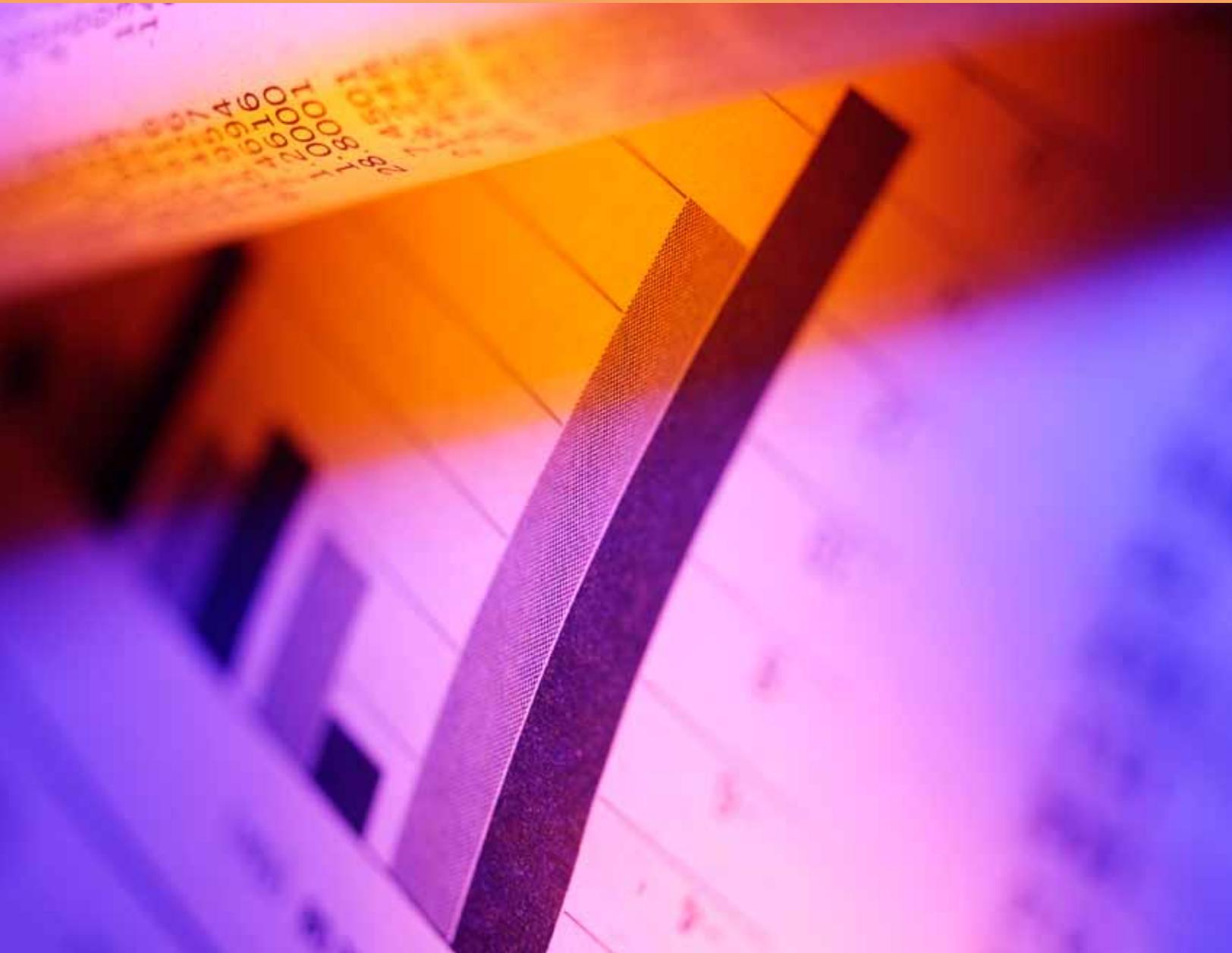


2010 NATIONAL LGBT MOVEMENT REPORT

*A Financial Overview of Leading Advocacy
Organizations in the LGBT Movement*

March 2011



movement advancement project ▶

This report was authored by:

Movement Advancement Project

Launched in 2006, the Movement Advancement Project (MAP) is an independent, intellectual resource for the LGBT movement. MAP's mission is to provide independent and rigorous research, insight and analysis that help speed full equality for LGBT people.

About this report

2010 National LGBT Movement Report

The *2010 National LGBT Movement Report* provides a comprehensive look at the finances of 39 leading national LGBT organizations. This report aims to educate the public, policymakers, LGBT movement donors and advocates—and to encourage and sustain the financial strength of the LGBT movement.

Disclaimer: *The opinions expressed in this report reflect the best judgment of MAP based on analyzed data collected from participating organizations. These opinions do not necessarily reflect the views of our funders or other organizations.*

Contact Information

Movement Advancement Project (MAP)

2215 Market Street
Denver, CO 80205
720-274-3263
www.lgbtmap.org

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KEY FINDINGS

The *2010 National LGBT Movement Report* provides a comprehensive snapshot of the financial health of most of America's largest LGBT "social justice advocacy organizations," or LGBT organizations categorized by MAP as focusing on general advocacy, issue-specific advocacy, legal advocacy, or research & public education work. The 39 organizations participating in this report collectively represent 69% of the budgets of all LGBT social justice advocacy organizations.¹

Revenue and Expenses

Organizations are experiencing significant declines in revenue and expenses. Participating organizations are showing the combined effects of the economic downturn coupled by decreased giving in an off-election year (2009).

- Revenue is down 20% from 2008 to 2009, falling from a combined \$202.7 million in 2008 to \$161.3 million in 2009.
- In 2009, organizations' combined expenses exceeded combined revenue by \$4.3 million—the first time in five years that organizations experienced an aggregate revenue shortfall.
- Organizations are adjusting to revenue declines by cutting expenses. The combined 2010 expense budgets for organizations totaled \$135.4 million, down 21% from 2008 and 18% from 2009. Their average daily cash expense has declined from approximately \$400,000 in 2008 to approximately \$368,000 in 2009.

All forms of revenue, except in-kind contributions, fell between 2008 and 2009.

- Revenue from individual contributions, foundation funding, corporate funding, government funding, bequests, programs and fundraising events all fell between 2008 and 2009. However, this may be in part due to 2008 being an election year and 2009 being an off-election year. Looking at revenue from 2007 to 2009 (two off-election years) we see increases in giving from individuals, foundations, governments, program income and in-kind contributions.
- The rise in in-kind contributions from 2008 to 2009 is primarily attributable to the legal organizations, who appear to be successful in acquiring pro-bono legal assistance despite the economic downturn.

Despite diverse revenue streams, organizations have a high reliance on large contributors.

- The average organization receives almost half (48%) of its revenue from its 10 largest contributors.

Fundraising and Fundraising Efficiency

Organizations are showing mixed results raising money from individual donors—the most important source of organizational revenue.

- Approximately 42% of combined revenue comes from individual contributions (the largest aggregate source of revenue for participating organizations).
- Revenue from individual donors was \$67.3 million in 2009, dropping 13% from revenue of \$77.7 million in 2008, but rising 6% compared to revenue of \$63.6 million in 2007. Organizations experienced similar trends in the absolute number of small donors: 280,984 donors gave \$35 or more in 2009, down 11% from 2008, but up 6% from 2007.
- However, organizations experienced collective one- and two-year drops in donors giving \$1,000 or more; 14,748 donors gave this amount in 2009 compared to 16,994 in 2008 and 16,570 in 2007.
- Organizations also experienced an ongoing drop in people attending fundraising events and in the income raised from these events. Organizations raised \$16.1 million through fundraising events in 2009 compared to \$19.8 million in 2008 and \$18.2 million in 2007.
- Of those individuals who made a donation in 2008, 49% did not make a contribution in 2009, a donor turnover percentage which has remained relatively stable over the past five years. The stable donor turnover percentage shows that organizations are consistent in their ability to retain past donors. However, given a drop in overall donors between 2008 and 2009, it appears that organizations are having a harder time finding new donors to replace those who no longer give.

¹ As calculated by MAP analysis and categorization of 990 filings of all LGBT organizations with over \$25,000 in revenue, using data from GuideStar.

Despite recent fundraising challenges, participants continue to be quite efficient in their fundraising operations.

- Of total organizational expenses, 79% are spent on programs and services, 9% are spent on management and general expenses and only 12% are spent on fundraising. These numbers more than meet the efficiency benchmarks set by the American Institute of Philanthropy and the Better Business Bureau Wise Giving Alliance.
- While the cost to raise \$1 increased from \$0.11 in 2008 to \$0.15 in 2009, the figure remained constant from 2007 to 2009 and again, falls well within established efficiency benchmarks.
- These efficiency figures are especially encouraging given that 27% of revenue goes to 501(c)(4)s and 527/PACs, contributions which are not tax-deductible and which therefore generally have higher fundraising expenses.

Other Indicators of Financial Health

Indicators of financial health remain strong. Despite declining expenses and revenue, organizations are showing good resiliency. Indicators of financial health remain strong.

- Expense decreases are helping organizations shore up working capital. The average organization reported almost six months of working capital in 2009 (176 days), up from just over four and a half months of working capital in 2008 (142 days).
- Organizations also still had a healthy liquidity ratio of 7.4 in 2009, meaning the average organization had 7.4 times the cash on hand needed to cover short-term financial obligations.
- Cash and cash equivalents have held relatively steady over the last three years at \$22.5 million.
- Organizations have \$25.7 million in net fixed assets, which speaks to their physical stability. Assets include land, buildings, furniture and equipment, net of accumulated depreciation. The net book value of fixed assets has also remained relatively stable over the past three years.

Programs, Staff and Boards

Organizations employ diverse staff and maintain significant boards of directors.

- Staff of participating organizations is roughly racially/ethnically representative of the broader U.S. population; 32% of staff identify as people of color, 46% identify as women, 51% identify as men and 3% of staff identify as genderqueer/other. Finally, 6% of staff identify as transgender (note that a transgender staff member will likely also identify as male, female or genderqueer).
- Organizations have approximately one board member for every staff member. The board members of participating organizations are somewhat less diverse than staff in terms of race/ethnicity and gender; 27% identify as people of color, 40% identify as women, 58% identify as men and 2% identify as genderqueer/other. Additionally, 6% of board members identify as transgender.

INTRODUCTION

This report provides a comprehensive overview of the finances and financial health of a key segment of the LGBT movement: LGBT “social justice advocacy organizations” with national impact, or leading LGBT organizations focusing on general advocacy, issue-specific advocacy, legal advocacy or research & public education work.² The 39 organizations participating in this report collectively represent 69% of the budgets of all LGBT social justice advocacy organizations.³ As such, this report provides an important perspective on this critical movement segment. Throughout the report, we use the terms “organizations” or “participants” to refer to the 39 organizations from whom data was collected.

METHODOLOGY

The Movement Advancement Project (MAP) selected participating organizations based on their size, importance to the overall LGBT movement, and collective coverage of LGBT issues and constituencies. Most participating organizations (24) had budgets over \$1 million, though 15 organizations had smaller budgets but worked in areas of critical concern to the LGBT movement. All but three organizations who were invited to participate did so.

MAP collected standardized financial and operational information⁴ from participating organizations and summarized key information across participants.

This report summarizes key information across all participating organizations and for each of the four categories of organizations.

PARTICIPATING ORGANIZATIONS

A list of participants appears in *Table 1* on the next page. MAP grouped participating organizations into four broad categories:

- **Advocacy organizations** advocate for the entire LGBT community or a particular subset of the LGBT community on a broad range of issues.
- **Issue organizations** advocate for the entire LGBT community or a particular subset of the LGBT community on a particular issue or related set of issues.
- **Legal organizations** provide legal services to LGBT people and/or advocate and litigate within the legal system for LGBT people.
- **Research & public education organizations** provide the LGBT community and the broader public with information about the issues facing the LGBT community through research, policy analysis and the media.

For example, COLAGE advocates specifically for the children of LGBT parents on a broad range of issues, so it is categorized as an advocacy organization, while the Gay, Lesbian and Straight Education Network (GLSEN) works for greater acceptance and safety within the school context for LGBT students and teachers and is categorized as an issue organization.

Figure 1 shows the distribution of participants and their collective 2009 expenses by category. For example, advocacy organizations comprise 41% (or 16) of all participating organizations and their 2009 expenses comprise 50% of the total 2009 expenses reported by all participants. While research & public education organizations comprise 13% of participating organizations, their 2009 expenses constitute only 4% of the combined 2009 expenses for all participants.

² This report does not include LGBT community centers; social and recreational organizations; health and human services providers; or arts and culture organizations.

³ As determined by classifying and totaling the budgets of all advocacy, issue, legal and research & public education-focused LGBT nonprofits, based on an analysis of 990 data from GuideStar.

⁴ MAP provided participating organizations with a procedure guide including standardized accounting definitions and nonprofit accounting implementation guidance, to which all participants agreed.

PARTICIPANT REPRESENTATION OF THE BROADER LGBT MOVEMENT

To assess the representativeness of the 39 participating organizations compared to all LGBT non-profits, MAP utilized the GuideStar database of charity IRS filings to identify all LGBT-related 501(c)(3) and 501(c)(4) nonprofit organizations. The GuideStar database includes more than 1.8 million nonprofits and it provides information including revenue and expense data from the IRS Form 990, which is required for nonprofit organizations with gross receipts over \$25,000.

Using search terms "LGBT," "GLBT," "lesbian, gay, bisexual and transgender," "gay, lesbian, bisexual and transgender," "transgender," "gay men," "lesbian," and "gay and lesbian," among others, MAP identified 553 active 501(c)(3) and 501(c)(4) LGBT nonprofits. This number excludes new LGBT nonprofits and very small nonprofits (which are not required to file IRS tax returns). MAP also excluded any nonprofit whose most recent IRS filing was dated 2006 or older as well as those organizations showing zero revenue and expense data in their most recent 990 filing.

MAP then categorized the 553 LGBT nonprofits identified through GuideStar into eight broad categories: community centers, advocacy organizations, issue organizations, arts and culture organizations (e.g., choirs), social/recreational organizations (e.g., pride committees), health and human service providers, research & public education organizations and legal organizations.

Table 1: Participating Organizations by Category

Advocacy (n=16)	Council on Global Equality COLAGE Empire State Pride Agenda Equality California Equality Federation Family Equality Council Gay & Lesbian Victory Fund and Leadership Institute Human Rights Campaign Log Cabin Republicans MassEquality National Black Justice Coalition National Center for Transgender Equality National Gay and Lesbian Task Force National Youth Advocacy Coalition Parents, Families and Friends of Lesbians and Gays Services & Advocacy for GLBT Elders
Issue (n=12)	CenterLink Freedom to Marry Gay & Lesbian Alliance Against Defamation Gay, Lesbian and Straight Education Network Gay-Straight Alliance Network Immigration Equality New York City Gay and Lesbian Anti-Violence Project Out & Equal Workplace Advocates Point Foundation Servicemembers Legal Defense Network Soulforce The Trevor Project
Legal (n=6)	ACLU LGBT & AIDS Project Gay & Lesbian Advocates & Defenders Lambda Legal National Center for Lesbian Rights Sylvia Rivera Law Project Transgender Law Center
Research & Public Education (n=5)	Equality Forum GroundSpark In The Life Media The Palm Center <i>(One organization in this category wished to remain anonymous).</i>

Figure 1. Focus of Participants

Figure 1a: Number of Participating Organizations by Category

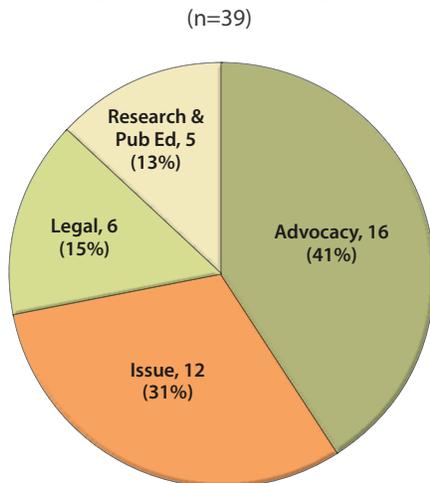
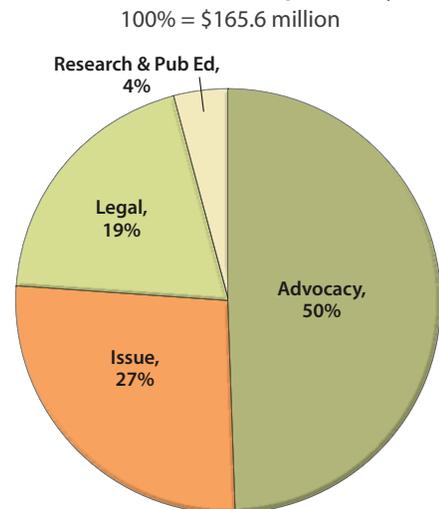


Figure 1b: Combined 2009 Expenses by Category



As shown in *Figure 2*, 41% of all identified LGBT nonprofits fall into the four categories of organizations covered in this report. While community centers, which comprise an additional 26% of identified LGBT nonprofits, are not included in this report, their financial and operational capacity is examined in MAP's *2010 LGBT Community Center Survey Report*.⁵ Thus, between this report and the biennial Community Center Survey Report, 67% of all LGBT nonprofits fall into a category of LGBT organization examined by MAP.

Looking at the data another way, while the 39 participants comprise only 7% of the 553 LGBT nonprofits identified through GuideStar, they comprise 29% of their combined expenses (see *Figure 3a*). More importantly, participants comprise 69% of combined expenses of the four categories of organizations examined in this report (see *Figure 3b*). Thus, this report provides an excellent overview of the strength and capacity of the LGBT movement's social justice advocacy organizations.

EXPENSES AND 2010 BUDGETS

While participants have recently faced declining expenses and revenue, indicators of financial health remain strong. Cumulatively, the 39 participating organizations report combined 2010 budgets of \$135.4 million, and 2009 expenses of \$165.6 million. By comparison, the 10 largest groups working against LGBT equality show combined 2009 expenses of \$333.1 million.⁶

More than half (56%) of LGBT participating organizations' cumulative budget figure is attributable to the 16 advocacy organizations, whose combined budgets total \$75.8 million (see *Figure 4* on the next page). Issue organizations comprise 24% of the cumulative total or \$32.6 million. Legal and research & public education organizations comprise a combined 20% of the budget total, however they also only make up 11 of the 39 participants. Looking at the data another way, the 10 organizations with the largest 2010 budgets constitute 69% of the combined budget total, while the 10 organizations with the smallest 2010 budgets comprise only 4%.

⁵ The LGBT Community Center Survey Report is conducted every two years by MAP and CenterLink. The 2010 report is available at <http://lgbtmap.org/file/2010-LGBT-Community-Center-Survey-Report.pdf>.

⁶ MAP analysis of 990 data and/or annual reports for 2009 (or 2008, if 2009 data not available): Focus on the Family/CitizenLink (\$139.9M), Heritage Foundation (\$69.0M), Alliance Defense Fund (\$30.2M), American Family Association (\$20.0M), Coral Ridge Ministries (\$16.4M), Concerned Women for America/Concerned Women for America Legislative Action Committee (\$14.3M), Family Research Council/FRC Action (\$14.3M), American Center for Law & Justice (\$11.9M), Traditional Values Coalition/Traditional Values Coalition Education and Legal Institute (\$9.5M), and National Organization for Marriage/National Organization for Marriage Education Fund (\$7.9M).

Figure 2: Categorization of all LGBT Nonprofits

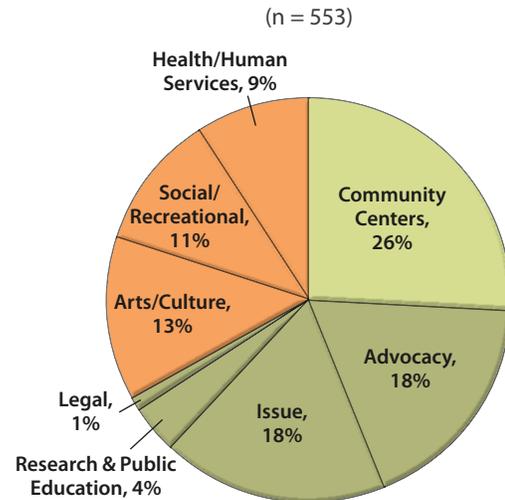


Figure 3: Coverage of the LGBT Movement⁶

Figure 3a: Participant Expenses as a Percent of All LGBT Nonprofit Expenses

Combined Expenses, 100% = \$563.2 million

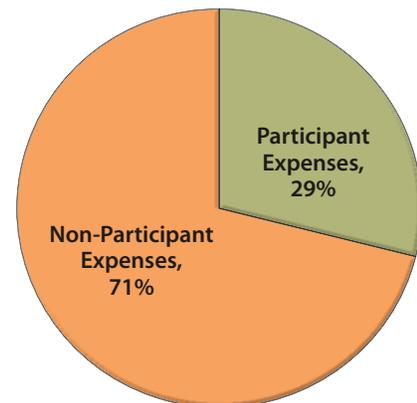
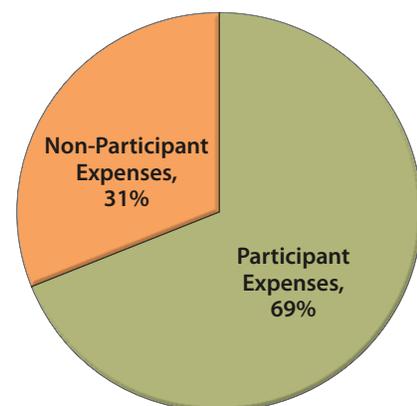


Figure 3b: Participant Expenses as a Percent of the Four Analyzed Categories

Combined Expenses, 100% = \$238.4 million



Participants' 2010 budgets are showing the effects of the economic downturn. While participants experienced a 24% increase in expense budgets from 2005 to 2010, they experienced a significant (21%) decline in expenses from 2008 to 2010 (see *Figure 5*). In fact, organizations' expense budgets for 2010 are only slightly higher than 2006 actual expenses. Additionally, 2009 is the first year in which aggregate expenses have outstripped aggregate revenue. This 2009 revenue shortfall is likely the driving force behind the significant expense budget decline in 2010.

As expenses and budgets decline, we see similar trends in the total average daily cash expenses for participants (see *Figure 6*). In 2005, the 39 participating organizations spent a cumulative average of approximately \$272,000 per day, compared to over \$400,000 daily in 2008, declining to approximately \$368,000 in 2009. So, while participants increased their total average daily cash expenses by 35% over the last five years, daily cash expenses decreased 8% from 2008 to 2009.

These expense decreases are helping shore up working capital. Average days of working capital is a measure of organizations' cash reserves. As shown in *Figure 7* on the next page, between 2005 and 2009, the average organization's days of working capital has been steadily increasing, with the exception of 2008, when working capital fell. Working capital rose again in 2009, and the average organization reported nearly six months of available working capital.

Another indicator of financial health and stability is an organization's liquidity ratio. The liquidity ratio measures the cash and investments on hand to cover current financial obligations, such as lines of credit and accounts payable. Despite an increase in working capital, the average participating organization has seen a gradual decrease in its liquidity ratio from 2005 to 2009, with the sharpest drop from 2008 to 2009 (see *Figure 8* on the next page). However, despite this downward trend, the 2009 liquidity ratio of 7.5 is still healthy; it means that the average participant still has 7.5 times more cash on hand than needed to cover short-term financial obligations.

REVENUE

In order to support their budgets and provide programs and services to the LGBT community, LGBT nonprofits must bring in revenue. Revenue is significantly down in 2009. While the combined revenue of participants has increased 41% from 2005 to 2009 (from

Figure 4: 2010 Budget By Category

All Participants Combined
\$ Millions, 100% = \$135.4 million

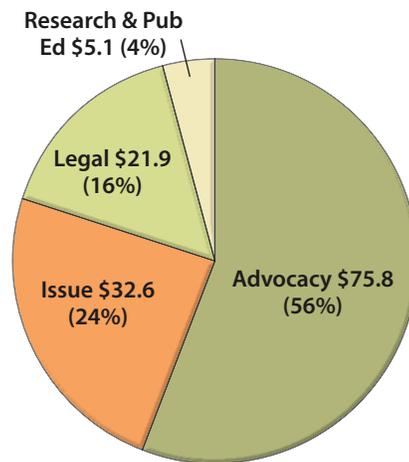


Figure 5: 2005-2010 Expenses vs. Revenue

All Participants Combined, \$ Millions

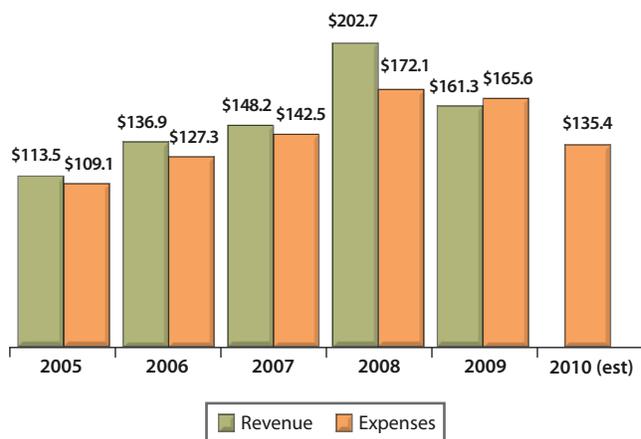
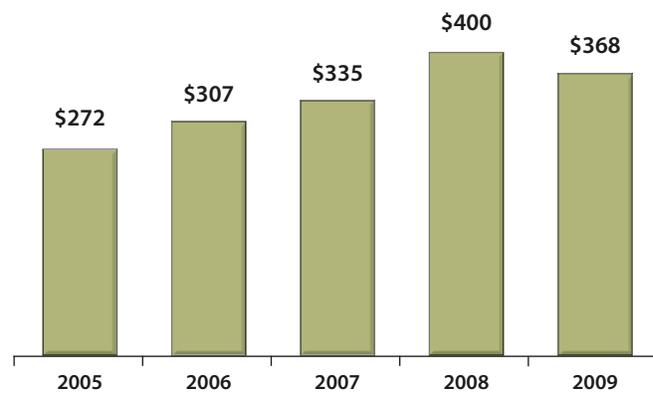


Figure 6: 2005-2009 Average Daily Cash Expense

Total for all Participants, \$ Thousands



\$113.5 million to \$161.3 million), it decreased 21% from 2008 to 2009 (see *Figure 9*). This decrease likely reflects the compounded effects of the economic downturn and the fact that 2009 was not an election year (though note that revenue did not experience a similar drop in 2007, which was also not an election year).

Figure 10 shows the breakdown of 2009 revenue reported by the participating organizations. Revenue sources are diverse. Of the \$161.3 million in revenue, 42% comes from individual contributions. However, foundation funding and in-kind contributions each account for another 18% of total revenue, while fundraising events comprise another 10% of revenue.

Table 2 below examines revenue sources for participating organizations over three years. From 2007 to 2009, organizations experienced an overall increase in revenue. However, all revenue sources except in-kind contributions declined between 2008 and 2009; in-kind contributions rose during this period. The rise of in-kind contributions may signal that while organizations are facing increasing difficulty obtaining monetary donations from individuals and corporations, organizations (and especially legal organizations) are still able to convince individuals and corporations to donate professional services and goods.

Note that while giving is down from 2008 to 2009, individuals, foundations and governments have increased giving between 2007 and 2009. Corporate giving continues to be below 2007 levels, potentially reflecting hesitancy in making charitable contributions in an uncertain economic climate.

Table 2: 2007-2009 Detailed Revenue for All Participants (\$ Millions)

Revenue	2007	2008	2009
Individual Contributions	\$63.6	\$77.7	\$67.3
Foundation Funding	24.3	33.0	29.5
Corporate Funding	4.9	6.3	4.3
Government Funding	3.4	4.1	3.7
Bequests	8.3	30.4 ⁷	5.4
In-Kind Contributions	17.9	23.5	29.0
Program Income	3.3	3.8	3.6
Fundraising Events (net)	18.2	19.8	16.1
Other	4.3	4.2	2.3
Total Revenue	\$148.2	\$202.7	\$161.3

⁷ Bequests in 2008 increased by more than \$22.0 million due to the gift of a single donor.

Figure 7: 2005-2009 Average Days of Working Capital
Unweighted Average for All Participants

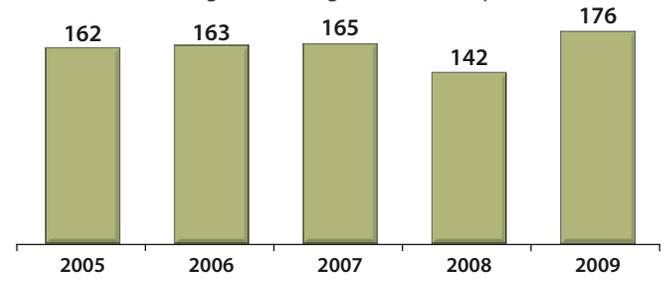


Figure 8: 2005-2009 Liquidity Ratio
Unweighted Average for All Participants

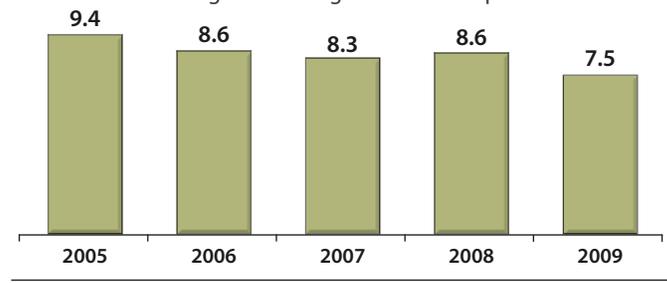


Figure 9: 2005-2009 Revenue
All Participants Combined, \$ Millions

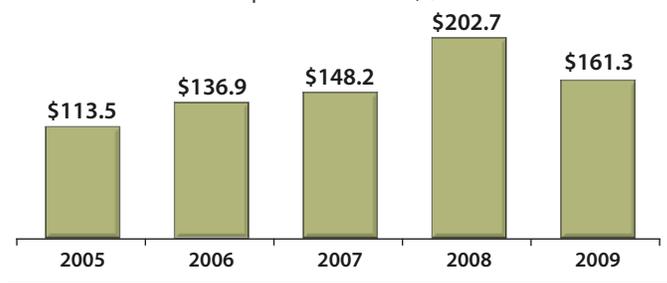


Figure 10: 2009 Revenue by Source
All Participants Combined

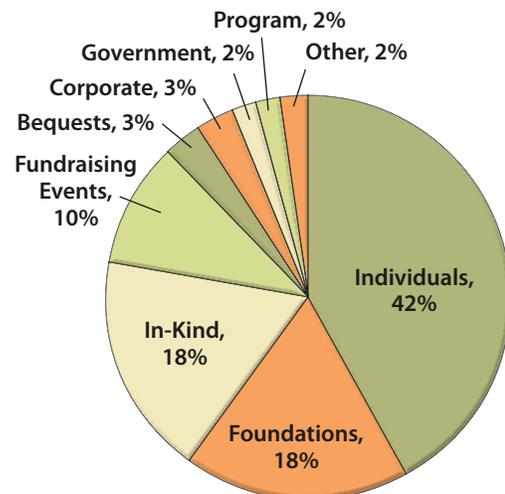


Figure 11: 2005-2009 Revenue by Source

Figure 11a: Individual Contributions

All Participants Combined, \$ Millions

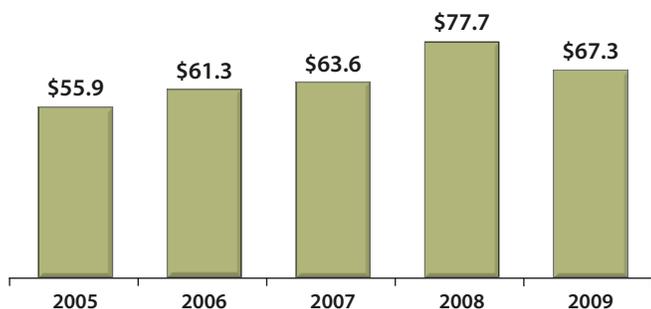


Figure 11b: Foundation Contributions

All Participants Combined, \$ Millions

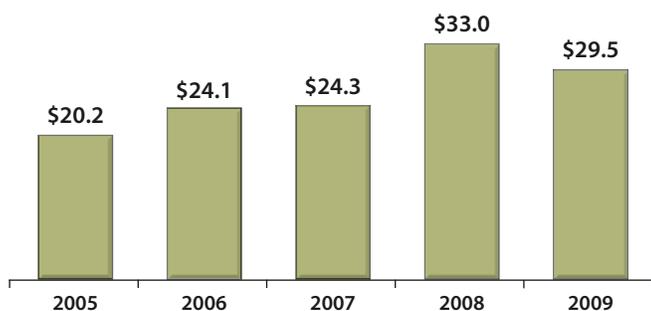


Figure 11c: In-Kind Contributions

All Participants Combined, \$ Millions

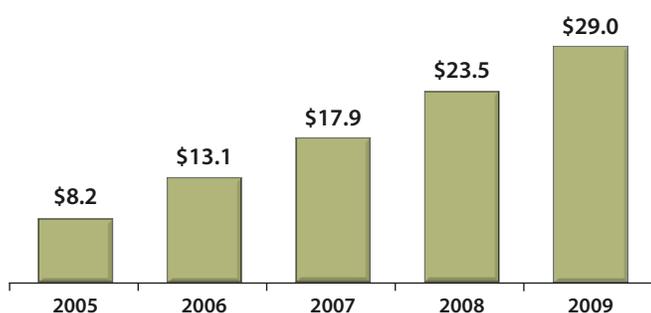
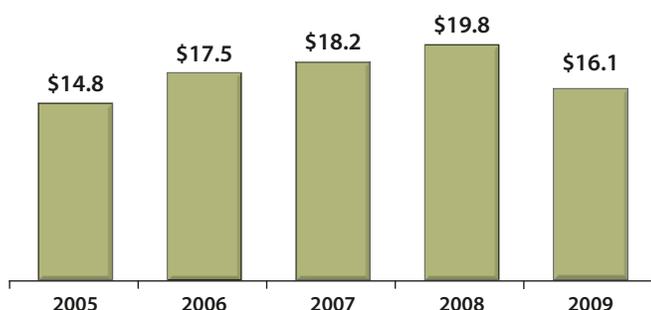


Figure 11d: Fundraising Events (Net)

All Participants Combined, \$ Millions



Bequests have shown wide fluctuations over the three-year period, as might be expected with revenue that is often not planned and is tied to the uncertainty of an individual's death (for example, a bequest from a single donor in 2008 accounted for \$22.0 million in revenue for that year). Finally, net fundraising event revenue was also down in 2009 versus both 2008 and 2007. It appears that fewer donors are attending fundraising events, while other MAP analysis shows the cost of these events is going up. Additionally, organizations may be holding fewer fundraising events as a result of the economic downturn.

Figure 11 shows five-year trends for the four largest sources of revenue for participating organizations: individual contributions, foundation funding, in-kind contributions and fundraising events. All four major sources of revenue increased from 2005 to 2009, though, as noted above, individual contributions, foundation funding and fundraising events all experienced revenue declines between 2008 and 2009.

FUNDRAISING

This section examines the ways in which LGBT nonprofits fundraise, including their reliance on top contributors, fundraising costs and fundraising from individual donors.

The average participant receives almost half its revenue from its 10 largest contributors. For each participant, MAP calculated the percent of revenue coming from the organization's top 10 non-government contributors—including individual donors, foundations and/or corporate donors. An unweighted average of participants' reliance on its top 10 contributors shows that the average organization receives almost half (47%) of its revenue from its largest contributors—a number that has remained fairly steady since 2007 (see *Figure 12* on the next page). However, because larger organizations have more diverse revenue sources, a weighted average of participants shows that overall, only 27% of total revenue is derived from the cumulative contributions of the top 10 contributors for each organization.

In aggregate, individual donors are a very important revenue source for participants, representing 42% of overall revenue (the largest source of revenue for these LGBT nonprofits). Participating organizations report a total of 280,984 donors who contributed \$35 or more in 2009 and 14,748 donors who contributed \$1,000 or

more (see *Figure 13*). The number of individuals donating \$35 or more increased 12% from 2005 to 2009, but again dropped between 2008 and 2009 (though note that more donors gave in 2009 than in any other year except 2008, which saw a sharp increase in smaller donors). However, the number of donors contributing \$1,000 or more has decreased by 7% from 2005 to 2009 and 11% from 2007 to 2009, another likely reflection of the economic downturn (although we see two temporary spikes in these larger donors in the 2006 and 2008 election years).

Similarly, from 2005 to 2009, the number of individuals attending fundraising events increased by 25%, though we again see a drop since 2008 (11%) and even since 2007 (5%) (see *Figure 14*). These drops come despite the fact that MAP analysis shows that organizations are providing a greater donor benefit at fundraising events, and the drops are also significant given that revenue from fundraising events comprises 10% of LGBT nonprofit revenue.

However, another important measure of the ability of the LGBT movement to engage donors is the rate of donor turnover. Donor turnover is measured as the percent of donors who contributed in the previous year but did not make a contribution in the current year. MAP measured donor turnover in two ways: an unweighted average to reflect the average participant (*Figure 15*) and a weighted average for all participants combined (see *Figure 16* on the next page). The unweighted average showed that the average organization experienced a 46% donor turnover rate in 2009 (46% of donors made a contribution to the average organization in 2008, but did not do so in 2009). Looking at a weighted average, a similar 49% of all donors who gave to a participant in 2008 did not give to the participant again in 2009. Given that the total number of donors declined between 2008 and 2009, these numbers suggest that, while organizations are not

Figure 12: 2007-2009 % of Revenue from Top Ten Contributors
Unweighted Average for All Participants

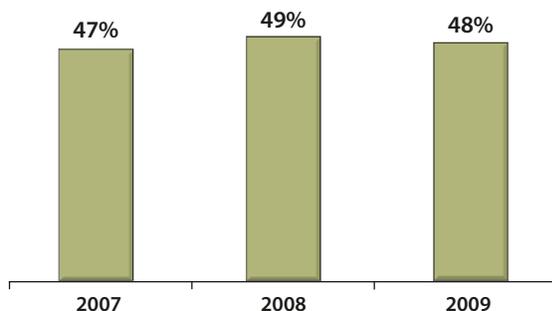


Figure 13: 2005-2009 Total Number of Donors

Figure 13a: Number of People Donating \$35 or More
All Participants Combined

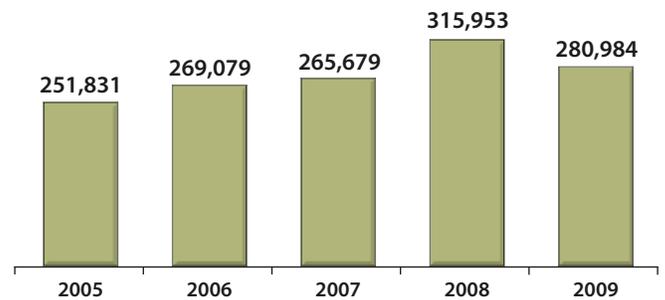


Figure 13b: Number of People Donating \$1,000 or More
All Participants Combined

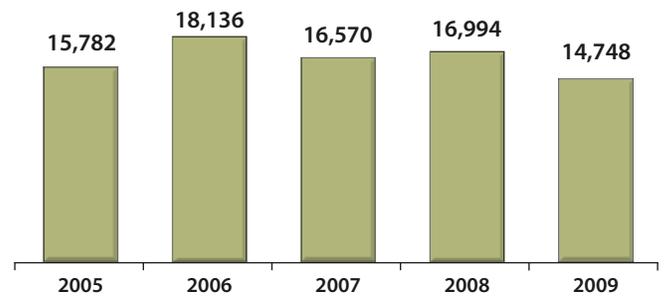


Figure 14: 2005-2009 Number of People Attending Fundraising Events
All Participants Combined

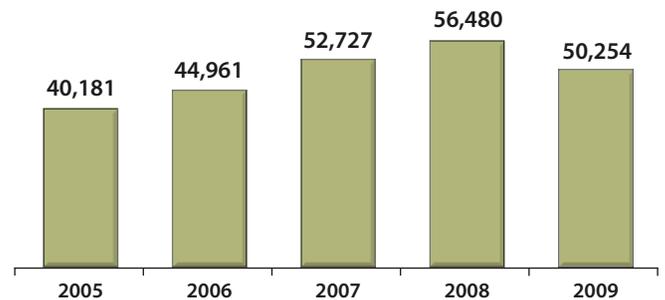
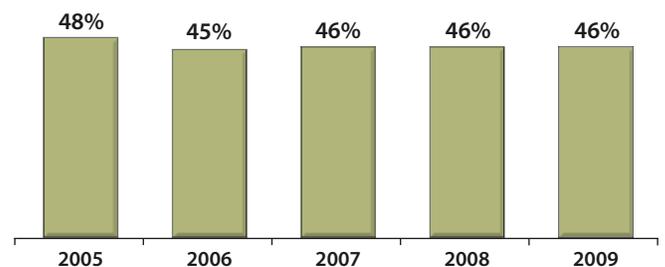


Figure 15: 2005-2009 Average Donor Turnover

% of donors in a given year who do not donate but donated in the previous year
Unweighted Average for All Participants



experiencing a greater turnover of existing donors, they are having a harder time finding new donors to replace those who no longer give.

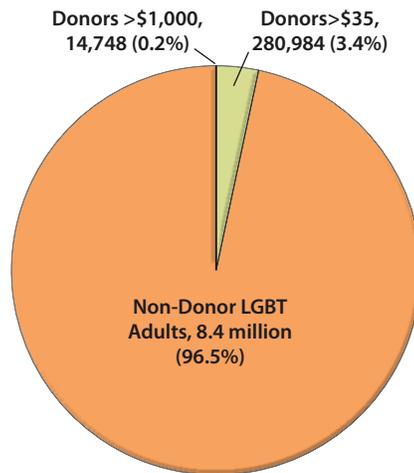
Fortunately, there is room to increase the number of donors to the LGBT movement. *Figure 17* shows the estimated number of LGBT adults in the United States.⁸ Even if we conservatively assume that each donor reported by participants is unique (no duplication between lists), donates only once and identifies as LGBT (no heterosexual donors), we find that only 3.4% of LGBT adults have donated to a participant. Given that the combined donor figure almost certainly includes a significant number of heterosexual allies and individuals who contributed to multiple organizations, the actual portion of LGBT adults who have donated is likely much lower than 3.4%.

Despite recent fundraising challenges, organizations appear to be quite efficient in their fundraising operations. Of total expenses, 79% are spent on programs and services, 9% are spent on management and general expenses and only 12% are spent on fundraising (see *Figure 18*). These percentages adhere to the American Institute of Philanthropy (AIP) and Better Business Bureau Wise Giving Alliance (BBB) efficiency benchmarks. Similarly, organizations spend approximately \$0.15 to raise \$1 (see *Figure 19*). While the cost to raise \$1 increased from 2008 to 2009, the figure remained constant from 2007 to 2009.

Finally, note that fundraising is much harder and more costly for 501(c)(4) organizations and 527/PACs than for 501(c)(3) organizations. This is because donations to the former are not tax-deductible because they can be used for lobbying and other activities designed to affect

Figure 17: Combined 2009 Donors vs. LGBT Population

100% = Est'd 8.7 Million LGBT Adults in US



Source: The Williams Institute (LGB population estimates); MAP Analysis ; Does not add to 100% due to rounding.

Figure 18: 2009 Expense Breakdown

All Participants Combined, 100% = \$165.6 million

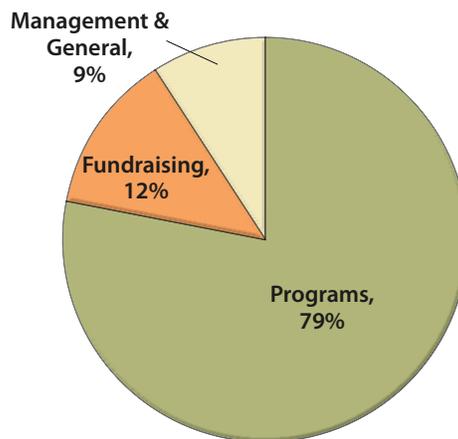


Figure 16: 2005-2009 Average Donor Turnover

% of donors in a given year who do not donate but donated in the previous year
Weighted Average for All Participants

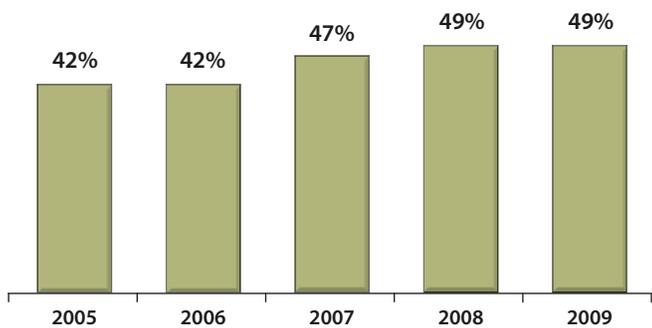
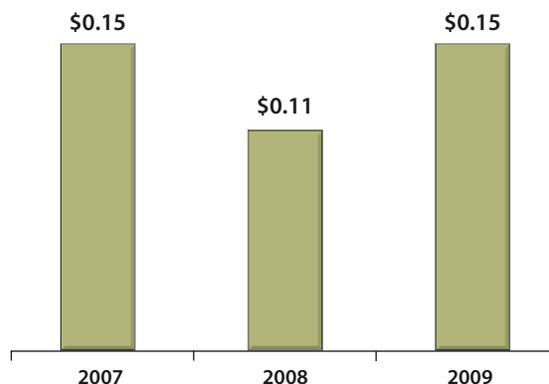


Figure 19: 2007-2009 Overall Cost to Raise \$1

Weighted Average for All Participants



⁸ We lack the data to reliably estimate the size of the transgender population.

The Limitations of Fundraising Efficiency Benchmarks

It is important for donors to feel confident in an organization's operational efficiency. MAP's analysis of the program, administrative and fundraising expenses for each participating organization finds that all participating organizations exceed fundraising efficiency benchmarks set by the American Institute of Philanthropy and Better Business Bureau Wise Giving Alliance. That is, all organizations' fundraising expenses easily fell below 30% and all program expenses were easily more than 65%.

Having established this baseline, MAP feels that further comparisons of metrics across organizations may encourage an unhelpful overreliance on financial benchmarking. 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 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.

Costs also vary by the type and scope of issues that an organization addresses, the tactics employed and the organization's geographic scope. Also, while there are national accounting regulations for expense allocation, organizations have great leeway in how they apply those regulations in practice. Finally, overhead and fundraising costs are necessary to operate a successful organization. It takes money to recruit qualified staff, build a diversified donor base, and build an organization's infrastructure.

While a certain level of financial due diligence is helpful, the best way to tell whether a nonprofit deserves recognition and support for its work is to look at an organization's programs, activities, and ultimately, outcomes.

legislation and elections. The lack of tax-deductibility creates a significant enough fundraising impact that watchdogs like Charity Navigator refuse to even rate or provide benchmarks for 501(c)(4) organizations and 527/PACs. While most revenue (72% or \$115.7 million) of organizations is attributed to 501(c)(3) organizations, more than one quarter of revenue is attributed to 501(c)(4) organizations and a remaining 1% is for 527/PAC organizations (see *Figure 20*).

While organizations continue to be efficient, we do see a reduction in spending on programs and services between 2008 and 2009, with the amount spent on fundraising increasing slightly (see *Table 3*). This may reflect the ways in which organizations adjusted to the decrease in revenue in 2009—by reducing programs and cutting staffing and other management costs while focusing on fundraising.

ASSETS AND LIABILITIES

Table 4 on the next page shows the combined Statement of Financial Position for organizations from 2005 to 2009. Noteworthy items include:

Figure 20: 2009 Revenue By Legal Type

All Participants Combined
\$ Millions, 100% = \$161.3

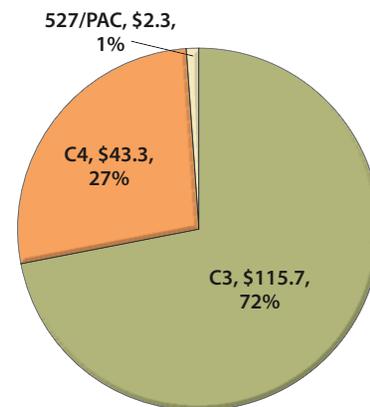


Table 3: 2007-2009 Expenses for All Participants (\$ Millions)

Expenses	2007	2008	2009
Programs	\$108.3	\$136.7	\$130.5
Fundraising	19.2	20.0	20.8
Management & General	14.9	15.4	14.3
Total Expenses	\$142.5	\$172.1	\$165.6

- **Cash and Cash Equivalents:** Cash has increased from \$17.2 million in 2005 to \$22.5 in 2009. This may reflect a general trend for organizations to cut expenses and hold onto cash instead of spending reserves in response to decreased revenue.
- **Net Fixed Assets:** LGBT nonprofits have \$25.7 million in fixed assets, which speaks to the physical stability of the LGBT movement—these assets include land, buildings, equipment and furniture. However, organizations also owe \$6.3 million in long-term debt, which includes mortgages.
- **Other Long-Term Assets:** The large increase in these assets from 2007 to 2008 is due in large part to a single major bequest. As this long-term gift is paid out, the total of other long-term assets will decrease, as seen from 2008 to 2009.
- **Current Liabilities:** These have remained relatively constant from 2006 to 2009, reflecting that organizations have been able to keep their vendors paid during 2009 despite the economic downturn and decreased revenue.
- **Unrestricted Net Assets:** These have consistently increased over the period of 2005 to 2009. This is surprising given the economic downturn and decreased revenue in 2009, but the increases signal the growing strength of the movement.

Table 4: 2005-2009 Statement of Financial Position (\$ Millions)

	2005	2006	2007	2008	2009
Assets					
Cash and cash equivalents	\$17.2	\$21.1	\$19.2	\$23.0	\$22.5
Investments	13.3	15.5	18.3	22.9	25.3
Other current assets	14.4	18.1	19.3	20.1	21.0
Net fixed assets	27.7	27.5	26.8	27.0	25.7
Other long-term assets	14.5	13.1	15.8	34.5	30.8
Total Assets	\$87.1	\$95.2	\$99.4	\$127.6	\$125.4
Liabilities					
Current liabilities	\$7.9	\$10.1	\$11.1	\$11.1	\$11.8
Long-term debt	14.9	11.2	8.0	5.9	6.3
Other long-term liabilities	0.8	1.0	1.3	1.3	1.5
Total Liabilities	\$23.6	\$22.3	\$20.4	\$18.4	\$19.7
Net Assets					
Unrestricted	\$32.7	\$41.0	\$44.9	\$46.6	\$49.7
Temporarily restricted	24.2	23.5	24.1	49.1	42.5
Permanently restricted	6.7	8.4	10.0	13.5	13.5
Total Net Assets	\$63.6	\$72.9	\$79.0	\$109.2	\$105.7
Total Liabilities and Net Assets	\$87.1	\$95.2	\$99.4	\$127.6	\$125.4

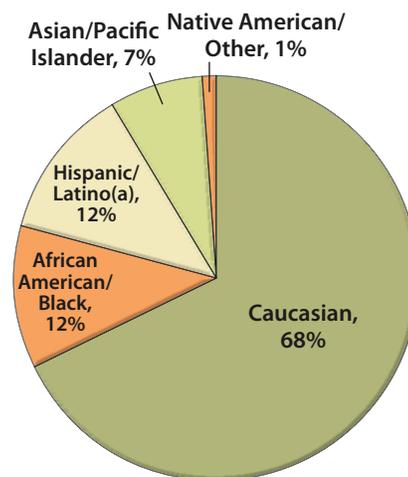
STAFF AND BOARD MEMBERS

Participating organizations employ a total of 808 employees, of which 739 are full-time and 69 are part-time. Organizations were asked to provide information about staff and board race/ethnicity; gender identity and expression; and the number of staff and board who identify as transgender. Organizations could choose more than one race/ethnicity for each employee and board member.

Figure 21 shows that 32% of staff identify as people of color (POC). The staff of participating organizations are roughly representative of the broader U.S. population, of which 35% identifies as POC.

Figure 21: Staff Race/Ethnicity

Staff for All Participants (n=808)



Note: May not total 100% as organizations could choose more than one race/ethnicity for each staff member.

Figure 22 shows the gender breakdown of staff for whom this information was provided. Approximately 51% of staff identify as men, 46% identify as women and 3% of staff identify as genderqueer/other. Separate from gender identity, organizations also reported that 6% of their staff identify as transgender (note that a transgender staff member will likely also identify as male, female or genderqueer).

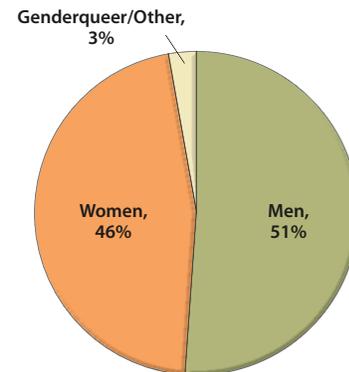
Participating organizations have a total of 689 board members, which is approximately one board member for every full-time staff member. The board members of participating organizations are less racially/ethnically diverse and are also less diverse in terms of gender than the staff of participating organizations. As shown in Figure 23, 75% of all board members identify as Caucasian. Figure 24 shows the gender breakdown for board members: men comprise 58% of all board members, while women comprise 40%, and 2% of board members identify as genderqueer/other. However 6% of board members identify as transgender, a number which is nearly as high as the number of staff who identify as transgender.

CONCLUSION

The 2010 National LGBT Movement Report provides important information to educate the public, policymakers, LGBT movement donors, and advocates about the financial health and operating efficiency of the LGBT movement. The report offers a comprehensive look at the finances of 39 leading LGBT social justice advocacy organizations, which comprise 69% of the budgets of all LGBT social justice advocacy organizations. Participating LGBT organizations have seen significant revenue decline over the past few years, likely due to the economic downturn. They have responded to the economic challenges by taking the necessary step of reducing expenses, and as a result, the overall financial health of the leading LGBT organizations remains strong, though overall movement capacity may be somewhat reduced. Despite this more difficult fundraising environment, LGBT organizations continue to meet charity watchdog benchmarks and are efficient in their fundraising operations.

Figure 22: Staff Gender

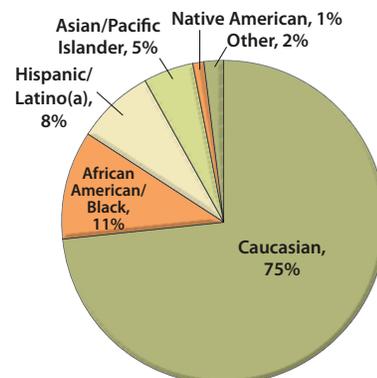
Staff for All Participants (n=793)



Note: Some participants did not provide gender information for all staff members.

Figure 23: Board Member Race/Ethnicity

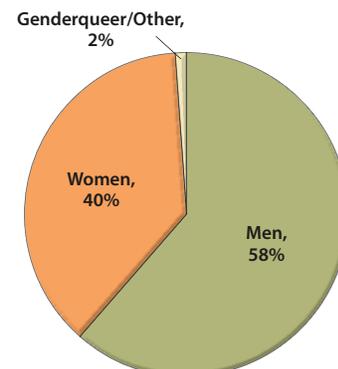
Board Members for All Participants (n=689)



Note: May not total to 100% as organizations could choose more than one race/ethnicity for each board member.

Figure 24. Board Member Gender

Board Members for All Participants (n=688)



Note: Some organizations did not provide gender information for all board members.

APPENDIX: PARTICIPATING ORGANIZATIONS

The following is a list of the participating organizations, their mission, focus area, and website. One *research & public education* organization is anonymous, and its information is not listed in this report.

Organization	Mission	Focus Area	Website	Exceeds Charity Benchmarks?
ACLU LGBT & AIDS Project	Create a society in which LGBT people and people with HIV enjoy the basic rights of equality, privacy, personal autonomy and freedom of expression and association. This means an America where people can live openly without discrimination, where there's respect for our identities, relationships and families, and where there's fair treatment in employment, schools, housing, public places, healthcare and government programs.	Legal – LGBT and HIV Legal Advocacy	www.aclu.org	✓
CenterLink: The Community of LGBT Centers	CenterLink exists to support the development of strong, sustainable LGBT community centers and to build a unified center movement.	Issue – LGBT Community Centers	www.lgbtcenters.org	✓
COLAGE	COLAGE is a national movement of children, youth, and adults with one or more lesbian, gay, bisexual, transgender and/or queer (LGBTQ) parent/s. We build community and work toward social justice through youth empowerment, leadership development, education, and advocacy.	Advocacy – People with LGBTQ Parents	www.colage.org	✓
Council on Global Equality	Encourage a clearer and stronger American voice on international LGBT human rights concerns by bringing together international human rights activists, foreign policy experts, LGBT leaders, philanthropists, corporations and political strategists. Council members seek to ensure that representatives of the U.S. leverage available diplomatic, political and economic resources to oppose human rights abuses based on sexual orientation, gender identity or gender expression.	Advocacy – International LGBT Human Rights	www.globalequality.org	✓
Empire State Pride Agenda	Win equality and justice for LGBT New Yorkers and our families through education, organizing and advocacy programs. We work to create a broadly diverse alliance of LGBT people and allies in government, communities of faith, labor, the workforce and other social justice movements to achieve equality for LGBT New Yorkers and broader social, racial and economic justice.	Advocacy – New York	www.prideagenda.org	✓
Equality California	Achieve equality and acceptance for LGBT Californians.	Advocacy – California	www.eqca.org	✓
Equality Federation	Achieve equality for LGBT people in every state and territory by building strong and sustainable statewide organizations in a state-based movement.	Advocacy – State-based Equality Groups	www.equalityfederation.org	✓
Equality Forum	Equality Forum is a national and international LGBT civil rights organization with an educational focus. Equality Forum coordinates LGBT History Month, produces documentary films, undertakes high impact initiatives and presents the largest annual international LGBT civil rights summit.	Research & Public Education – LGBT Rights Nationwide and Internationally	www.equalityforum.com	✓

Organization	Mission	Focus Area	Website	Exceeds Charity Benchmarks?
Family Equality Council	Ensure equality for LGBT families by building community, changing hearts and minds, and advancing social justice for all families.	Advocacy – LGBT families	www.familyequality.org	✓
Freedom to Marry	Freedom to Marry is the campaign to win marriage nationwide. We are pursuing our Roadmap to Victory by working to win the freedom to marry in more states, grow the national majority for marriage, and end federal marriage discrimination. We partner with individuals and organizations across the country to end the exclusion of same-sex couples from marriage and the protections, responsibilities, and commitment that marriage brings.	Issue – The freedom to marry	www.freedomtomarry.org	✓
Gay & Lesbian Advocates & Defenders (GLAD)	GLAD is New England's leading legal rights organization dedicated to ending discrimination based on sexual orientation, HIV status and gender identity and expression.	Legal – LGBT and HIV Legal Advocacy in New England	www.glad.org	✓
Gay & Lesbian Alliance Against Defamation (GLAAD)	The Gay & Lesbian Alliance Against Defamation (GLAAD) amplifies the voice of the LGBT community by empowering real people to share their stories, holding the media accountable for the words and images they present, and helping grassroots organizations communicate effectively. By ensuring that the stories of LGBT people are heard through the media, GLAAD promotes understanding, increases acceptance, and advances equality.	Issue – Media	www.glaad.org	✓
Gay & Lesbian Victory Fund and Leadership Institute	Gay & Lesbian Victory Fund: To change the face and voice of America's politics and achieve equality for LGBT Americans by increasing the number of openly LGBT officials at all levels of government. Gay & Lesbian Leadership Institute: To achieve full equality for LGBT people by building, supporting and advancing a diverse network of LGBT public leaders.	Advocacy – Elected Officials	www.victoryfund.org	✓
Gay, Lesbian and Straight Education Network (GLSEN)	GLSEN, the Gay, Lesbian and Straight Education Network, is the leading national education organization focused on ensuring safe schools for all students. Established in 1990, GLSEN envisions a world in which every child learns to respect and accept all people, regardless of sexual orientation or gender identity/expression. GLSEN seeks to develop school climates where difference is valued for the positive contribution it makes to creating a more vibrant and diverse community.	Issue – Schools	www.glsen.org	✓
Gay-Straight Alliance Network	Empower youth activists to fight homophobia and transphobia in schools.	Issue – Schools	www.gsanetwork.org	✓
GroundSpark	Create visionary films and accompanying dynamic educational campaigns that move individuals and communities to take action for a more just world. Our primary program, the Respect For All Project (RFAP), promotes the development of safe, inclusive schools and communities that are free from bias and prejudice.	Research & Public Education – Educational Films and Curricula	www.groundspark.org	✓

Organization	Mission	Focus Area	Website	Exceeds Charity Benchmarks?
Human Rights Campaign (HRC)	The Human Rights Campaign is America's largest civil rights organization working to achieve lesbian, gay, bisexual and transgender equality. HRC seeks to improve the lives of LGBT Americans by advocating for equal rights and benefits in the workplace, ensuring families are treated equally under the law and increasing public support among all Americans through advocacy, education and outreach programs. HRC works to secure equal rights for LGBT individuals and families at the federal and state levels by lobbying elected officials, mobilizing grassroots supporters, educating Americans, investing strategically to elect fair-minded officials and partnering with other LGBT organizations.	Advocacy – Nationwide	www.hrc.org	✓
Immigration Equality & Immigration Equality Action Fund	End discrimination in US immigration law, reduce its negative impact on the lives of LGBT and HIV-positive people and help obtain asylum for those persecuted in their home countries based on their sexual orientation, transgender identity or HIV-status. Through education, outreach, advocacy and by maintaining a nationwide network of resources, we provide information and support to advocates, attorneys, politicians and those threatened by persecution or the discriminatory impact of the law.	Issue – Immigration	www.immigrationequality.org www.immigrationequalityactionfund.org	✓
In The Life Media	In The Life Media (ITLM) produces change through innovative media that exposes social injustice by chronicling LGBT life and providing our audiences with effective ways to advance equality within and beyond our communities. Founded in 1992, on the simple premise of using media to advance social justice for LGBT people, ITLM produces investigative video journalism for national broadcast and digital distribution. ITLM is best known for its award-winning productions of IN THE LIFE, the public television series documenting the people and issues shaping the LGBT experience.	Research & Public Education – Multi-Media	www.itlmedia.org	✓
Lambda Legal	Achieve full recognition of the civil rights of LGBT people and those with HIV through impact litigation, education and public policy work.	Legal – LGBT and HIV Legal Advocacy	www.lambdalegal.org	✓
Log Cabin Republicans & Liberty Education Forum	Log Cabin Republicans —Work within the Republican Party to advocate for equal rights for gay and lesbian Americans. We emphasize how our principles of limited government, individual liberty, individual responsibility, free markets and a strong national defense—and the moral values on which they stand—are consistent with the pursuit of equal treatment under the law for gay and lesbian Americans. Liberty Education Forum —Use the power of ideas to educate people about the importance of achieving freedom and fairness for all Americans, regardless of sexual orientation or gender identity. LEF conducts educational programs, grassroots training and research on key issues that impact the LGBT population.	Advocacy - Republican Party	www.logcabin.org www.libertyeducationforum.org	✓

Organization	Mission	Focus Area	Website	Exceeds Charity Benchmarks?
MassEquality	MassEquality is Massachusetts' statewide, grassroots organization working to ensure equal rights and opportunities for every lesbian, gay, bisexual and transgender person from cradle to grave – in schools, in marriage and family life, at work and in retirement. By building a broad and inclusive movement, shifting public opinion, and achieving electoral and policy victories, MassEquality is protecting marriage equality in Massachusetts, working to win it in other states, and promoting a comprehensive Equality Agenda to ensure full social and legal equality for every LGBT person in Massachusetts.	Advocacy – Massachusetts	www.massequality.org	✓
National Black Justice Coalition	The National Black Justice Coalition (NBJC) is a civil rights organization dedicated to empowering black lesbian, gay, bisexual and transgender (LGBT) people. NBJC's mission is to eradicate racism and homophobia. Since 2003, NBJC has provided leadership at the intersection of mainstream civil rights groups and mainstream LGBT organizations, advocating for the unique challenges and needs of the African American LGBT community that are often relegated to the sidelines. NBJC envisions a world where all people are fully empowered to participate safely, openly and honestly in family, faith and community, regardless of race, gender identity or sexual orientation.	Advocacy – Black LGBT Community	www.nbjc.org	✓
National Center for Lesbian Rights	Advance the civil and human rights of LGBT people and families through litigation, policy advocacy and public education.	Legal – LGBT Legal Advocacy	www.nclrights.org	✓
National Center for Transgender Equality	End discrimination and violence against transgender people through education and advocacy on national issues of importance to transgender people. By empowering transgender people and our allies to educate and influence policymakers and others, NCTE facilitates a strong and clear voice for transgender equality in our nation's capital and around the country.	Advocacy – Transgender Rights	www.transequality.org	✓
National Gay and Lesbian Task Force (The Task Force)	Build political power in the LGBT community from the ground up by training activists, organizing broad-based campaigns to defeat anti-LGBT referenda and advance pro-LGBT legislation, and building the movement's organizational capacity. Via the Task Force Policy Institute, the LGBT movement's premier think tank, provide research and policy analysis to support the struggle for complete equality and to counter right-wing lies. We work within a broader social justice movement to create a nation that respects the diversity of human expression and identity and that fosters opportunities for all.	Advocacy – Nationwide	www.thetaskforce.org	✓
National Youth Advocacy Coalition	The National Youth Advocacy Coalition (NYAC) is a social justice organization that advocates for and with young people who are lesbian, gay, bisexual, transgender or questioning (LGBTQ) in an effort to end discrimination against these youth and ensure their physical and emotional well-being.	Advocacy – LGBT Youth	www.nyacyouth.org	✓

Organization	Mission	Focus Area	Website	Exceeds Charity Benchmarks?
New York City Gay and Lesbian Anti-Violence Project	Eliminate hate violence, sexual assault, stalking and domestic violence in LGBT, queer and HIV-affected communities through counseling, advocacy, organizing and public education. Through our National Coalition of Anti-Violence Programs (NCAVP), create a national response to the violence within and against LGBTQ and HIV-affected communities via public policy work, documentation of violence, direct service, training and technical assistance.	Issue – Anti-Violence, Domestic Violence, Sexual Violence and Hate Violence	www.avp.org	✓
Out & Equal Workplace Advocates (Out & Equal)	Convene, advise, educate and inspire individuals and organizations to achieve workplace equality for all through the full inclusion of lesbian, gay, bisexual and transgender employees.	Issue – Workplace Equality	www.outandequal.org	✓
The Palm Center	We believe the public makes wise choices on social issues when high-quality information is available. Using rigorous social science and citing evidence rather than emotion, the Palm Center seeks to influence public discussions about controversial social issues and create social policy outcomes. Our work on the Don't Ask, Don't Tell (DADT) project informs public discussion of LGBT and other marginalized sexual identities in the armed forces.	Research & Public Education – Military Policy and Research	www.palmcenter.org	✓
Parents, Families and Friends of Lesbians and Gays	Promote the health and well-being of LGBT persons, their families and friends through support, to cope with an adverse society; education, to enlighten an ill-informed public; and advocacy, to end discrimination and to secure equal civil rights. PFLAG provides opportunity for dialogue and acts to create a society that is healthy and respectful of human diversity.	Advocacy – Families of LGBT People	www.pflag.org	✓
Point Foundation	Provide financial support, mentoring, leadership training and hope to meritorious students who are marginalized due to sexual orientation, gender identity or gender expression.	Issue – Education	www.pointfoundation.org	✓
Servicemembers Legal Defense Network	Considering that the repeal of Don't Ask, Don't Tell still needs to be fully implemented, SLDN will remain dedicated to dismantling this oppressive and discriminatory regime within the military, and assisting servicemembers who are harmed by it during the transition. SLDN will work to ensure that evenhanded policies and regulations, providing equal treatment and opportunity for all, regardless of actual or perceived sexual orientation or gender identity or militarily appropriate gender expression, are established and effectively implemented in the armed forces, including active duty, National Guard, reserve and officer training programs.	Issue – Military	www.sldn.org	✓

Organization	Mission	Focus Area	Website	Exceeds Charity Benchmarks?
Services & Advocacy for GLBT Elders (SAGE)	The mission of Services & Advocacy for GLBT Elders (SAGE) is to lead in addressing issues related to lesbian, gay, bisexual and transgender (LGBT) aging. In partnership with its constituents and allies, SAGE works to achieve a high quality of life for LGBT older adults, supports and advocates for their rights, fosters a greater understanding of aging in all communities, and promotes positive images of LGBT life in later years.	Advocacy – LGBT Older Adults	www.sageusa.org	✓
Soulforce – Home of the Equality Ride	Soulforce works to end religion-based discrimination against the LGBTQ community through relentless, nonviolent direct action.	Issue – Religion	www.soulforce.org	✓
Sylvia Rivera Law Project	Sylvia Rivera Law Project (SRLP) works to guarantee that all people are free to self-determine their gender identity and expression, regardless of income or race and without harassment, discrimination or violence. SRLP is a collective organization founded on the understanding that gender self-determination is inextricably intertwined with racial, social and economic justice. We seek to increase the political voice and visibility of people of color (POC) and low-income people who are transgender, intersex or gender non-conforming.	Legal – Low Income Transgender Rights and Legal Advocacy	www.srlp.org	✓
Transgender Law Center	The Transgender Law Center (TLC) connects transgender people and their families to technically sound and culturally competent legal services; increases acceptance and enforcement of laws and policies that support transgender communities; and changes laws and systems that fail to incorporate the needs of transgender people. TLC utilizes legal services, policy advocacy, and public education to advance the rights and safety of diverse transgender communities, including all of the innumerable genders and forms of gender expression that fall within and outside of stereotypical gender norms. TLC understands, acknowledges, and resists non-gender based oppressions that limit people's ability to live in peace.	Legal – Transgender Rights and Legal Advocacy	www.transgenderlawcenter.org	✓
The Trevor Project	The Trevor Project is determined to end suicide among LGBTQ youth by providing life-saving and life-affirming resources including our nationwide, 24/7 crisis intervention lifeline, digital community and advocacy/educational programs that create a safe, supportive and positive environment for everyone.	Issue – LGBT Youth and Mental Health	www.thetrevorproject.org	✓

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movement advancement project ▶

2215 Market St. • Denver, CO 80205
www.lgbtmap.org