the subject protections already exist for LGB people. In another example, HRC will issue *Transgender Visibility: A Guide to Being You* and develop a “bill of rights” for transgender children and families as a springboard to future HRC/coalition work.

Compared to the past three SARs, fewer advocacy organizations mention programs targeting religious or faith-based communities, perhaps because the Religious Right’s political power seems to have waned. In last year’s SAR, nearly half of

advocacy organizations included a religious or faith-based component to their program work. This year less than a third mention religious programs and only the National Black Justice Coalition plans to expand religious affairs programming.

New this year is advocacy organizations' emphasis on changing federal and state regulations and seeking funding from pots controlled by executive branches – likely because of the election of an LGBT-friendly President and several LGBT-friendly governors. Slightly less than half of advocacy organizations articulate goals in this area. For example, Family Equality Council aims to expand the narrow definitions of “family” contained in federal administrative regulations, thus increasing LGBT individuals' access to federal programs, projects, and services. The National Center for Transgender Equality seeks to modify at least five major federal policies or administrative practices to diminish anti-transgender discrimination. HRC will work with the Obama administration to implement executive branch recommendations in HRC's *Blueprint for Positive Change*. Finally, the most extensive effort in this regard is the Task Force's *New Beginning Initiative*, a collaboration of about 20 national LGBT organizations that aims to achieve 20 concrete, non-legislative federal administration policy changes to improve LGBT people's lives.

Several advocacy organizations plan to collect data about their constituencies and the issues on which they work. For example, NCTE and The Task Force will disseminate the first academically-sound national survey on the prevalence of anti-transgender discrimination in the U.S., based on the largest sampling of transgender experience ever (6,500 respondents). The Task Force also will issue an update of its groundbreaking 2003 report on LGBT aging, *Outing Age*. These efforts will contribute to the LGBT movement's collective knowledge about its constituents and their needs, which are often talked about anecdotally rather than as hard facts or data.

In a unique effort, MassEquality will conduct a nationwide public relations campaign to spread the word that “marriage equality is good for families, good for society, and good for the economy.” Occasioned by the fifth anniversary of marriage equality in MA, the campaign will focus on several studies that reinforce the positive social and economic outcomes of marriage equality in MA.

Finally, nearly two-thirds of advocacy organizations in SAR mention goals involving their own organizational growth or sustenance. Four organizations each cite goals related to increasing fundraising revenue, increasing number of members (individual donors), and expanding staff. Three organizations each mention improving technological infrastructure and enhancing marketing and communications.

6. COMPOSITE PROFILE – ARTS/MEDIA ORGANIZATIONS

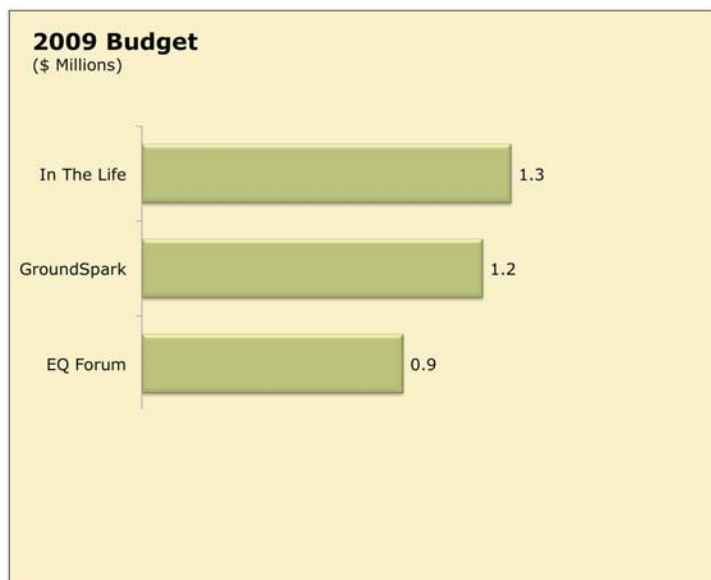
Basics

Category definition: Arts/media organizations use film, television, and other media to educate the public about LGBT Americans and the LGBT movement’s fight for equality. They also serve as archivists for the movement.

SAR coverage of this category: The three arts/media organizations in SAR represent two percent of 501(c)(3) LGBT-related arts/media organizations in the United States (126), and their combined budgets (\$3.4 million) represent 14 percent of these organizations’ total dollars (\$24.6 million).⁹ Many of the arts/media organizations not in SAR are local LGBT pride festivals or chapters of LGBT choruses.

Participants in this category:

- Equality Forum
- GroundSpark
- In The Life Media, Inc.



Combined 2009 budget: \$3.4 million

Legal types (2008 revenue):

| | C4 | C3 | PAC |
|-------------|----|------|-----|
| EQ Forum | | 100% | |
| GroundSpark | | 100% | |
| In The Life | | 100% | |

Board and Staff Profile

Total board members: 38

Combined paid staff: 25

Total paid full-time staff: 21

Total paid part-time staff: 4

Average compensation:

Senior management: \$66,200

Highest paid staff member: \$114,400

Combined board and staff by ethnicity and gender:

| | Board | Staff |
|------------------------|-------|-------|
| <i>Ethnicity</i> | | |
| African American/Black | 18% | 8% |
| Asian/Pacific Islander | 5% | 12% |
| Caucasian | 71% | 72% |
| Hispanic/Latino(a) | 5% | 8% |
| Other | 0% | 0% |
| Women | 53% | 60% |
| Transgender persons | 0% | 0% |

Financial Profile

Combined revenue and expense (000s):

| | 2006 | | 2007 | | 2008 | |
|------------------------------|--------------|-------|---------------|-------|--------------|-------|
| Revenue | \$3,974 | | \$3,219 | | \$3,882 | |
| <i>Expenses</i> | | | | | | |
| Programs | 2,190 | 66.4% | 2,867 | 76.3% | 2,720 | 71.7% |
| Fundraising | 411 | 12.5% | 506 | 13.5% | 638 | 16.8% |
| Management & general | <u>696</u> | 21.1% | <u>387</u> | 10.3% | <u>438</u> | 11.5% |
| Total expense | <u>3,297</u> | | <u>3,760</u> | | <u>3,796</u> | |
| Capital campaign net revenue | 0 | | 0 | | 0 | |
| Change in net assets | <u>\$677</u> | | <u>\$-541</u> | | <u>\$86</u> | |

Combined revenue mix (000s):

| | 2006 | | 2007 | | 2008 | |
|--------------------------|----------------|-------|----------------|-------|----------------|-------|
| Government funding | \$310 | 7.8% | \$336 | 10.4% | \$365 | 9.4% |
| Program income | 687 | 17.3% | 573 | 17.8% | 465 | 12.0% |
| Individual gifts | 978 | 24.6% | 1,114 | 34.6% | 1,285 | 33.1% |
| Fundraising events (net) | 75 | 1.9% | 104 | 3.2% | 81 | 2.1% |
| Foundations | 1,847 | 46.5% | 1,052 | 32.7% | 1,543 | 39.7% |
| In-kind contributions | 0 | 0% | 0 | 0% | 120 | 3.1% |
| Corporations | 35 | 0.9% | 10 | 0.3% | 11 | 0.3% |
| Other | <u>42</u> | 1.1% | <u>30</u> | 0.9% | <u>12</u> | 0.3% |
| Total revenue | <u>\$3,974</u> | | <u>\$3,219</u> | | <u>\$3,882</u> | |
| Annual increase | n/a | | -19% | | 21% | |

Note: Expense percentages above are affected by each organization's allocation methodology. See page 4 for cautions.

Average days of working capital:

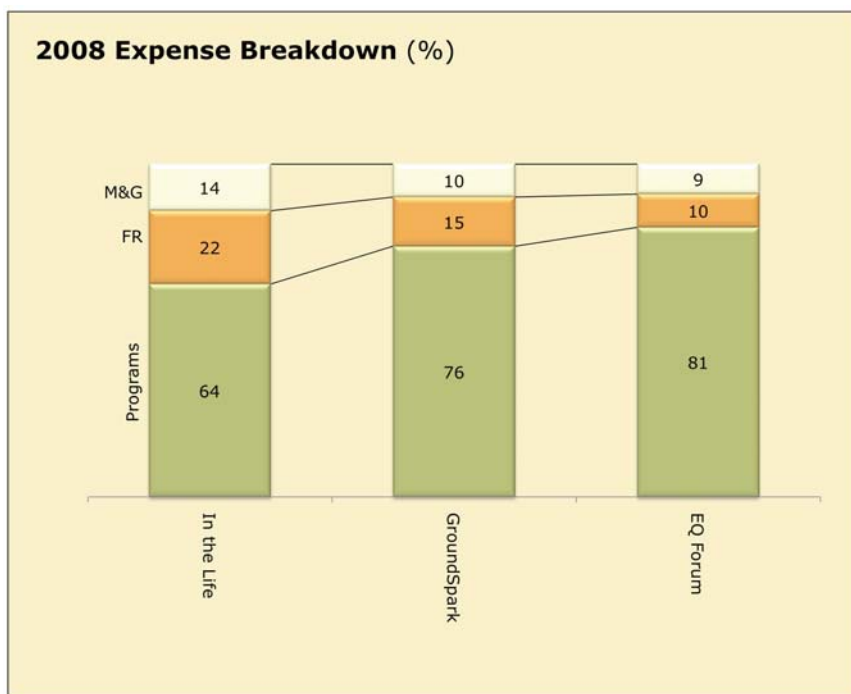
108 in 2006 falling to 44 in 2008

Average net working capital ratio:

35% in 2006 rising to 37% in 2008

2008 performance on charity watchdog benchmarks:

Where corresponding data is available, all arts/media organizations met all AIP and BBB benchmarks in 2008.



Fundraising Profile

Total contactable names in fundraising databases: 92,706

Total individual donors:

| | 2006 | 2007 | 2008 |
|------------------|-------|-------|-------|
| Donors > \$35 | 2,525 | 2,842 | 2,058 |
| Annual increase | n/a | 13% | -28% |
| Donors > \$1,000 | 143 | 202 | 179 |
| Annual increase | n/a | 41% | -11% |

Health of fundraising operations:

| | 2006 | 2007 | 2008 |
|--|--------|--------|--------|
| Average fundraising expense to raise \$1 | \$0.11 | \$0.18 | \$0.19 |
| Average % turnover of individual donors | 42% | 34% | 27% |
| Average % revenue from top 10 donors | 39% | 53% | 49% |

Themes from Goals-and-Objectives Narratives

The three arts/media organizations use television, film, a LGBT civil rights forum, and other media to educate and inform audiences – both LGBT and straight – on issues related to LGBT equality and to move those audiences to action. Their work furthers the current fight for equality and also documents and preserves the LGBT movement’s history and past leaders and accomplishments. Put simply, these organizations work to make the advocacy efforts of other LGBT organizations come alive in the hearts and minds of the public.

Collaborative work is a primary strategy for arts/media groups. GroundSpark, for example, is developing a collaborative rapid-response team that will use the best strengths of 30 national organizations to support school district officials who come under attack for implementing gay-inclusive policies or curricula. Recently, GroundSpark produced more than 30 community screenings of its new film, *Straightlaced – How Gender’s Got Us All Tied Up*, in partnership with local LGBT, youth advocacy, and education organizations.

The Equality Forum aims to make GLBT History Month the largest LGBT collaboration ever by increasing the number of organizations and educational institutions that link to its Web-based educational resources by 1500 percent. Finally, “Media for the Movement,” a new three-year strategic plan by In the Life Media (ITLM), calls for that organization to become a media production and distribution house for the larger LGBT movement.

Another prominent theme in ITLM’s and GroundSpark’s key planned accomplishments is the use of new technologies to convert viewers into activists. ITLM plans to produce original, issue-oriented content designed specifically for broad online distribution by partners and individual activists, along with mechanisms to steer viewers to Web and social networking sites where they can act on what they’ve seen. For example, ITLM will create a new video player/activism widget that enables immediate viewer action, with the push of a button, and stores viewer information for later relationship-building activities. Likewise, GroundSpark will transition to digital delivery systems that enable educational institutions to download or stream RFAP programming and professional development.

7. COMPOSITE PROFILE – CAPACITY-BUILDING/RESEARCH ORGANIZATIONS

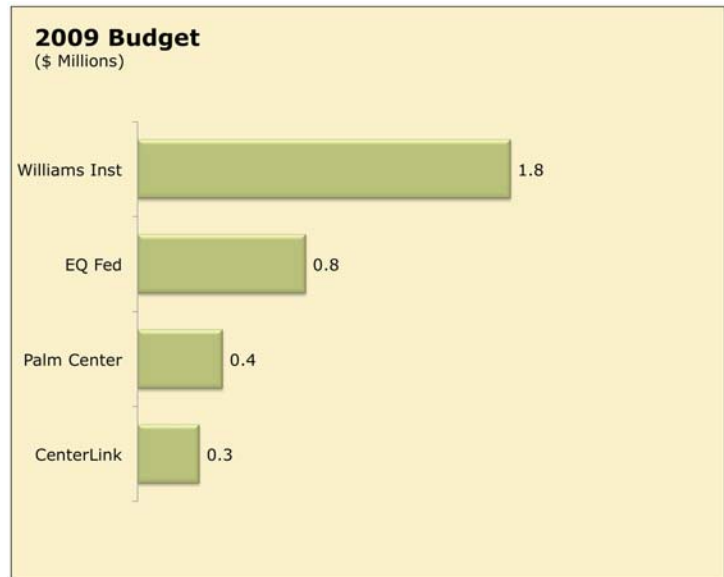
Basics

Category definition: Capacity-building/research organizations provide training and infrastructure development services to LGBT and allied organizations, and data and information to the LGBT movement and the general public on the social and economic status and needs of LGBT people.

SAR coverage of this category: The four capacity-building/research organizations in SAR represent 22 percent of 501(c)(3) LGBT-related capacity-building/research organizations in the United States (18), and their combined budgets (\$3.2 million) represent 60 percent of these organizations’ total dollars (\$5.3 million).¹⁰ The capacity-building/research organizations not included in SAR are very small, with average revenues of around \$200,000.

Participants in this category:

- CenterLink
- Equality Federation
- The Palm Center
- The Williams Institute



Combined 2009 budget: \$3.2 million

Legal types (2008 revenue):

| | C4 | C3 | PAC |
|---------------|-----|------|-----|
| CenterLink | | 100% | |
| EQ Fed | 30% | 70% | |
| Palm Center | | 100% | |
| Williams Inst | | 100% | |

Board and Staff Profile

Total board members: 68

Combined paid staff: 27

Total paid full-time staff: 16

Total paid part-time staff: 11

Average compensation:

Senior management: \$74,400

Highest paid staff member: \$97,600

Combined board and staff by ethnicity and gender:

| | Board | Staff |
|------------------------|-------|-------|
| <i>Ethnicity</i> | | |
| African American/Black | 10% | 7% |
| Asian/Pacific Islander | 6% | 11% |
| Caucasian | 81% | 70% |
| Hispanic/Latino(a) | 1% | 11% |
| Other | 1% | 0% |
| Women | 49% | 44% |
| Transgender persons | 3% | 0% |

Financial Profile

Combined revenue and expense (000s):

| | 2006 | | 2007 | | 2008 | |
|------------------------------|---------|-------|---------|-------|---------|-------|
| Revenue | \$4,669 | | \$4,842 | | \$6,329 | |
| <i>Expenses</i> | | | | | | |
| Programs | 1,471 | 84.3% | 2,434 | 82.9% | 2,761 | 86.4% |
| Fundraising | 141 | 8.1% | 312 | 10.6% | 241 | 7.5% |
| Management & general | 135 | 7.7% | 192 | 6.5% | 193 | 6.0% |
| Total expense | 1,747 | | 2,938 | | 3,195 | |
| Capital campaign net revenue | 0 | | 0 | | 0 | |
| Change in net assets | \$2,922 | | \$1,904 | | \$3,134 | |

Combined revenue mix (000s):

| | 2006 | | 2007 | | 2008 | |
|--------------------------|---------|-------|---------|-------|---------|-------|
| Government funding | \$293 | 6.3% | \$20 | 0.4% | \$217 | 3.4% |
| Program income | 55 | 1.2% | 229 | 4.7% | 421 | 6.7% |
| Individual gifts | 1,092 | 23.4% | 1,649 | 34.1% | 2,614 | 41.3% |
| Fundraising events (net) | 127 | 2.7% | 281 | 5.8% | 333 | 5.3% |
| Foundations | 2,318 | 49.6% | 1,791 | 37.0% | 1,880 | 29.7% |
| In-kind contributions | 31 | 0.7% | 56 | 1.2% | 138 | 2.2% |
| Corporations | 11 | 0.2% | 54 | 1.1% | 175 | 2.8% |
| Other | 742 | 15.9% | 762 | 15.7% | 551 | 8.7% |
| Total revenue | \$4,669 | | \$4,842 | | \$6,329 | |
| Annual increase | n/a | | 4% | | 31% | |

Note: Expense percentages above are affected by each organization's allocation methodology. See page 4 for cautions.

Average days of working capital:

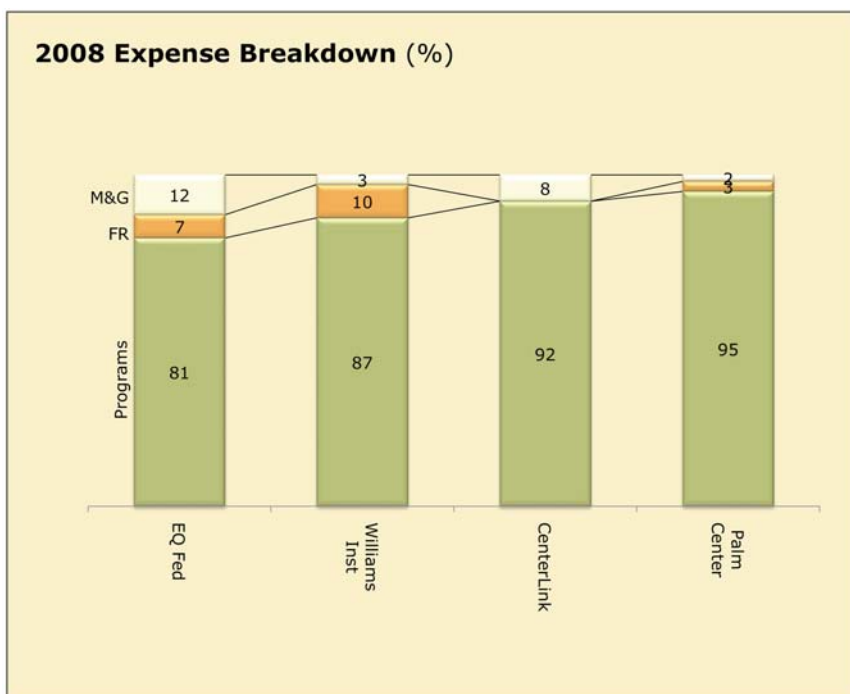
246 in 2006 falling to 200 in 2008

Average net working capital ratio:

63% in 2006 rising to 57% in 2008

2008 performance on charity watchdog benchmarks:

Where corresponding data is available, all capacity-building/research organizations met all AIP and BBB benchmarks in 2008.



Fundraising Profile

Total contactable names in fundraising databases: 1,171,367

Total individual donors:

| | 2006 | 2007 | 2008 |
|------------------|------|------|------|
| Donors > \$35 | 191 | 346 | 405 |
| Annual increase | n/a | 81% | 17% |
| Donors > \$1,000 | 46 | 128 | 118 |
| Annual increase | n/a | 178% | -8% |

Health of fundraising operations:

| | 2006 | 2007 | 2008 |
|--|--------|--------|--------|
| Average fundraising expense to raise \$1 | \$0.04 | \$0.07 | \$0.03 |
| Average % turnover of individual donors | 44% | 40% | 48% |
| Average % revenue from top 10 donors | 79% | 71% | 74% |

Themes from Goals-and-Objectives Narratives

The four capacity-building/research organizations in SAR provide a wide range of services and products to help advance LGBT equality in the U.S. They engage all levels of government and society, from small towns and cities to state capitals and Washington, DC. The Equality Federation and CenterLink are membership organizations whose work focuses on building their members' strength, impact, and capacity. The Williams Institute and the Palm Center undertake rigorous research on LGBT policy issues, adding academic heft to LGBT advocacy.

As membership groups, CenterLink and Equality Federation have the ability to impact more than 200 LGBT organizations and many more hundreds of individuals who work or volunteer for them. CenterLink serves about 160 LGBT community centers across the country and the Equality Federation represents and serves more than 50 statewide LGBT advocacy groups in 41 states. Both groups help their members build stable, well-managed operations and provide members with information and programs related to national LGBT issues and advocacy. In 2009, CenterLink launched a partnership with Johnson Family Foundation to provide technical assistance and support that will increase the quality and variety of LGBT community centers' mental health services.

Similar to CenterLink, Equality Federation develops operational and programmatic plans for its members, helping them become effective organizations that can impact the policymaking process in their states. Equality Federation tailors programs to meet the diverse needs of its members. For example, states with all-volunteer organizations have different development needs than those that have multi-million dollar operations with paid professionals, and the organization's plans for the next several years reflect this reality.

Both Equality Federation and CenterLink are undertaking planning projects across their respective constituents. Equality Federation is producing a state-centered strategic agenda for the U.S., based on development of 25 state-based advocacy plans. CenterLink is creating long-term, sustainable diversity and inclusion initiatives for LGBT community centers and promoting wider, systemic change in LGBT movement leadership. In 2008, CenterLink launched a collaboration with the Pipeline Project to identify barriers to leaders of color and to strategize ways to enhance their inclusion in LGBT movement leadership. CenterLink initially recruited 16 community centers to participate in four regional cohorts.

The Palm Center, based at the University of California, Santa Barbara, and the Williams Institute, based at the UCLA School of Law, strive to inject data and other evidence into controversial policy discussions and issues. The Palm Center's Don't Ask, Don't Tell (DADT) Project, for example, informs public discussion of LGBT and other marginalized sexual identities in the U.S. Armed Forces. The project's combination of research, outreach to military leadership and academies, and media work is a powerful ally in the fight to open the military to the LGB community. For example, Palm Center scholar Nathaniel Frank's 2009 book, *Unfriendly Fire*, has been hailed as the definitive history of DADT and the definitive refutation of anti-gay arguments used to justify it. The book generated a *New York Times* review and appearances on *The Daily Show*, *Anderson Cooper 360*, and the *Rachel Maddow Show*.

The Williams Institute plans to ensure that its research influences key decision makers and the general public. It aims to complete 10+ major research projects in FY2010, including reports on the impact of same-sex marriage on couples and the broader community (on occasion of the five year anniversary of marriage in MA), and the impact of LGBT couples' rights on state economies and budgets. Williams Institute staff will also conduct policy trainings for state and federal judges,

bench officers, and other court personnel to help these officials better understand the needs and experiences of the LGBT community and related laws. Williams Institute scholars and their research were quoted in 480+ media stories in FY2008.

These four organizations and their work can impact hundreds of organizations and thousands of people. They provide the on-the-ground training and intellectual rigor that the LGBT movement needs to advance its fight for equality.

8. COMPOSITE PROFILE – COMMUNITY CENTERS

Basics

Category definition: LGBT community centers are the primary point of contact for people coming out, seeking LGBT health services, community information, and referrals. In many cities and towns, community centers are the only local LGBT community resource.

SAR coverage of this category: The 12 centers in SAR represent just eight percent of all active LGBT community centers in the United States (158), but their combined budgets (\$84.5 million) cover a full 82 percent of all LGBT community center dollars (\$102.8 million).¹¹

Participants in this category:

- Affirmations Lesbian and Gay Community Center – *Detroit/SE Michigan*
- Bienestar Human Services (Bienestar) – *LA and San Bernardino Counties/San Diego*
- Center on Halsted – *Chicago*
- Compass, Inc. – *Palm Beach County*
- Gay Community Center of Richmond – *Central Virginia*
- The GLBT Community Center of Colorado
- L.A. Gay & Lesbian Center
- The LGBT Community Center – NYC
- Resource Center of Dallas
- The San Diego LGBT Community Center
- San Francisco LGBT Community Center
- Wingspan – *Southern Arizona*



Combined 2009 budget: \$84.5 million

Legal types (2008 revenue):

| | C4 | C3 | PAC |
|--------------|----|------|-----|
| Affirmations | 1% | 99% | |
| Bienestar | | 100% | |
| Colo CC | | 100% | |
| Compass | | 100% | |
| GCCR | | 100% | |
| Halsted | | 100% | |
| LA Center | | 100% | |
| NYC CC | | 100% | |
| RCD | | 100% | |
| San Diego CC | | 100% | |
| San Fran CC | | 100% | |
| Wingspan | | 100% | |

Board and Staff Profile

Total board members: 175

Combined paid staff: 687

Total paid full-time staff: 571

Total paid part-time staff: 116

Average compensation:

Senior management: \$85,400

Highest paid staff member: \$129,100

Combined board and staff by ethnicity and gender:

| | Board | Staff |
|------------------------|-------|-------|
| <i>Ethnicity</i> | | |
| African American/Black | 5% | 14% |
| Asian/Pacific Islander | 3% | 5% |
| Caucasian | 79% | 43% |
| Hispanic/Latino(a) | 13% | 34% |
| Other | 1% | 4% |
| Women | 43% | 47% |
| Transgender persons | 2% | 6% |

Financial Profile

Combined revenue and expense (000s):

| | 2006 | | 2007 | | 2008 | |
|------------------------------|----------|-------|----------|-------|----------|-------|
| Revenue | \$70,671 | | \$79,447 | | \$85,059 | |
| <i>Expenses</i> | | | | | | |
| Programs | 56,914 | 82.3% | 59,066 | 80.6% | 69,293 | 83.4% |
| Fundraising | 5,763 | 8.3% | 6,469 | 8.8% | 8,096 | 9.7% |
| Management & general | 6,475 | 9.4% | 7,737 | 10.6% | 5,705 | 6.9% |
| Total expense | 69,152 | | 73,272 | | 83,094 | |
| Capital campaign net revenue | 7,772 | | 1,424 | | 90 | |
| Change in net assets | \$9,291 | | \$7,599 | | \$2,055 | |

Combined revenue mix (000s):

| | 2006 | | 2007 | | 2008 | |
|--------------------------|----------|-------|----------|-------|----------|-------|
| Government funding | \$26,809 | 37.9% | \$26,705 | 33.6% | \$28,158 | 33.1% |
| Program income | 23,668 | 33.5% | 25,310 | 31.8% | 29,582 | 34.8% |
| Individual gifts | 8,033 | 11.4% | 9,336 | 11.8% | 8,751 | 10.3% |
| Fundraising events (net) | 5,939 | 8.4% | 8,038 | 10.1% | 9,011 | 10.6% |
| Foundations | 3,021 | 4.3% | 3,448 | 4.3% | 5,551 | 6.5% |
| In-kind contributions | 1,176 | 1.7% | 2,009 | 2.5% | 1,574 | 1.9% |
| Corporations | 738 | 1.0% | 1,182 | 1.5% | 1,045 | 1.2% |
| Other | 1,287 | 1.8% | 3,419 | 4.3% | 1,387 | 1.6% |
| Total revenue | \$70,671 | | \$79,447 | | \$85,059 | |
| Annual increase | n/a | | 12% | | 7% | |

Note: Expense percentages above are affected by each organization's allocation methodology. See page 4 for cautions.

Average days of working capital:

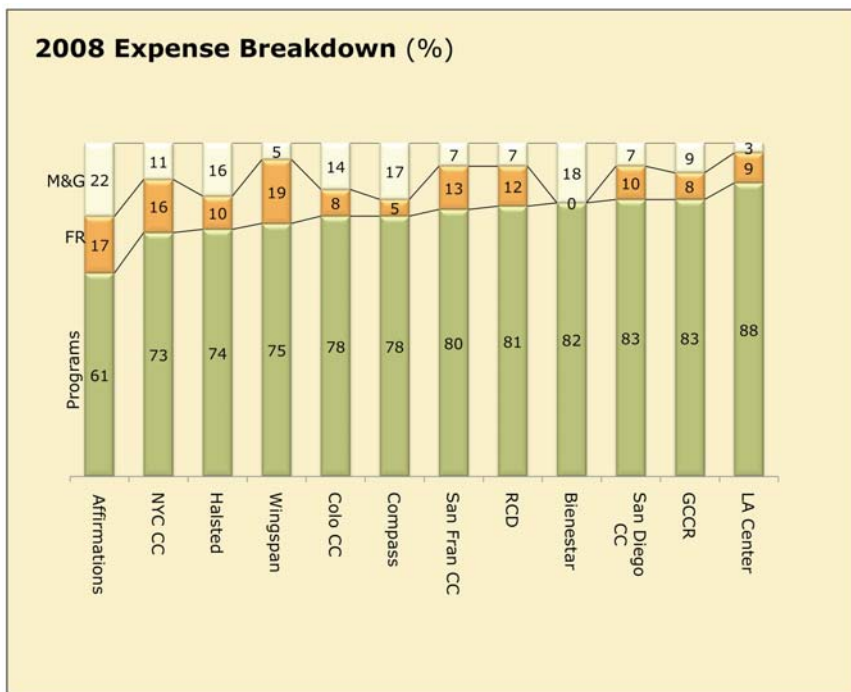
143 in 2006 falling to 87 in 2008

Average net working capital ratio:

25% in 2006 falling to 20% in 2008

2008 performance on charity watchdog benchmarks:

The LA Center's fundraising expense to raise \$1 (\$0.42) does not meet the watchdog benchmark. Otherwise, where corresponding data is available, centers met all AIP and BBB benchmarks in 2008.



Fundraising Profile

Total contactable names in fundraising databases: 347,956

Total individual donors:

| | 2006 | 2007 | 2008 |
|------------------|------------|--------|--------|
| Donors > \$35 | 36,127 | 39,861 | 43,455 |
| Annual increase | <i>n/a</i> | 10% | 9% |
| Donors > \$1,000 | 1,931 | 2,182 | 2,022 |
| Annual increase | <i>n/a</i> | 13% | -7% |

Health of fundraising operations:

| | 2006 | 2007 | 2008 |
|--|--------|--------|--------|
| Average fundraising expense to raise \$1 | \$0.19 | \$0.19 | \$0.21 |
| Average % turnover of individual donors | 54% | 48% | 47% |
| Average % revenue from top 10 donors | 28% | 22% | 23% |

Themes from Goals-and-Objectives Narratives

LGBT community centers are some of the most programmatically diverse organizations in the LGBT movement. They not only provide LGBT individuals with a wide range of direct social and health services, but they also engage in local, state, and (in a few instances) national advocacy efforts. For many LGBT people, the local community center is their first contact with the LGBT movement. And in some areas, the local community center is the only LGBT-specific resource for residents.

The 12 LGBT community centers in SAR provide varying levels of detail in their descriptions of key one-year and five-year planned accomplishments. Seven of the centers provide primarily operational goals and five provide primarily programmatic goals.

Looking first at centers' programmatic goals, nearly all describe programs for LGBT youth and/or families, and several have programs targeting transgender individuals, people of color, and immigrants. In what is likely a growing trend, five centers describe planned programming for LGBT seniors. Wingspan, in particular, describes senior social and educational opportunities, support networks, a senior-focused newsletter, and training for health care providers about LGBT elders' needs.

Other programs and services include arts and cultural events (e.g., providing space for performances and exhibits created for and by the LGBT community), anti-violence programs (e.g., providing confidential support services to victims and survivors of domestic violence, hate crimes, and harassment), and general health and wellness programs (e.g., free HIV/STD testing and tobacco-use prevention). The LA Center, Bienestar, Compass, and the Center in NYC operate primary care and/or mental health services, and the LA Center operates an emergency shelter for homeless LGBT youth. Three centers described economic/workforce development programs (e.g., job skill and job search workshops, aid to small businesses), with that of The San Francisco center being the most extensive.

Compass and the centers in Richmond and Colorado describe substantial efforts to build and lead regional networks of LGBT and allied organizations. In fact, Compass's public-private partnership with the City of Lake Worth to revitalize its downtown urban core won several awards. Three centers cite planned accomplishments in the policy and advocacy arenas. Specifically, the LA Center hired a Senior Policy Counsel to create a Policy & Community Building Department, and Bienestar conducts annual Congressional briefings on the LGBT and HIV/AIDS needs of Latinos. Bienestar plans to open a national advocacy office in DC.

Regarding internal operations, nine centers cite fundraising-related goals, six have goals relating to board/staff/volunteer development, and three centers each mention improving or expanding physical space, marketing and communications, and the ability to measure program results.

9. COMPOSITE PROFILE – ISSUE ORGANIZATIONS

Basics

Category definition: Issue organizations advocate for a specific issue or constituency using a wide range of tactics, including legislative advocacy, public and media education, litigation, coalition building, protests and rallies, and research.

SAR coverage of this category: The 12 issue organizations in SAR represent 21 percent of 501(c)(3) LGBT-serving issue organizations in the United States (58), but their combined budgets (\$36.4 million) exceed these organizations’ total dollars (\$30.4 million) due to a difference in data collection timing.¹²

Participants in this category:

- Council for Global Equality
- Freedom to Marry
- Gay & Lesbian Alliance Against Defamation
- Gay, Lesbian and Straight Education Network
- Gay-Straight Alliance Network
- Immigration Equality
- NYC Gay and Lesbian Anti-Violence Project
- Out & Equal Workplace Advocates
- Servicemembers Legal Defense Network
- Services & Advocacy for GLBT Elders
- Soulforce
- The Trevor Project



Combined 2009 budget: \$36.4 million

Legal types (2008 revenue):

| | C4 | C3 | PAC |
|------------------|----|------|-----|
| CGE | | 100% | |
| Freedom to Marry | | 100% | |
| GLAAD | | 100% | |
| GLSEN | | 100% | |
| GSA Network | | 100% | |
| Imm EQ | | 100% | |
| NYCAVP | | 100% | |
| Out & Equal | | 100% | |
| SAGE | | 100% | |
| SLDN | | 100% | |
| Soulforce | | 100% | |
| Trevor Project | | 100% | |

Board and Staff Profile

Total board members: 185

Combined paid staff: 198

Total paid full-time staff: 185

Total paid part-time staff: 13

Average compensation:

Senior management: \$103,200

Highest paid staff member: \$139,100

Combined board and staff by ethnicity and gender:

| | Board | Staff |
|------------------------|-------|-------|
| <i>Ethnicity</i> | | |
| African American/Black | 7% | 10% |
| Asian/Pacific Islander | 4% | 6% |
| Caucasian | 76% | 63% |
| Hispanic/Latino(a) | 12% | 20% |
| Other | 2% | 2% |
| Women | 36% | 43% |
| Transgender persons | 3% | 6% |

Financial Profile

Combined revenue and expense (000s):

| | 2006 | | 2007 | | 2008 | |
|------------------------------|----------|-------|----------|-------|----------|-------|
| Revenue | \$29,165 | | \$34,337 | | \$55,792 | |
| <i>Expenses</i> | | | | | | |
| Programs | 22,308 | 77.4% | 25,245 | 77.1% | 34,958 | 80.9% |
| Fundraising | 3,654 | 12.7% | 4,425 | 13.5% | 5,051 | 11.7% |
| Management & general | 2,848 | 9.9% | 3,078 | 9.4% | 3,210 | 7.4% |
| Total expense | 28,810 | | 32,748 | | 43,219 | |
| Capital campaign net revenue | 0 | | 0 | | 0 | |
| Change in net assets | \$355 | | 1,590 | | 12,573 | |

Combined revenue mix (000s):

| | 2006 | | 2007 | | 2008 | |
|--------------------------|----------|-------|----------|-------|----------|-------|
| Government funding | \$2,039 | 7.0% | \$2,131 | 6.2% | \$2,532 | 4.5% |
| Program income | 787 | 2.7% | 1,345 | 3.9% | 1,450 | 2.6% |
| Individual gifts | 10,402 | 35.7% | 11,935 | 34.8% | 22,928 | 41.0% |
| Fundraising events (net) | 3,475 | 11.9% | 3,305 | 9.6% | 4,551 | 8.1% |
| Foundations | 5,769 | 19.8% | 6,836 | 19.9% | 8,740 | 15.6% |
| In-kind contributions | 4,725 | 16.2% | 6,077 | 17.7% | 12,506 | 22.4% |
| Corporations | 1,587 | 5.4% | 2,270 | 6.6% | 2,863 | 5.1% |
| Other | 381 | 1.3% | 438 | 1.3% | 347 | 0.6% |
| Total revenue | \$29,165 | | \$34,337 | | \$55,792 | |
| Annual increase | n/a | | 18% | | 63% | |

Note: Expense percentages above are affected by each organization's allocation methodology. See page 4 for cautions.

Average days of working capital:

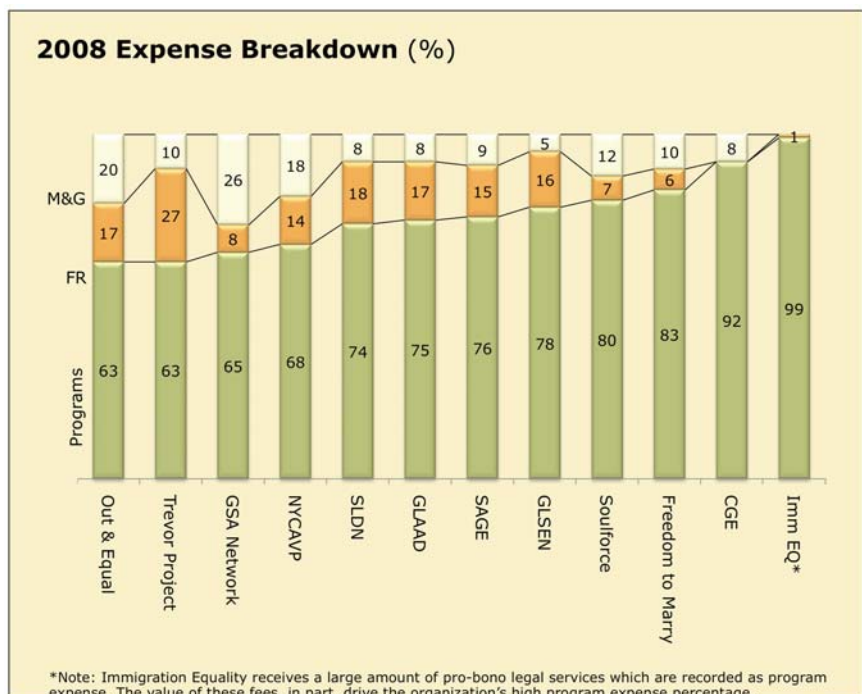
133 in 2006 and in 2008

Average net working capital ratio:

59% in 2006 falling to 52% in 2008

2008 performance on charity watchdog benchmarks:

Where corresponding data is available, all issue organizations met all AIP and BBB benchmarks in 2008.



Fundraising Profile

Total contactable names in fundraising databases: 490,429

Total individual donors:

| | 2006 | 2007 | 2008 |
|------------------|--------|--------|--------|
| Donors > \$35 | 18,671 | 19,466 | 22,249 |
| Annual increase | n/a | 4% | 14% |
| Donors > \$1,000 | 1,519 | 1,798 | 1,730 |
| Annual increase | n/a | 18% | -4% |

Health of fundraising operations:

| | 2006 | 2007 | 2008 |
|--|--------|--------|--------|
| Average fundraising expense to raise \$1 | \$0.13 | \$0.13 | \$0.14 |
| Average % turnover of individual donors | 47% | 51% | 54% |
| Average % revenue from top 10 donors | 43% | 47% | 49% |

Themes from Goals-and-Objectives Narratives

The 2009 SAR includes 12 organizations that work on specific issues. As a group, the 12 issue organizations tackle anti-LGBT violence, media fairness, military service, religion, workplace equality, marriage and relationship recognition, aging, safe schools, youth suicide prevention, and immigration and U.S. foreign policy with respect to LGBT human rights.

Although by no means exhaustive, we provide here an overview of the programs, goals, tactics, and strategies these organizations will use to advance and fulfill their missions in the coming years. Although the 12 groups work on very different issues, they share some common strategies and approaches to their work. All engage in policy work and legislative advocacy, although not always as their main focus.

In addition, many of the groups develop significant partnerships with other LGBT organizations, allies, affiliates, and public agencies. For example, The Trevor Project has formal strategic partnerships with public school districts in five large cities and works through religious organizations. SAGE, through its new membership in the national Leadership Council of Aging Organizations, will establish relationships with mainstream aging organizations that can influence national, state, and local public policy to benefit LGBT older adults. The Council for Global Equality works almost exclusively by influencing the policies and practices of the U.S. State Department and its diplomats. In short, issue organizations have extensive plans to connect with institutional intermediaries to make sure their work impacts people's everyday lives.

Many issue organizations engage in original research to advance their policy agendas. For example, in FY2010 GLSEN will begin the first comprehensive study of LGBT high school dropouts and the first study of LGBT youth's Internet use (i.e., how the Internet is both a resource and a risk for victimization). The NYC Gay and Lesbian Anti-violence Project will produce its annual *National Hate Violence Against LGBT People in the U.S. Report* and *National Domestic Violence in the LGBT Communities Report*, which together comprise the most comprehensive data collected and analyzed on anti-LGBT hate violence and LGBT domestic violence in the U.S.

Issue organizations also plan to hold a variety of conferences and convenings that build support for their agendas. Often, the goal of these meetings is to inject an LGBT perspective into non-LGBT groups' agendas, as well as to connect LGBT activists with experts in specific fields. For example, in 2009, Soulforce will facilitate an Anti-Heterosexism Conference to educate people about the health risks associated with efforts to change a person's sexual orientation or gender identity/expression. Next year, GSA Network will convene more than 25 regional- or state-based organizations, particularly from the conservative southeastern U.S., for field-building and networking under the rubric of the National Association of GSA Networks. Out & Equal will host its annual, invitation-only Executive Forum at which top LGBT executives will share their ideas and experiences, discuss current issues, and shed light on the corporate environment in the U.S. and abroad.

Among the issue organizations, only Servicemembers Legal Defense Network and Immigration Equality use legal strategies, which include directly litigating court cases and providing legal education to individuals harmed by discriminatory laws and policies.

While most of these organizations see themselves as the primary leader or stakeholder in their particular issue area, a few work to help other organizations become strong, sustainable players. For example, GLAAD develops media messaging plans, one-on-one communications/messaging recommendations, and media trainings/interview preparation to help statewide organizations pursue policy advances or rollbacks. Similarly, Freedom to Marry seeks to significantly scale up the marriage movement's infrastructure, activities, and funding overall, rather than funding for its own organization.

Only three of the 12 issue organizations in SAR include goals related to their own organizational development or operations, which are clearly secondary to program-specific plans. Two of the organizations cite goals related to fundraising and volunteer involvement, one cites improving program evaluation, and another cites governance/management policies.

10. COMPOSITE PROFILE – LEGAL ORGANIZATIONS

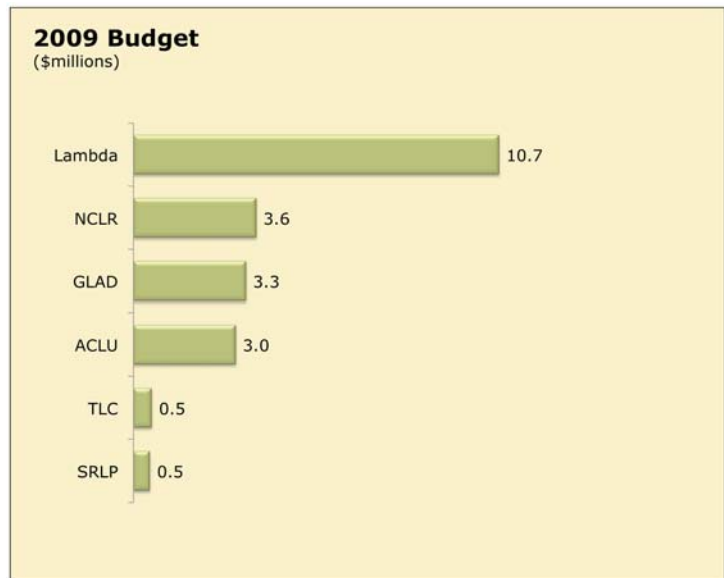
Basics

Category definition: Legal organizations work to achieve full civil legal rights for LGBT people through litigation, policy advocacy, public education, and coalition building.

SAR coverage of this category: The six legal organizations in SAR represent 86 percent of 501(c)(3) LGBT-serving legal organizations in the United States (7), and their combined budgets (\$21.5 million) represent 99 percent of these organizations' total dollars (\$21.8 million).¹³

Participants in this category:

- ACLU LGBT & AIDS Project
- Gay & Lesbian Advocates & Defenders
- Lambda Legal Defense
- National Center for Lesbian Rights
- Sylvia Rivera Law Project
- Transgender Law Center



Combined 2009 budget: \$21.5 million

Legal types (2008 revenue):

| | C4 | C3 | PAC |
|--------|----|------|-----|
| ACLU | | 100% | |
| GLAD | | 100% | |
| Lambda | | 100% | |
| NCLR | 8% | 92% | |
| SRLP | | 100% | |
| TLC | | 100% | |

Board and Staff Profile

Total board members: 88

Combined paid staff: 170

Total paid full-time staff: 152

Total paid part-time staff: 18

Average compensation:

Senior management: \$106,700

Highest paid staff member: \$164,100

Combined board and staff by ethnicity and gender:

| | Board | Staff |
|------------------------|-------|-------|
| <i>Ethnicity</i> | | |
| African American/Black | 17% | 10% |
| Asian/Pacific Islander | 9% | 9% |
| Caucasian | 61% | 68% |
| Hispanic/Latino(a) | 11% | 13% |
| Other | 2% | 2% |
| Women | 53% | 53% |
| Transgender persons | 13% | 12% |

Financial Profile

Combined revenue and expense (000s):

| | 2006 | | 2007 | | 2008 | |
|------------------------------|----------|-------|----------|-------|----------|-------|
| Revenue | \$27,074 | | \$31,059 | | \$41,764 | |
| <i>Expenses</i> | | | | | | |
| Programs | 21,052 | 79.1% | 25,669 | 81.0% | 26,591 | 81.7% |
| Fundraising | 3,702 | 13.9% | 3,867 | 12.2% | 3,735 | 11.5% |
| Management & general | 1,859 | 7.0% | 2,146 | 6.8% | 2,228 | 6.8% |
| Total expense | 26,613 | | 31,682 | | 32,554 | |
| Capital campaign net revenue | 0 | | 0 | | 0 | |
| Change in net assets | \$461 | | -\$623 | | \$9,210 | |

Combined revenue mix (000s):

| | 2006 | | 2007 | | 2008 | |
|--------------------------|----------|-------|----------|-------|----------|-------|
| Government funding | \$66 | 0.2% | \$86 | 0.3% | \$98 | 0.2% |
| Program income | 121 | 0.4% | 327 | 1.1% | 221 | 0.5% |
| Individual gifts | 10,497 | 38.8% | 10,772 | 34.7% | 22,795 | 54.6% |
| Fundraising events (net) | 4,453 | 16.4% | 4,499 | 14.5% | 4,660 | 11.2% |
| Foundations | 4,099 | 15.1% | 4,594 | 14.8% | 4,437 | 10.6% |
| In-kind contributions | 7,008 | 25.9% | 10,101 | 32.5% | 8,853 | 21.2% |
| Corporations | 247 | 0.9% | 181 | 0.6% | 297 | 0.7% |
| Other | 583 | 2.2% | 499 | 1.6% | 403 | 1.0% |
| Total revenue | \$27,074 | | \$31,059 | | \$41,764 | |
| Annual increase | n/a | | 15% | | 34% | |

Note: Expense percentages above are affected by each organization's allocation methodology. See page 4 for cautions.

Average days of working capital:

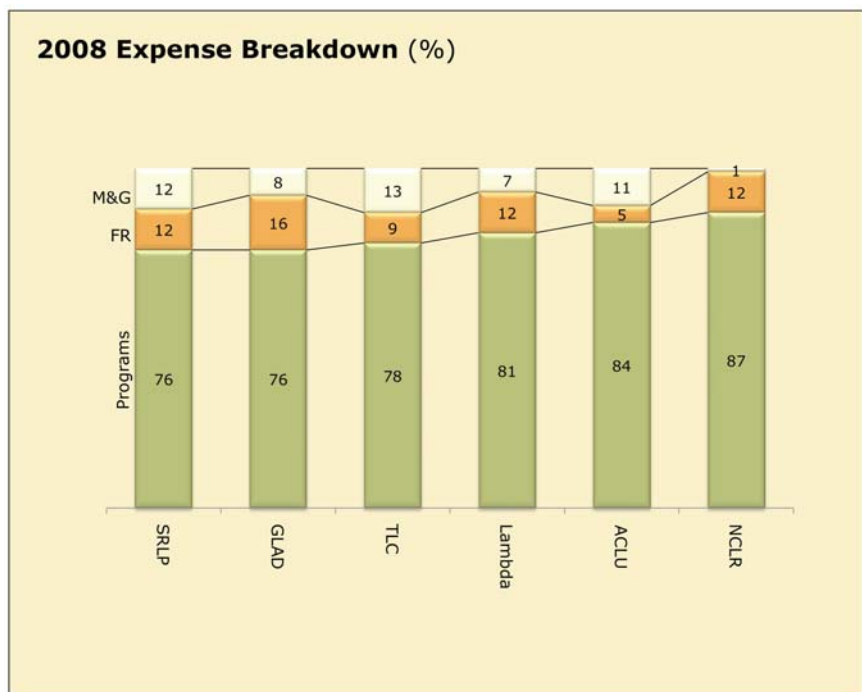
258 in 2006 falling to 241 in 2008

Average net working capital ratio:

78% in 2006 falling to 73% in 2008

2008 performance on charity watchdog benchmarks:

All legal organizations met all AIP and BBB benchmarks in 2008.



Fundraising Profile

Total contactable names in fundraising databases: 186,206

Total individual donors:

| | 2006 | 2007 | 2008 |
|------------------|------------|--------|--------|
| Donors > \$35 | 19,480 | 19,327 | 19,665 |
| Annual increase | <i>n/a</i> | -1% | 2% |
| Donors > \$1,000 | 1,753 | 1,923 | 1,824 |
| Annual increase | <i>n/a</i> | 10% | -5% |

Health of fundraising operations:

| | 2006 | 2007 | 2008 |
|--|--------|--------|--------|
| Average fundraising expense to raise \$1 | \$0.14 | \$0.16 | \$0.12 |
| Average % turnover of individual donors | 50% | 53% | 53% |
| Average % revenue from top 10 donors | 49% | 37% | 49% |

Themes from Goals-and-Objectives Narratives

The six legal groups in SAR describe plans and future accomplishments that rely not only on litigation and related legal tactics but also on advocating before legislative bodies at all levels of government. These groups also discuss building partnerships and coalitions with LGBT and allied organizations, public education, direct legal services, and training professionals in other fields who work with LGBT populations. Most of the organizations provide highly detailed plans, with programs designed to help specific groups of people in the LGBT community, as well as to impact specific jurisdictions.

Gaining or protecting newly acquired relationship recognition rights is a clear priority for the legal groups. For example, four of the organizations mention relationship recognition first in their lists of planned accomplishments. This work combines strategic, targeted litigation efforts with legislative advocacy (almost always in partnership with state and national advocacy organizations and/or regional chapters, offices, or affiliates of the legal groups themselves).

Recognizing the varying political landscape, the groups discuss working for full marriage equality in some states and civil unions or domestic partnerships in others. Three legal groups (ACLU, GLAD, and NCLR) include partial or full repeal of the Federal Defense of Marriage Act (DOMA) in their five-year goals, up from one in last year's SAR.

ACLU, Lambda Legal, and NCLR also place emphasis on other family-related programs, in particular working to expand or preserve the foster and adoption rights of LGBT people (either as couples or as individuals) and prevent discrimination against LGBT parents with regard to child custody after divorce. Overturning Florida's anti-LGB adoption law is specifically mentioned. Beyond changing public laws and regulations, almost all of the legal groups plan to educate individuals and families about their relationship and parenting rights, and assist them with taking full advantage of current policies.

The legal organizations also plan to advance, secure, and protect workplace fairness and nondiscrimination policies. All groups include fighting discrimination based on gender identity and most include protecting the rights of people living with HIV (regardless of their sexual orientation) in this work. The Transgender Law Center advocates for transgender economic development initiatives.

Issues related to LGBT youth are another priority for five of the six legal organizations. This work targets free speech and association rights in schools, along with anti-bullying protections as LGBT youth and allies attempt to establish gay-straight student alliances, LGBT-friendly curricula, and other supportive programs. It also focuses on LGBT youth who are currently in the child welfare system (e.g., group homes, homeless shelters, adoption/foster agencies, courts, or mental health treatment facilities) and who are often harassed and further marginalized once they enter the system. This work includes producing guides for and training for social workers, juvenile defense attorneys, judges, and other professionals on effectively working on behalf of LGBT youth in state care.

All six of the groups describe specific work toward securing transgender rights and equality, which involves workplace and other public accommodation fairness protections for transgender persons; safety for transgender persons in prisons, jails, and detention centers; the right to change gender markers on public documents; and access to non-discriminatory health care and insurance.

The Sylvia Rivera Law Project (SRLP) and TLC have goals related to movement-building. For TLC, this includes increasing the number of transgender activists advocating for LGBT civil rights through leadership development and advocacy training, and helping movement organizations authentically address needs of transgender employees and community members. SRLP seeks to connect clients of legal services to organizing opportunities and to provide legal support for direct actions.

NCLR uniquely operates standalone legal/advocacy programs to serve LGBT elders and immigrants/asylum seekers, and to address homophobia in sports.

Only the two newest legal groups cite planned accomplishments related to their own operations. The Transgender Law Center (founded in 2004) will secure resources to develop a brand/messaging strategy and improve office space and telecommunications. SRLP (founded in 2002) will take steps to maintain and strengthen their hierarchy-less approach to governance and management, including creating a formal leadership development program.

11. COMPOSITE PROFILE – ALL GRANTMAKERS

Basics

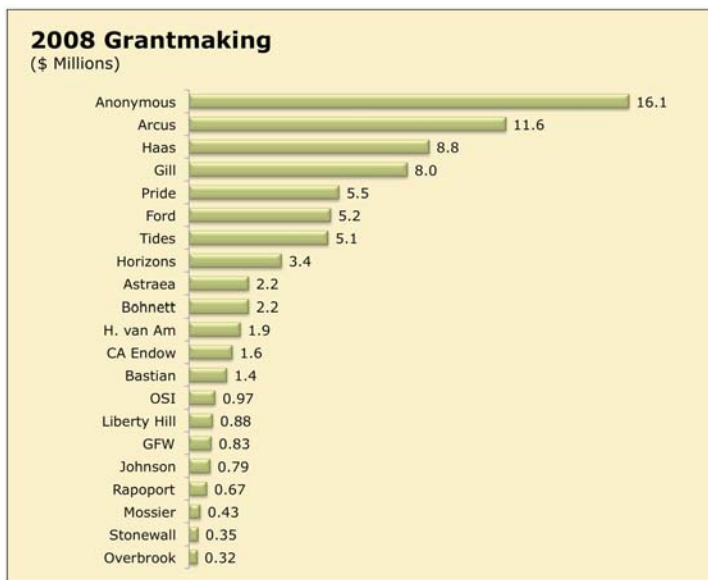
Category definition: This category includes private foundations, private operating foundations, public foundations, community foundations, and public charities that provide grants for LGBT issues and organizations.

SAR coverage of this category: The 21 grantmakers in SAR represent about 8 percent of LGBT funders in the United States (256). The 2008 SAR funder data includes about 54 percent of the number of domestic and international grants awarded (2,980) and 83 percent of the total domestic and international dollars given (\$72.8 million) by this larger universe of foundations.¹⁴

Participants in this category:

- Anonymous
- Arcus Foundation
- Astraea Lesbian Foundation for Justice
- B.W. Bastian Foundation
- The California Endowment
- David Bohnett Foundation
- The Evelyn and Walter Haas, Jr. Fund
- Ford Foundation
- Gill Foundation
- Global Fund for Women
- H. van Ameringen Foundation
- Horizons Foundation
- Johnson Family Foundation
- Kevin J. Mossier Foundation
- Liberty Hill Foundation
- Open Society Institute
- The Overbrook Foundation
- The Paul Rapoport Foundation
- Pride Foundation
- Stonewall Community Foundation
- Tides Foundation

Combined 2008 grantmaking: \$78.3 million



Endowment Profile

Combined endowments:

| | 2006 | 2007 | 2008 |
|------------------|---------|---------|---------|
| Total endowments | \$17.5B | \$20.1B | \$16.9B |
| Annual increase | n/a | 15% | -16% |

Grantmaking Information

Combined grants profile:

| | 2006 | 2007 | 2008 |
|--------------------------|----------|----------|----------|
| Number of grants awarded | 1,646 | 1,561 | 1,600 |
| Annual increase | n/a | -6% | 3% |
| Value of grants awarded | \$53.8m | \$55.7m | \$78.3m |
| Annual increase | n/a | 4% | 41% |
| Average grant size | \$32,661 | \$35,680 | \$48,949 |

Staff Profile

Total LGBT-relevant grantmaking staff (FTE): 62.5

Combined LGBT-relevant grantmaking staff by ethnicity and gender:

| | Staff |
|------------------------|-------|
| <i>Ethnicity</i> | |
| African American/Black | 19% |
| Asian/Pacific Islander | 13% |
| Caucasian | 45% |
| Hispanic/Latino(a) | 15% |
| Other | 9% |
| Women | 57% |
| Transgender persons | 6% |

12. COMPOSITE PROFILE – PRIVATE FOUNDATIONS

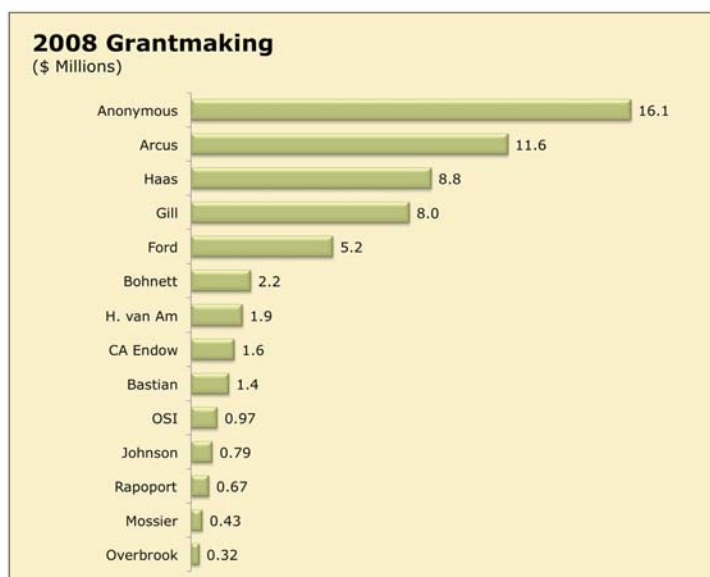
Basics

Category definition: This category includes private grantmaking foundations and private operating foundations that provide grants to LGBT issues and organizations.

SAR coverage of this category: The 14 funders in SAR represent about 10 percent of United States-based private foundations that support LGBT issues and organizations (145). The 2008 SAR funder data includes about 63 percent of the number of domestic and international grants awarded (1,066) and more than 100 percent of the total domestic and international dollars given (\$53.2 million) by this larger universe of foundations (in part due to a difference in the timing of data collection).¹⁵

Participants in this category:

- Anonymous
- Arcus Foundation
- B.W. Bastian Foundation
- The California Endowment
- David Bohnett Foundation
- The Evelyn and Walter Haas, Jr. Fund
- Ford Foundation
- Gill Foundation
- H. van Ameringen Foundation
- Johnson Family Foundation
- Kevin J. Mossier Foundation
- Open Society Institute
- The Overbrook Foundation
- The Paul Rapoport Foundation



Combined 2008 LGBT grantmaking: \$60.1 million

Endowment Profile

Combined endowments:

| | 2006 | 2007 | 2008 |
|------------------|---------|---------|---------|
| Total endowments | \$17.4B | \$19.9B | \$16.7B |
| Annual increase | n/a | 14% | -16% |

Grantmaking Information

Combined grants profile:

| | 2006 | 2007 | 2008 |
|--------------------------|----------|----------|----------|
| Number of grants awarded | 766 | 732 | 674 |
| Annual increase | n/a | -4% | -8% |
| Value of grants awarded | \$47.9m | \$46.8m | \$60.1m |
| Annual increase | n/a | -2% | 28% |
| Average grant size | \$62,489 | \$63,894 | \$89,150 |

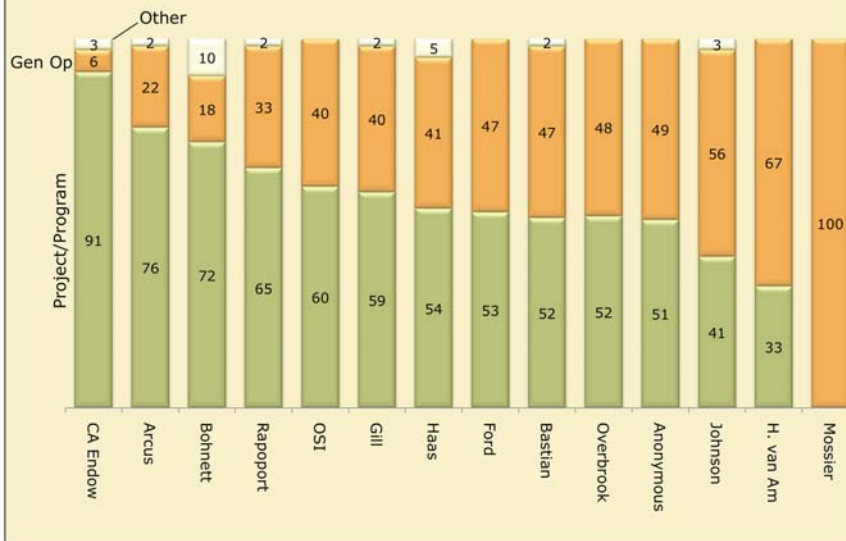
Staff Profile

Total LGBT-relevant grantmaking staff (FTE): 38.8

Combined LGBT-relevant grantmaking staff by ethnicity and gender:

| | Staff |
|------------------------|-------|
| <i>Ethnicity</i> | |
| African American/Black | 16% |
| Asian/Pacific Islander | 9% |
| Caucasian | 55% |
| Hispanic/Latino(a) | 17% |
| Other | 3% |
| <i>Women</i> | |
| Women | 43% |
| Transgender persons | 6% |

Grant Dollars by Type of Support % Total, 2006-2008



Themes from Goals-and-Objectives Narratives

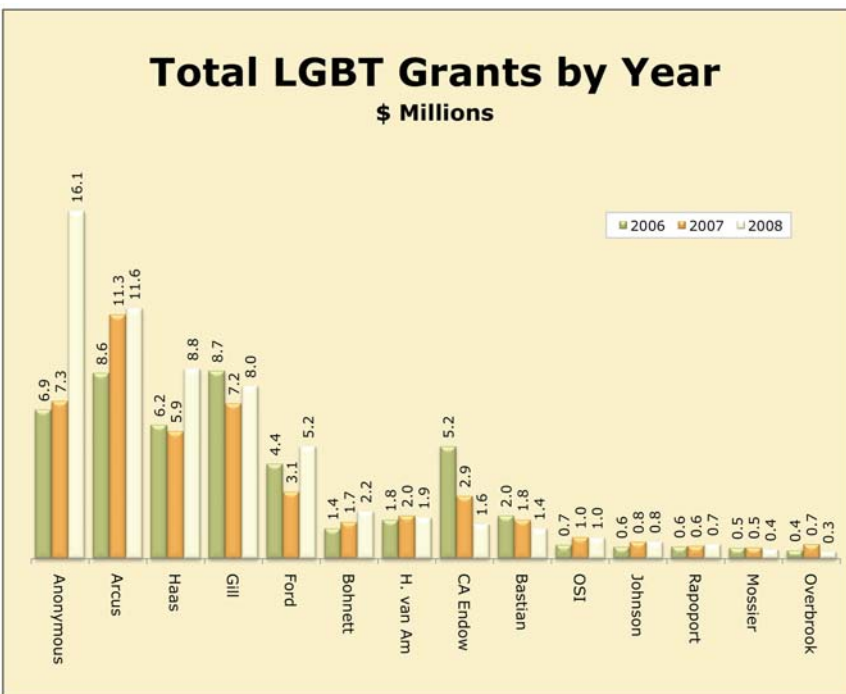
The themes we describe here are based on responses from the 12 private foundations that completed the full 2009 SAR questionnaire, which includes questions about their LGBT grantmaking programs and general grant application processes. Due to space limitations, the information provided here is far from an exhaustive representation of the private foundations in SAR.

Overall, these 12 funders approach their work in diverse ways. Some focus all (or nearly all) of their grantmaking on the LGBT movement and community specifically. Others have a broader approach, and include LGBT grantmaking within a larger funding agenda that aims to advance social, economic, and political justice for a wide range of people. Still others take a hybrid approach, and specifically work to address racial or economic disparities within the LGBT community.

Looking at specific populations that private foundations support, LGBT youth receive the most attention. Funders work to support LGBT youth by funding safe schools work, groups that work with out-of-home youth, and youth-led community organizations and programs. LGBT people of color, LGBT elders, and general underserved LGBT populations also receive specific attention from the private foundations in SAR.

Very few funders describe programs or goals that specifically target transgender

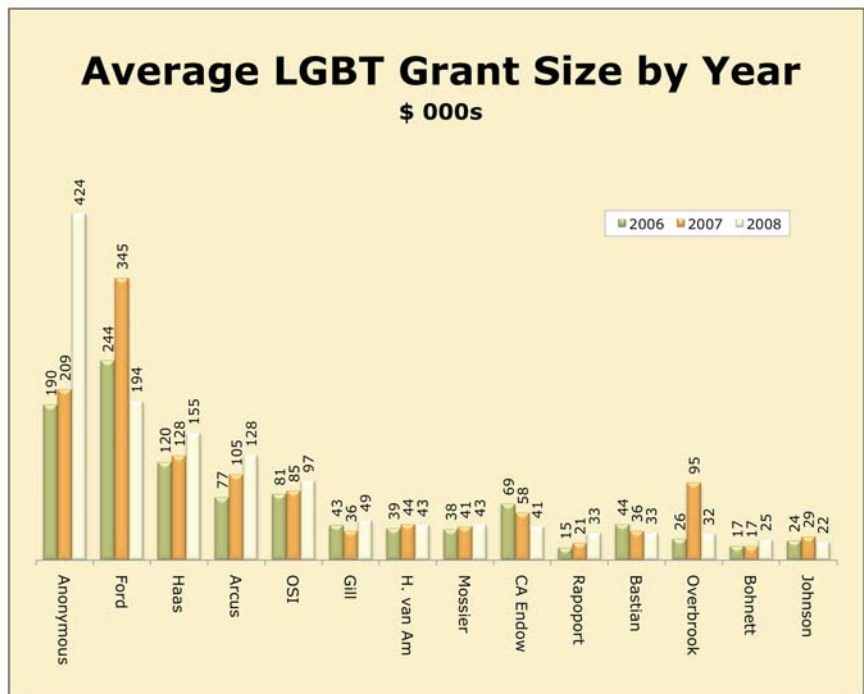
Total LGBT Grants by Year \$ Millions



populations or general work on gender identity and expression. This omission is somewhat surprising, given the attention paid to transgender issues in the larger LGBT movement following the ENDA debate in late 2007. Although it is highly likely that funders support trans-related work through their general LGBT programs, the lack of trans-specific work is noticeable.

Looking at specific issues or programs, the private foundations have diverse interests and goals. Some emphasize passing laws at the state level, while others support building programs and capacity at the local level. Others focus on increasing the number of LGBT-inclusive religious institutions, while others support efforts to improve the mental health of LGBT individuals. Overall, the programs described in SAR reflect the many diverse and important needs currently facing LGBT individuals.

Many funders realize that the LGBT movement needs additional financial resources to speed achievement of full LGBT equality. This realization is reflected in programs that aim to increase the number of institutional and individual donors to the LGBT movement. For example, the Gill Foundation engages in donor education to encourage individual and institutional donors to increase their giving to the Foundation’s own objectives and grantees. As another example, the Arcus Foundation’s goals include increasing funding for LGBT rights from funders in Michigan and also educating and recruiting new foundations and individual donors to support global LGBT rights work.



Although these foundations are all working to advance and defend LGBT equality, the mechanics of their grantmaking approaches vary. For example, some fund in specific geographies (e.g., the Bay Area in California or the New York City metro area) while others cover the entire U.S. or are active around the globe. Some funders will only support specific projects or programs, while others are open to providing general operating support. Five of the private foundations will not consider unsolicited grant requests. This is a change in policy for several of these funders and is in response to the current recession and its impact on their grantmaking budgets.

Regardless of their exact programmatic focus or how they implement their programs, the 12 private foundation grantmakers in SAR are united in their aim to advance equality for all LGBT people. The next year or two will be critical for these institutions (and grantee organizations) as they adjust their grantmaking levels to reflect their endowment losses during the economic downturn. The LGBT movement’s momentum in recent years has been building and grantmakers and grant recipients will need to work together closely if they are to maintain that momentum within the current economic climate.

13. COMPOSITE PROFILE – PUBLIC GRANTMAKERS

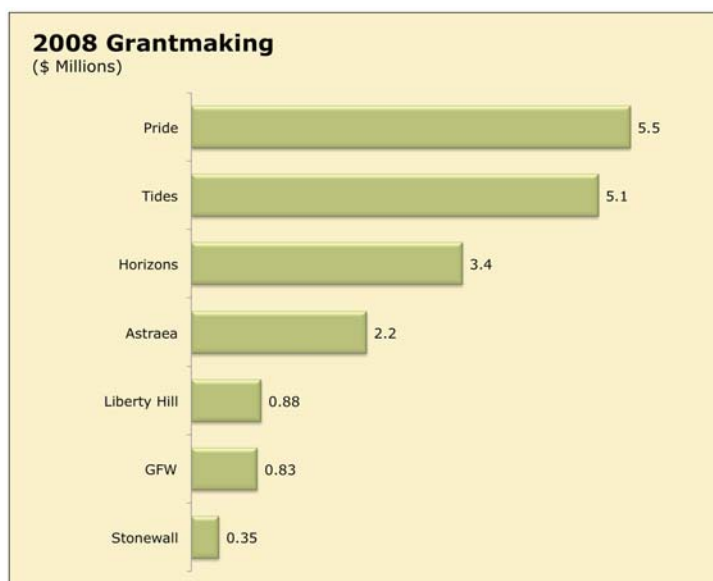
Basics

Category definition: This category includes public foundations, community foundations, and public charities that provide grants to LGBT issues and organizations.

SAR coverage of this category: The 7 public grantmakers funders in SAR represent about 6 percent of the 111 public grantmakers in the U.S. that give grants to LGBT issues and organizations. The 2008 SAR funder data includes about 48 percent of the number of domestic grants awarded (1,914) and 93 percent of the total dollars given (\$19.6 million) by this larger universe of public grantmakers.¹⁶

Participants in this category:

- Astraea Lesbian Foundation for Justice
- Global Fund for Women
- Horizons Foundation
- Liberty Hill Foundation
- Pride Foundation
- Stonewall Community Foundation
- Tides Foundation



Combined 2008 grantmaking: \$18.2 million

Endowment Profile

Combined endowments:

| | 2006 | 2007 | 2008 |
|------------------|----------|----------|----------|
| Total endowments | \$161.8M | \$210.4M | \$189.2M |
| Annual increase | n/a | 30% | -10% |

Grantmaking Information

Combined grants profile:

| | 2006 | 2007 | 2008 |
|--------------------------|---------|----------|----------|
| Number of grants awarded | 880 | 829 | 926 |
| Annual increase | n/a | -6% | 12% |
| Value of grants awarded | \$5.9m | \$8.9m | \$18.2m |
| Annual increase | n/a | 51% | 104% |
| Average grant size | \$6,698 | \$10,767 | \$19,687 |

Staff Profile

Total LGBT-relevant grantmaking staff (FTE): 23.7

Combined LGBT-relevant grantmaking staff by ethnicity and gender:

| | Staff |
|------------------------|-------|
| <i>Ethnicity</i> | |
| African American/Black | 25% |
| Asian/Pacific Islander | 18% |
| Caucasian | 28% |
| Hispanic/Latino(a) | 14% |
| Other | 19% |
| Women | 79% |
| Transgender persons | 5% |

Themes from Goals-and-Objectives Narratives

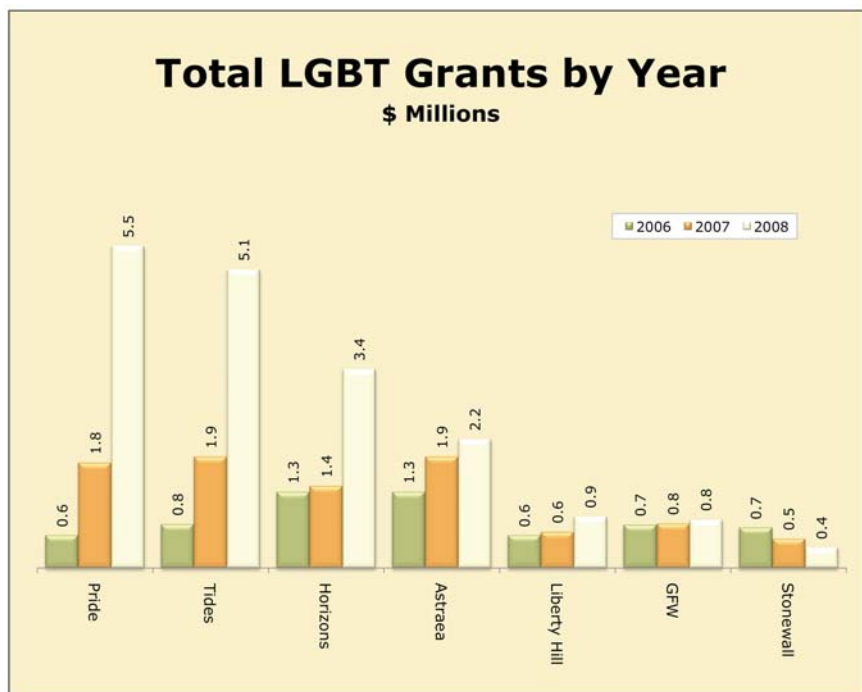
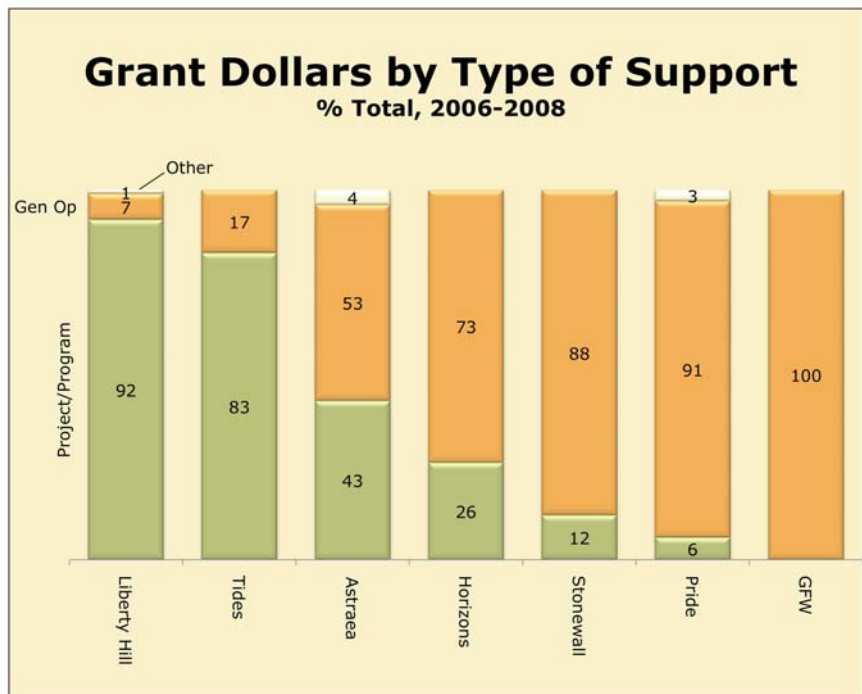
The themes we describe here are based on responses from the seven public grantmakers (i.e., community foundations, public foundations, and grantmaking public charities) that completed the full 2009 SAR questionnaire, which includes questions about their LGBT grantmaking programs and general grant application processes. Due to space limitations, the information provided here is far from an exhaustive representation of the public grantmakers in SAR.

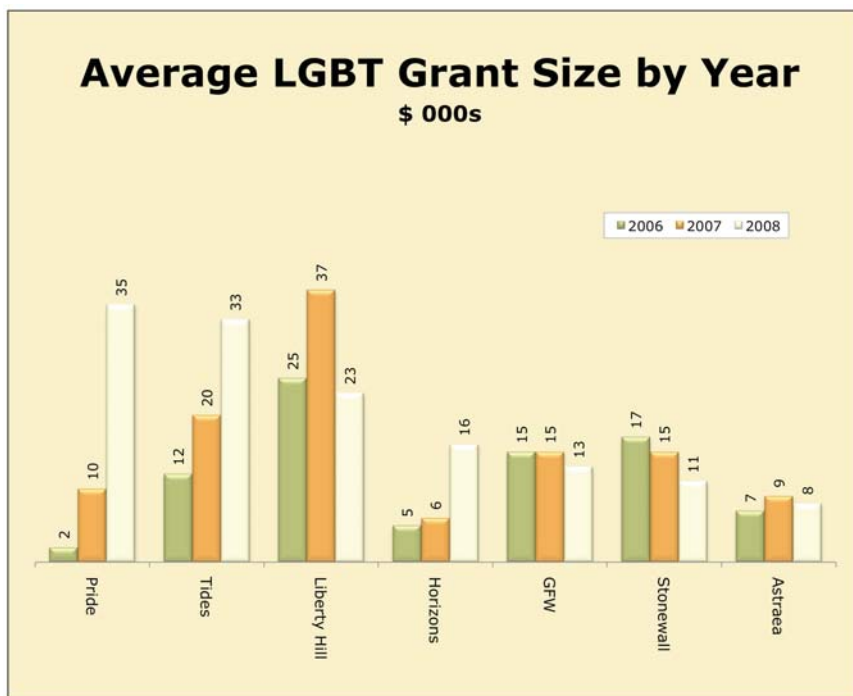
Like their private foundation counterparts, these seven public grantmakers approach their work in diverse ways. Some focus on a specific city (e.g., Los Angeles) while others have global funding programs that reach all corners of the world. Some focus exclusively on the LGBT community and movement, while others include LGBT work within a larger social justice funding agenda that also includes economic, racial, and environmental justice programs. Overall, these grantmakers demonstrate that there are many different strategies and tactics we can use to expand and defend LGBT rights domestically and internationally.

One common theme is shared among the public grantmakers: a focus on supporting organizations that serve, advocate on behalf of, and/or are led by people of color (POC). Nearly all of these funders explicitly mention priorities or programs that focus on POC groups,

with a specific emphasis on developing the financial capacity and leadership skills of these organizations. The Horizons Foundation, for example, funds the People of Color Initiative to Build Leadership and Empowerment (POCIBLE) program, which makes grants to POC LGBT groups to help develop their organizational capacity and play leadership roles in the larger LGBT community.

LGBT youth are also the beneficiaries of specific funds and programs. The Pride Foundation's Queer Youth Initiative aims to increase the sustainability of LGBT youth service programs and to strengthen youth leaders in Washington and Oregon. Liberty Hill's Queer Youth Fund supports local, state, and national groups in the U.S. to improve the quality of life among LGBT youth. The Fund prioritizes leadership and organizational development projects that empower LGBT youth to make long-term changes within their communities.





Many funders try to get the most out of their programs and contributions by providing funds to increase the capacity of organizations' development departments in an attempt to widen and deepen their donor bases. This growth will ideally lead to increasingly stable organizations and programs. Other funders try to increase their impact by securing or leveraging contributions from other donors. For example, the Stonewall Community Fund's Quarter Share program pools young donors together to make an annual gift to address a key community need that the donors identify.

Compared to the private foundations in SAR, the public grantmakers are more likely to talk about their work in specific advocacy terms. Given the tax status

differences across the two groups of funders, this distinction is not surprising, since government agencies more closely scrutinize private foundations' advocacy involvement.

Taken together, the public grantmakers in SAR aim to improve not just overall LGBT equality but to empower and train LGBT individuals and local communities to become more effective leaders in the fight for a broad social justice agenda. Their work is critical to developing the capacity of the LGBT and progressive movements from small towns in the U.S. to villages and cities in Africa and beyond.

End Notes

¹ Audre Lorde Project, Inc.; CenterLink; COLAGE; Council for Global Equality; Equality Federation; Equality Forum; Gay-Straight Alliance Network; Immigration Equality; National Black Justice Coalition; National Center for Transgender Equality; National Stonewall Democrats; National Youth Advocacy Coalition; The Palm Center; Soulforce; Sylvia Rivera Law Project; and Transgender Law Center.

² GenderPAC; Metro Charities; and Pride At Work, AFL-CIO.

³ The Astraea Lesbian Foundation for Justice participated in SAR's 2006 pilot year, but did not participate in the 2007 or 2008 editions.

⁴ The Community Foundation for Southeast Michigan and the New York Community Trust.

⁵ GSA Network's FY2008 financial statements are for a six month period. This short financial reporting year was needed for its transition from a calendar year to a July to June fiscal year which started July 1, 2009.

⁶ We add together unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets to compute total net assets.

⁷ MAP decided against using benchmarks of the third major charity watchdog, Charity Navigator (www.charitynavigator.org), because its complex indexing approach was lacking in transferability.

⁸ These estimates are based on MAP's analysis of LGBT organizations in Guidestar's 2007 database of all United States charitable organizations that report at least \$25,000 in annual revenue to the IRS.

⁹ Ibid.

¹⁰ Ibid.

¹¹ Non-SAR community center data are from the *2008 Community Center Survey Report* by MAP and CenterLink.

¹² These estimates are based on MAP's analysis of LGBT organizations in Guidestar's 2007 database of all United States charitable organizations that report at least \$25,000 in annual revenue to the IRS.

¹³ Ibid.

¹⁴ These estimates are based on the 2007 data included in *Lesbian, Gay, Bisexual, Transgender and Queer Grantmaking by U.S. Foundations* (Fundors for Lesbian and Gay Issues, 2008).

¹⁵ Ibid.

¹⁶ Ibid.







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