

# 2015 NATIONAL LGBT MOVEMENT REPORT

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

*December 2015*



movement advancement project ▶

## This report was authored by:

### **Movement Advancement Project**

The Movement Advancement Project (MAP) is an independent think tank that provides rigorous research, insight and analysis that help speed equality for LGBT people. MAP works collaboratively with LGBT organizations, advocates and funders, providing information, analysis and resources that help coordinate and strengthen efforts for maximum impact.

### **About this report**

The *2015 National LGBT Movement Report* provides a comprehensive and standardized look at the LGBT movement's finances across 38 major LGBT organizations. This report aims to educate both new and longstanding LGBT movement donors and advocates and to encourage and sustain their commitment to the movement.

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## KEY FINDINGS

The 2015 National LGBT Movement Report provides a comprehensive snapshot of the financial health of most of America's largest LGBT social justice organizations. These organizations were categorized by MAP as focusing on broad LGBT advocacy, issue-specific advocacy, legal advocacy, or research and public education. The 38 organizations participating in the report represent 66% of the budgets of all LGBT social justice organizations.<sup>a</sup>

For participating organizations, revenue decreased very slightly between 2013 and 2014, while expenses increased. Comparing participating organizations to national averages outside of the LGBT movement, revenue for the top 100 nonprofit organizations across the country increased 3.4%, while expenses increased 4.1%.<sup>1</sup>

### Revenue

- For the first time since the recession of 2007-2008, participating organizations reported an aggregate decrease in revenue of 0.4% from 2013 to 2014 (excluding in-kind revenue).
- Individual contributions comprised the largest share of cumulative revenue (40%), followed by foundation contributions (14%) and fundraising event income (10%).
- Although individual donor revenue grew 11% from 2013 to 2014, organizations lost an aggregate of \$6.3 million of revenue from foundations over the same period, an 18% drop.
- Half of participating organizations experienced revenue declines, with the average of these organizations experiencing a shocking 20% revenue decline.

### Expenses

- Despite the small drop in revenue, 2014 expenses increased 4% from 2013 (excluding in-kind expenses).
- For the first time in five years, expenses exceeded revenue. In 2014, expenses exceeded revenue by \$386,000 (excluding in-kind revenue and expenses).
- Participating organizations project combined 2015 expenses budgets totaling \$189.6 million, a 12% increase from 2014 expenses (excluding in-kind expenses).

### Other Indicators of Financial Health

- Daily cash expenditures reached a cumulative average of \$455,600 per day for all organizations combined, a five-year high.
- Participating organizations reported an average of 191 days of working capital in 2014, a 2% increase from 2013.
- Investment assets increased 6% from 2013 to 2014; total combined investments were \$54.4 million in 2014.

### Fundraising and Fundraising Efficiency

- Participating organizations reported a total of 308,237 individual donors giving \$35 or more in 2014, a 1% increase from 2013. Organizations also increased average donor giving; revenue from individual contributions increased 10.6% from 2013 to 2014. This compares to a 5.7% nationwide increase in nonprofit giving by individual donors over the same time period.
- The number of donors giving \$25,000 or more increased 11% from 2013 to 2014.
- Participating organizations reported an average of \$0.13 spent to raise each dollar in 2014.
- Of total expenses, 81% were dedicated to programs and services and only 10% to fundraising.

### Staff and Boards

- Participating organizations employed a total of 868 full-time and 135 part-time staff.
- Staff at LGBT organizations have similar diversity to the general population; 38% of paid staff at participating organizations identify as people of color compared to 38% of the U.S. population. Among senior staff, the percentage identifying as people of color dropped to 35%.
- Slightly less than half of staff (46%) identify as women; 60% as between the ages of 30 and 54, and 9% as transgender.
- Of board members at participating organizations, 27% identify as people of color, 43% as women, and 8% as transgender.

<sup>a</sup> As determined by classifying and totaling the budgets of all general advocacy, issues-specific advocacy, legal advocacy, and research and public education-focused LGBT nonprofits, based on analysis of Form 990 data from Guidestar.

## INTRODUCTION

This annual report provides a comprehensive overview of the finances and financial health of a key segment of the LGBT movement: LGBT social justice organizations focusing on broad LGBT advocacy, issue-specific advocacy, legal advocacy, or research and public education.<sup>b</sup> In 2015, the 38 national or leading organizations participating in this report collectively represent 66% of the budgets of all LGBT social justice organizations.<sup>c</sup> Throughout the report, we used the terms “organizations” or “participants” to refer to the 38 organizations from which data were collected.

## METHODOLOGY

The 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 (31) have budgets over \$1 million; seven organizations have smaller budgets but are national leaders working in areas of critical concern to the LGBT movement.

MAP collected standardized financial and operations information from participating organizations and summarized key information across participants.<sup>d</sup>

This report provides aggregated data across participating organizations, with most figures and charts showing data for all organizations combined. Where figures or charts reflect data based on a subset of participating organizations, this is noted.

Participating organizations in this survey vary from year to year. One organization is new this year.<sup>e</sup> **Because of the change in participants, figures, charts, and numbers in the 2015 report should not be compared to those in previous reports.** This year’s numbers and analyses (including multiple-year trends) reflect data exclusively for this year’s participating organizations.

## PARTICIPATING ORGANIZATIONS

A list of participants appears in *Table 1*. 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 advocate and/or litigate within the legal system for LGBT people.
- **Research and public education organizations** provide the LGBT community and the broader public with information about the issues facing the LGBT community. They may provide research, policy analysis, or educate the public through media work.

As an example of our categorization, Family Equality

<b>Advocacy</b>	Basic Rights Oregon Empire State Pride Agenda Equality California Equality Federation Equality Florida Equality Maine Family Equality Council Gay & Lesbian Victory Fund and Leadership Institute Human Rights Campaign and Federation (HRC) Keshet Log Cabin Republicans MassEquality National Black Justice Coalition National Center for Transgender Equality (NCTE) National Queer Asian Pacific Islander Alliance (NQAPIA) PFLAG National (PFLAG) Services and Advocacy for GLBT Elders (SAGE) National LGBTQ Task Force
<b>Issue</b>	CenterLink Freedom to Marry GLAAD Gay, Lesbian and Straight Education Network (GLSEN) Gay-Straight Alliance Network (GSA) Immigration Equality New York City Gay and Lesbian Anti-Violence Project Out & Equal Workplace Advocates Point Foundation Reconciling Ministries Network Soulforce The Trevor Project
<b>Legal</b>	ACLU LGBT & AIDS Project Gay & Lesbian Advocates & Defenders (GLAD) Lambda Legal Defense National Center for Lesbian Rights (NCLR) Sylvia Rivera Law Project (SLRP) Transgender Law Center (TLC)
<b>Research &amp; Public Education</b>	Funders for LGBTQ Issues

One organization preferred not to be listed.

<sup>b</sup> This report does not include LGBT community centers; social and recreational organizations; health and human services providers; or arts and culture organizations.

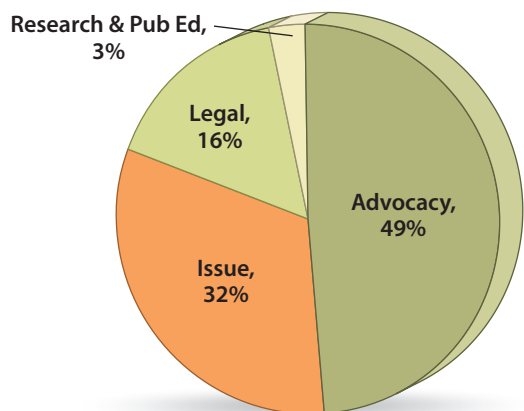
<sup>c</sup> As determined by classifying and totaling the budgets of all general advocacy, issues-specific advocacy, legal advocacy, and research and public education-focused LGBT nonprofits, based on analysis of Form 990 data from GuideStar.

<sup>d</sup> MAP provided participating organizations with a procedure guide including standardized accounting definitions and nonprofit accounting implementation guidance, to which all participants adhered.

<sup>e</sup> National Black Justice Coalition

**Figure 1: Focus of Participating Organizations**

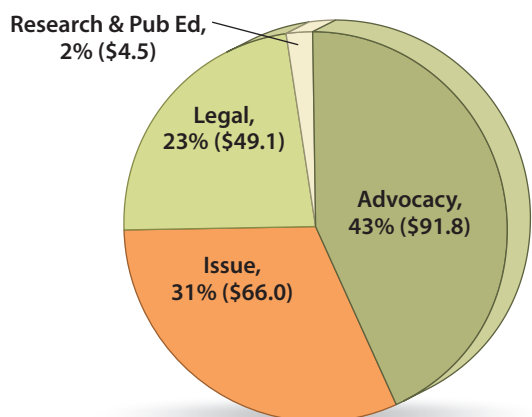
**Figure 1a: Number of Participating Organizations by Category (n=37)**



Note: One organization wishes to remain anonymous and is excluded from this figure.

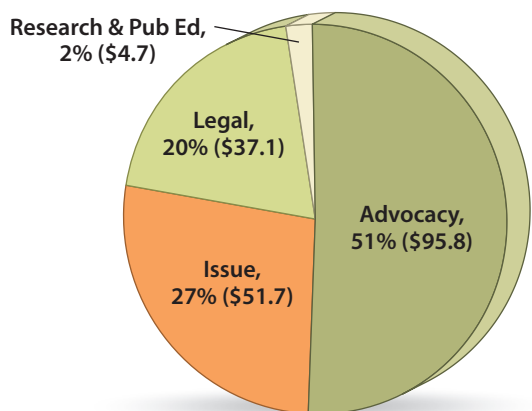
**Figure 1b: Combined 2014 Expenses by Category**

All Participants Combined 100% = \$211.4 million, \$ Millions (n=38)



**Figure 1c: Figure 1c: 2015 Combined Budgets by Category**

Participants Combined 100% = \$189.3 \$ Millions (n=38)



Council advocates specifically for LGBT parents on a broad range of issues, so it is categorized as an advocacy organization. Trevor Project advocates for suicide prevention among LGBT youth and is therefore categorized as an issue organization.

Figure 1 shows the distribution of participants and collective actual 2014 expenses and 2015 budgets by category. For example, advocacy organizations comprised 49% of participating organizations, 43% of total 2014 expenses, and 51% of total 2015 budgets reported by all participants. Advocacy organization budgets totaled \$95.8 million (see Figure 1c), while issue organization budgets totaled \$51.7 million (27% of combined budgets), legal organizations budgets totaled \$37.1 million (20%), and public education budgets totaled \$4.7 million (2%). Resources were concentrated within the larger organizations: the 10 organizations with the largest budgets constituted 70% of the combined budget total, while the 10 organizations with the smallest budgets comprised only 4% of the combined budget total.

**PARTICIPANT REPRESENTATION OF THE BROADER LGBT MOVEMENT**

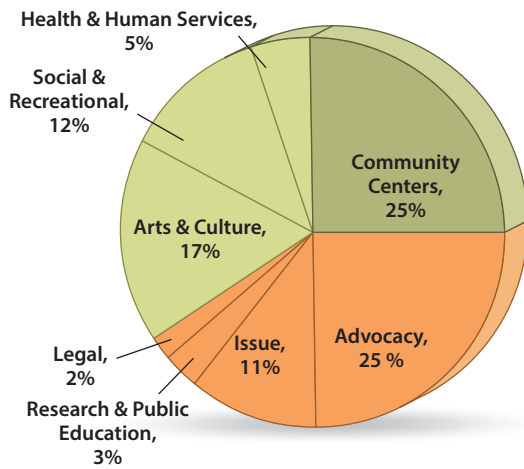
To ensure that the 38 participating organizations are representative of the larger universe of LGBT nonprofits, MAP referenced the GuideStar database of charity IRS filings to identify all LGBT-related 501(c)(3) and 501(c)(4) nonprofit organizations. The GuideStar database includes more than 1.8 million nonprofits. It provides revenue and expense data from the IRS form 990, which all nonprofit organizations with gross receipts over \$50,000 are required to file.

Using the search terms “LGBT,” “GLBT,” “lesbian, gay, bisexual, and transgender,” “gay, lesbian, bisexual, and transgender,” “transgender,” “gay men,” “lesbian,” “bisexual,” and “gay and lesbian,” among others, we identified 593 active 501(c)(3) and 501(c)(4) LGBT nonprofits. This number excludes very small or new LGBT nonprofits, who may not have filled out a 990 form in 2014. MAP also excludes any nonprofit whose most recent IRS filing was dated 2010 or older as well as those organizations showing zero revenue in their most recent 990 filing.

MAP then categorized the 593 LGBT nonprofits identified through GuideStar into eight broad categories: community centers, advocacy organizations, issue organizations, arts and culture organizations (e.g.

**Figure 2: Categorization of All LGBT Nonprofits**

(n=594)



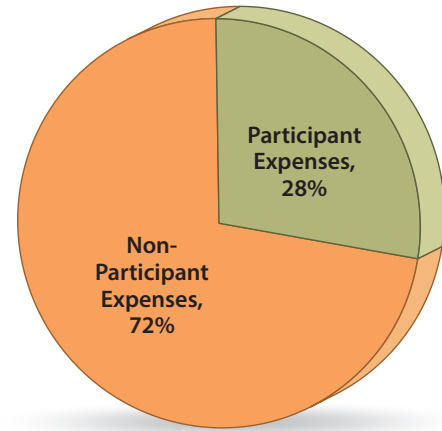
choirs), social/recreational organizations (e.g. pride committees), health and human services providers, research and public education organizations, and legal organizations. As shown in *Figure 2*, 41% of the 593 organizations fall into one of the four categories covered in this report. While community centers, which comprise an additional 25% of the identified nonprofits, are not included in this report, their financial and operational capacity are examined in MAPs biennial *LGBT Community Center Survey Report*.<sup>f</sup>

Thus, between this report and our LGBT Community Center Survey Report, 66% of all LGBT nonprofits fall into a sub-category of LGBT organization analyzed by MAP. While the 38 organizations in this report comprise only 6% of the 593 LGBT nonprofits identified through GuideStar, they represent 28% of all LGBT nonprofits' combined expenses (excluding in-kind expenses) (see *Figure 3a*). Participants comprise 66% of combined expenses of the four categories of organizations examined in this report (see *Figure 3b*). The data from participants is therefore a representative reflection of the strength and capacity of the LGBT movement's social justice organizations.

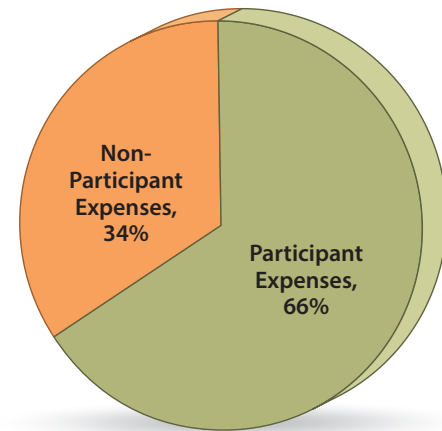
<sup>f</sup> The LGBT Community Center Survey Report is conducted every two years by MAP and CenterLink. Past reports, including the 2014 edition, are available at <http://lgbtmap.org/2014-lgbtcommunity-center-survey-report>.

**Figure 3: Coverage of the LGBT Movement****Figure 3a: Participant Expenses as a Percent of all LGBT Nonprofit Expenses**

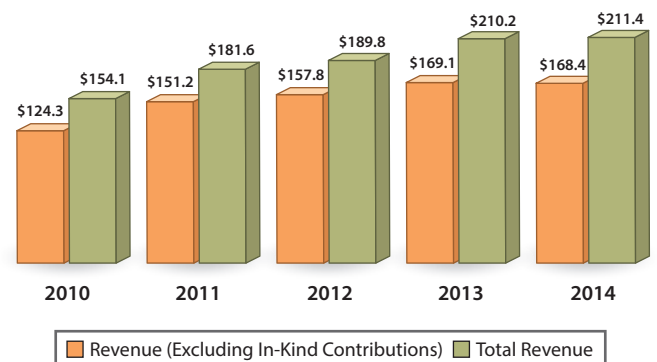
Combined Expenses, 100% = \$603.7 million

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

Combined Expenses, 100% = \$256.5 million

**Figure 4: 2010-2014 Revenue**

Participants Combined, \$ millions (n=38)





## REVENUE

As a group, participating organizations reported a slight decrease in revenue in 2014, marking the first time these groups have shown a collective revenue decrease since the declines associated with the recession of 2007-2008. As shown in *Figure 4* on the previous page, total revenue decreased by 0.4% from 2013 to 2014 (excluding in-kind contributions). Nineteen organizations reported an increase in revenue (excluding in-kind contributions), and 11 of these reported an increase of 20% or more. However, the other 19 organizations reported a decrease in revenue (excluding in-kind contributions) from 2013 to 2014, with an average decrease of 20%. Despite the decrease in 2014, revenue of participating organizations has grown 35% in the three years since 2011. Looking nationally, revenue decline by participating organizations shows a different picture than the 3.6% average revenue growth reported by the top 100 nonprofit organizations.<sup>2</sup>

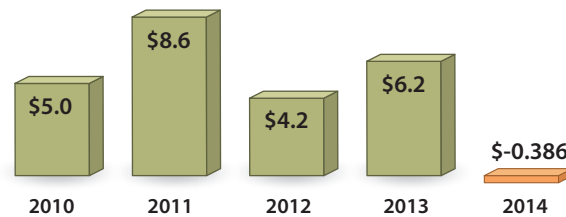
Revenue for participating organizations fell short of 2014 expenses by \$386,000, marking the first time in five years that LGBT organizations spent more than they raised (see *Figure 5*). By comparison, in 2013, revenue exceeded expenses by \$6.2 million.

*Figure 6* shows the diversity of revenue sources reported by participating organizations for 2014. Of the \$211.4 million in revenue for participating organizations, 40% was from individual contributions. In-kind contributions accounted for 20% of revenue, followed by foundation funding (14%) and fundraising event income (10%). Corporate and government funding only accounted for 3% and 2% respectively.

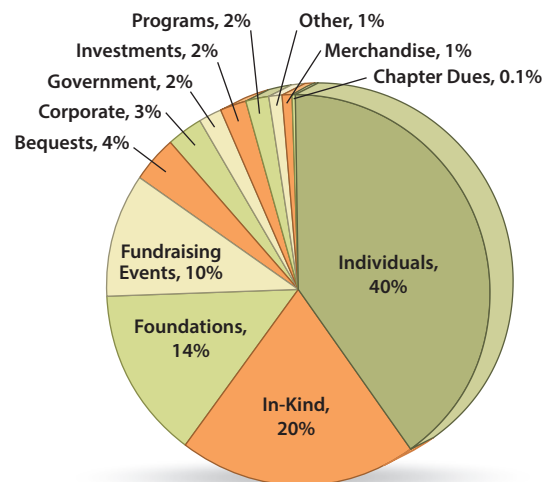
*Table 2* contains multi-year revenue data for participating organizations. Despite their aggregate overall revenue decrease, participating organizations substantially increased revenue from individual donors. Organizations raised a joint total of \$67.9 million from individual donors in 2012, \$76.9 million in 2013 (a 13% increase), and \$85.1 million in 2014 (an 11% increase). Other revenue sources that increased from 2013 to 2014 include program income (29% increase) and other revenue (18%). In-kind contributions increased 5%, compared to a 28% increase in in-kind contributions from 2012 to 2013.

However, organizations also experienced an alarming 18% drop in foundation contributions which fell from

**Figure 5: 2010-2014 Difference in Revenue and Expenses**  
Excluding In-Kind, Participants Combined, \$ Millions (n=38)



**Figure 6: 2014 Revenue by Source**  
All Participants Combined, 100% = \$211.4 M



**Table 2: 2011-2013 Detailed Revenue for Participating Organizations \$ Millions (n=37)**

Revenue	2012	2013	2014
Individual Contributions	\$67.9	\$76.9	\$85.1
Foundation Contributions	\$34.3	\$35.3	\$29.0
Corporate Contributions	\$8.0	\$8.4	\$6.4
Government Funding	\$6.5	\$5.8	\$5.1
Bequests	\$9.5	\$10.6	\$9.1
Program Income	\$3.8	\$3.6	\$4.6
Fundraising Event Income	\$21.6	\$21.5	\$20.8
Other	\$6.2	\$7.1	\$8.4
<b>Total Revenue Excluding In-Kind Contributions</b>	<b>\$157.8</b>	<b>\$169.1</b>	<b>\$168.4</b>
In-Kind Contributions	\$32.1	\$41.1	\$43.0
<b>Total Revenue Including In-Kind Contributions</b>	<b>\$189.8</b>	<b>\$210.2</b>	<b>\$211.4</b>

Note: Columns may not sum due to rounding.

\$35.3 million in 2013 to \$29.0 million in 2014. Other sources of revenue that showed decreases from 2013 to 2014 for participating organizations include: corporate funding (-24%), bequests (-14%), and a nominal drop in fundraising event income (-3%).

## Revenue Concentration

Participating organizations received, on average, 39% of their 2014 revenue from their top 10 contributors, including individual donors, foundations, and/or corporate donors (*Figure 7*). Eleven organizations received more than 50% of their income from their top 10 contributors. Only five organizations received less than 20% of their income from their top 10 contributors.

## EXPENSES AND 2014 BUDGETS

The slight aggregate decrease in revenues has not negatively affected aggregate organizational budgets. Cumulatively, the 38 organizations had combined 2015 budgets of \$189.6 million, a 12% increase from their 2014 actual combined expenses of \$168.8 million (or \$211.4 million including in-kind expenses<sup>9</sup>), as shown in *Figure 8*. Expenses for 2014 increased 4% from 2013 (excluding in-kind expenses). This compares to a 6% increase from 2012 to 2013, a 8% increase from 2011 to 2012, and a 20% increase from 2010 from 2011. The growth in expenses reported by national LGBT organizations mirrors the 4.1% increase reported by the largest 100 nonprofit organizations nationally.<sup>3</sup>

In-kind expenses represent a significant and rapidly growing portion of total expenses. In 2014, in-kind expenses totaled \$42.7 million, making up 20% of organizations' total cumulative expenses.

## OTHER INDICATORS OF FINANCIAL HEALTH

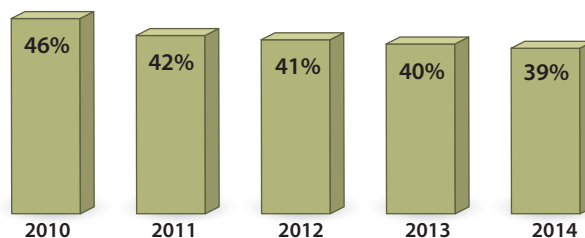
### Cash and Capital

Daily cash expenditures for all participating organizations increased 4% from 2013 to 2014 to a cumulative average of \$439,000 per day for the 36 participating organizations who reported this data (see *Figure 9*). This is a five-year high for participating organizations.

Average days of working capital is the measure of an organization's cash reserves in comparison to its average daily cash expenses – in other words, for how many

**Figure 7: 2010-2014 Percent of Revenue from Top Ten Contributors**

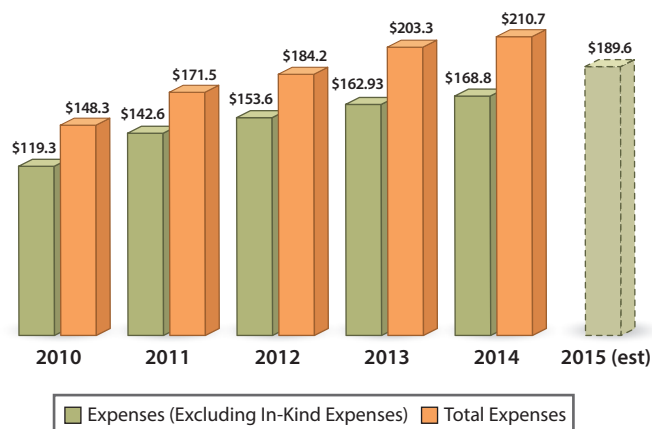
Unweighted Average for all Participants (n=37)



Note: These averages are adjusted based on the total number of organizations of which data was available in a given year.

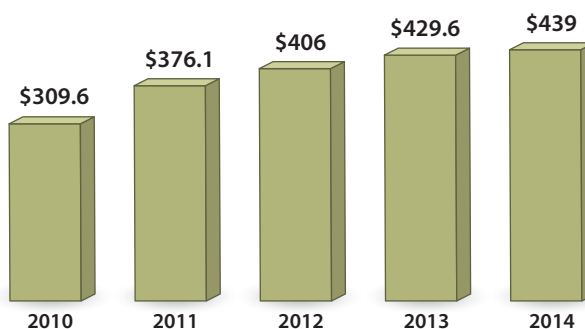
**Figure 8: 2010-2014 Expenses**

All Participants Combined, \$ Millions



**Figure 9: 2010-2014 Cumulative Average Daily Cash Expense**

Participants, \$ Thousands (n=36)

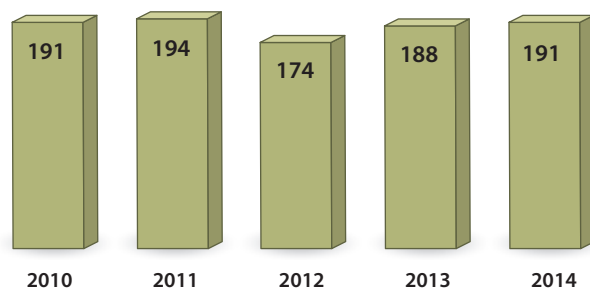


Note: These averages are adjusted based on the total number of organizations for which data was available in a given year.

<sup>9</sup> Examples of in-kind expenses include pro bono legal fees, donated computers, or donated food for events. While in-kind expenses are required to be reported by the Generally Accepted Accounting Principles (GAAP), which are the basis of the data used in this report, in-kind expenses are not reported on Form 990 tax returns. Accordingly, in order to be comparable, in-kind expenses are removed in this analysis. Additionally, 2015 budgets do not generally include estimated in-kind expenses.

**Figure 10: 2010-2014 Average Days of Working Capital**

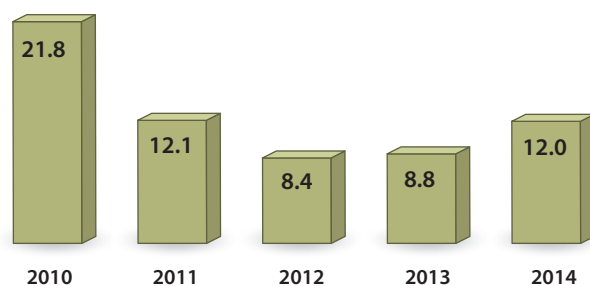
Unweighted Average for All Participants (n=36)



Note: These averages are adjusted based on the total number of organizations for which data was available in a given year.

**Figure 11: 2010-2014 Liquidity Ratio**

Unweighted Average for All Participants (n=36)



Note: These averages are adjusted based on the total number of organizations for which data was available in a given year.

days could the organization meet all expenses using its current reserves? As shown in *Figure 10*, between 2010 and 2014, average days of working capital have been relatively stable, with a dip in 2012. From 2013 to 2014, average days of working capital increased 2% to 191 days, or approximately 6 ½ months.

Another indicator of financial health and stability is an organization's liquidity ratio. This ratio measures cash and investments on hand to cover current financial obligations such as accounts payable and lines of credit. The average liquidity ratio for the 36 participating organizations who reported this information increased to 12 in 2014 (see *Figure 11*). In other words, organizations had \$12 in cash and investments for every \$1 in current financial obligations. Six organizations reported liquidity ratios below 1, indicating greater obligations than cash and investments on hand.

**Table 3: 2010-2014 Statement of Financial Position for Organizations with Five-Year Trend Data \$ Millions (n=32)**

	2010	2011	2012	2013	2014
<b>Assets</b>					
Cash and cash equivalents	19.8	27.8	28.9	30.1	33.7
Investments	36.5	40.7	44.7	51.1	54.4
Other current assets	19.7	21.2	22.9	25.5	26.8
Net fixed assets	24.2	27.3	29.4	28.0	26.9
Other long-term assets	25.7	22.3	18.6	15.0	11.0
<b>Total Assets</b>	<b>\$126.0</b>	<b>\$139.3</b>	<b>\$144.5</b>	<b>\$149.6</b>	<b>\$152.8</b>
<b>Liabilities</b>					
Current liabilities	11.4	12.1	14.8	14.7	18.2
Long-term debt	5.4	7.6	5.1	4.5	3.6
Other long-term liabilities	1.6	2.1	2.7	2.8	2.8
<b>Total Liabilities</b>	<b>\$18.5</b>	<b>\$21.8</b>	<b>\$22.6</b>	<b>\$21.9</b>	<b>\$24.6</b>
<b>Net Assets</b>					
Unrestricted	56.9	64.2	70.8	75.9	76.6
Temporarily restricted	36.0	35.3	32.9	31.8	31.1
Permanently restricted	14.6	17.9	18.2	20.0	20.4
<b>Total Net Assets</b>	<b>\$107.5</b>	<b>\$117.4</b>	<b>\$121.9</b>	<b>\$127.7</b>	<b>\$128.2</b>
<b>Total Liabilities and Net Assets</b>	<b>\$125.9</b>	<b>\$139.3</b>	<b>\$144.5</b>	<b>\$149.6</b>	<b>\$152.8</b>

Note: Columns may not sum due to rounding.

## Assets and Liabilities

Total combined assets increased 2% from 2013 to 2014. *Table 3* shows the combined Statement of Financial Position from 2010 to 2014 for the 32 organizations for which five-year data was available. Noteworthy data include:

- Cash and cash equivalents increased 12% from 2013 to 2014 for a total of \$33.7 million and a five-year high for participating organizations reporting this information.
- Investments increased 6% from 2013 to 2014 for a total of \$54.4 million in investments.
- Current liabilities increased 24% from 2013 to 2014, but long-term debt decreased 20% from 2013 to 2014.
- Unrestricted, temporarily restricted, and permanently restricted assets fluctuated very little from 2013 to 2014 for the participating organizations reporting this data.

## FUNDRAISING

Like most other nonprofits, participating organizations rely on fundraising to generate a significant portion of their revenue. This section examines the ways in which LGBT nonprofits fundraise and includes analysis of top contributor trends, fundraising costs, fundraising from individual donors, and comparisons with national trends. Overall, the data show a slight positive trend for participating organizations when it comes to fundraising, with increases in the number of donors at all levels.

### Individual Donors

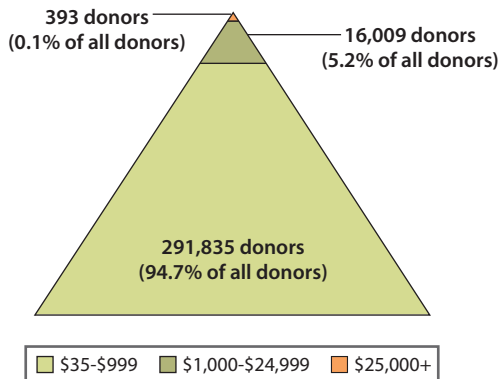
As noted above and shown in Figure 6 on page 5, individual donors represented 40% of combined revenue for participating organizations (the largest sources of revenue). The 35 participating organizations reporting on individual donor data had a total of 308,237 donors who donated at least \$35 in 2014, a 1% increase from 2013. Of these, 291,835 donated between \$35 and \$999, 16,009 donated between \$1,000 and \$24,999, and 393 donated \$25,000 or more (see Figure 12).

As shown in Figure 13, looking at donors by giving level, donors giving \$35 to \$999 increased 0.2% from 2013 to 2014, donors giving \$1,000 to \$24,999 increased 7%, and donors giving \$25,000 or more increased 12%. Additionally, the number of attendees to fundraising events increased by 7% in the same period.

Another important measure of the ability of the participating organizations 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

**Figure 12: 2014 Donor Pyramid**

Number and Percent of Total Donors Giving at Various Levels  
Participants (n=35)

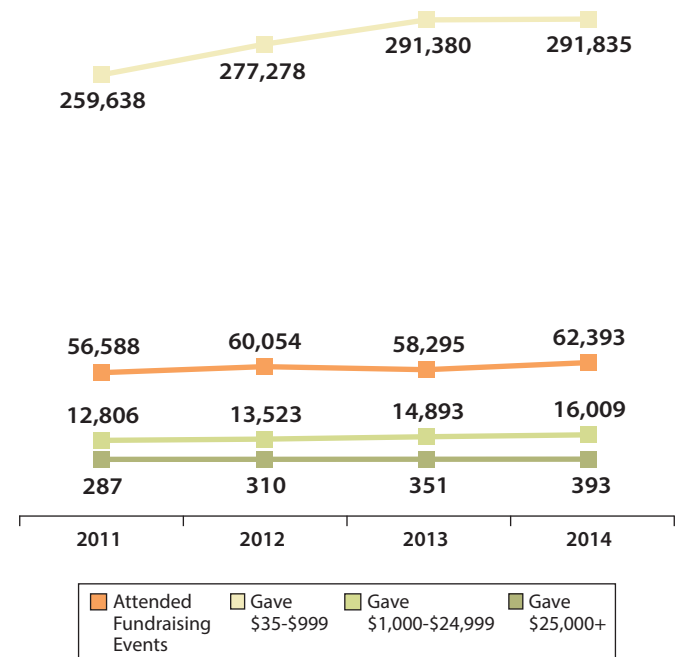


year. The 36 participating organizations providing this data reported an average turnover rate of 44%, two percentage points lower than 2013 (see Figure 14).

While participating organizations did report increase in levels of individual donations, LGBT organizations continue to rely on contributions from a small fraction of the LGBT community. As shown in Figure 15 on the next page, the total number of people who gave \$35 or more to a participating organization represents approximately 3.3% of the total number of LGBT adults in the United

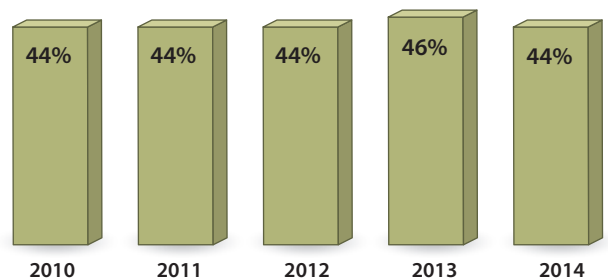
**Figure 13: 2011-2014 Numbers of Donors**

Individuals Donating at Various Levels or Attending Fundraising Events (n=35)



**Figure 14: 2010-2013 Average Donor Turnover**

Unweighted Average of % of donors in a given year who do not donate but who donated in the previous year (n=34)



Note: These averages are adjusted based on the total number of organizations for which data was available in a given year.

States. It's likely that the percentage of LGBT adults supporting these organizations is even smaller because we count each donor reported by an organization as a unique donor (i.e., we assume no duplicity between lists) and the total number of donors to these organizations likely includes at least some non-LGBT allies. This suggests that the vast majority of LGBT adults in the U.S. do not currently financially support the leading LGBT organizations covered in this report. Of course, a larger analysis would need to assess giving to LGBT organizations not included in this report, as well as donors who have given under \$35.

### Fundraising Efficiency

Participating organizations are relatively efficient in their fundraising operations compared to national benchmarks. In 2014, participating organizations spent an average of 81% on programs and services, 10% on fundraising, and 9% on management and general expenses (see *Figure 16*). These percentages exceed the efficiency benchmarks set by the Better Business Bureau Wise Giving Alliance.<sup>4</sup> As shown in *Table 4*, fundraising expenses for participating organizations increased 2% from 2013 to 2014, while program and management expenses increased 3% and 10% respectively.

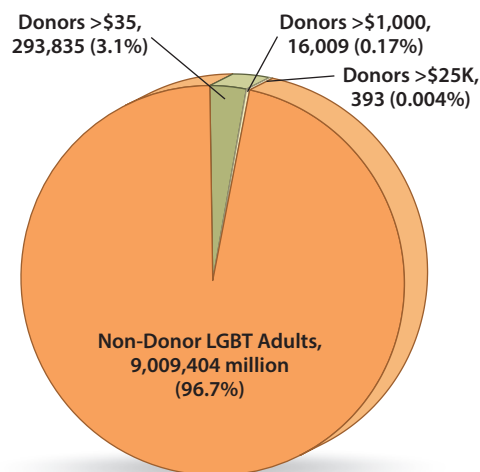
Participants spent an average of \$0.13 to raise each dollar of fundraising revenue in 2014 (see *Figure 17*). This ratio has remained relatively constant for the past five years for participating organizations.

It should be noted that fundraising is more difficult and costly for 501(c)(4) organizations and 527/ PACs than for 501(c)(3) organizations. This is because donations to 501(c)(4) organizations and 527/PACs are not tax deductible since the funds can be used for lobbying and other activities designed to impact legislation and elections. In part because of this more challenging fundraising burden, watchdogs like Charity Navigator do not rate or provide benchmarks

Table 4: 2013-2014 Expenses for Participating Organizations All Participating Organizations, \$ Millions		
Expenses	2012	2013
Programs	\$165.3	\$170.8
Fundraising	\$21.2	\$21.6
Management & General	\$17.4	\$19.2
<b>Total Expenses</b>	<b>\$203.4</b>	<b>\$211.4</b>

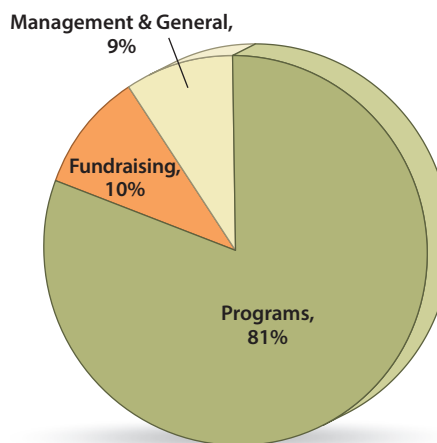
Note: Columns may not sum due to rounding.

**Figure 15: Combined 2014 Donors vs. LGBT Population**  
Participants Combined, 100% = Est'd 9.1 million LGBT Adults in US

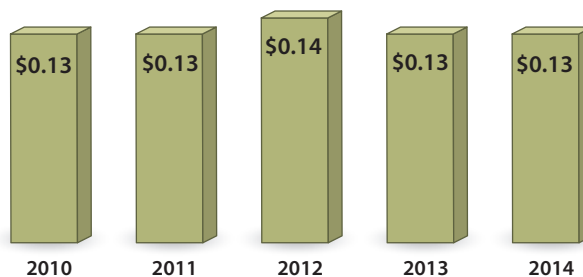


Source: Gallup (LGBT Population Estimate)

**Figure 16: 2014 Expense Breakdown**  
All Participants Combined, 100% = \$211.4



**Figure 17: 2010-2014 Overall Cost to Raise \$1**  
Unweighted Average for All Participants



Note: These averages are adjusted based on the total number of organizations for which data was available in a given year.

for 501(c)(4) organizations and 527/PACs. While most 2014 revenue for organizations in this survey (77%, or \$164.5 million) is attributable to 501(c)(3) organizations, 22% of revenue is attributable to 501(c)(4) organizations and the remaining 1% to PACs (see *Figure 18*). To the extent that the fundraising expenses of the 501(c)(4) organizations and 527/PACs are higher, it may impact the overall average, but the cost to raise \$1 for organizations with 501(c)(4)s and 527/PACs was still only \$0.14.

## National Comparison

Individual donor contributions to participating organizations grew at a significantly higher rate when compared to the growth in contributions for all nonprofits tracked by Giving USA. Nationwide individual giving to nonprofits increased 5.7% from 2013 to 2014, compared to the increase of 10.6% among participating organizations (see *Figure 19*).

However, LGBT organizations experienced significant declines in revenues from foundations, bequests and corporations, while this revenue grew across the nonprofit sector more broadly. Participants experienced an aggregate 24.2% decline in corporate compared to a 13.7% national increase. Likewise, participating LGBT organizations reported a 14.1% decrease in bequests from 2013 to 2014, compared to the 15.5% national increase in bequests. Finally, and most significantly in terms of total revenue impact, LGBT organizations saw a 17.9% decrease in foundation giving from 2013 to 2014,

while nationwide foundation giving increased 8.2%.

## STAFF AND BOARD

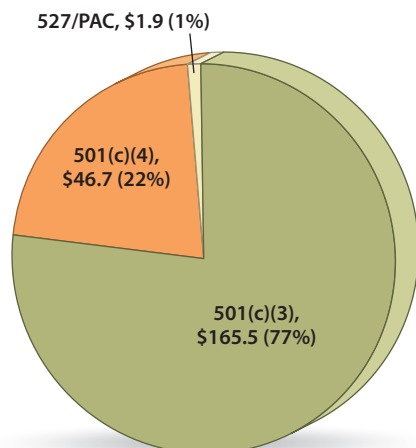
Thirty-six participating organizations provided information about staff and board gender identity and expression, identification as transgender, and race/ethnicity (with the option to choose more than one race/ethnicity for each employee and board member). Organizations also provided data about staff age, tenure, and compensation. Altogether, the data explored in this section show that participating organizations have diverse staff teams totaling 868 full-time and 135 part-time employees.

## Racial and Ethnic Diversity

Two organizations that represent people of color, the National Black Justice Coalition and the National Queer Asian Pacific Islander Alliance, were unable to provide staff details. Despite this, the percent of paid staff identifying as people of color in the remaining organizations mirrors that of the overall population. As shown in *Figure 20* on the next page, 38% of paid staff identify as people of color: 15% as Latino/a, 11% as African American, 8% as Asian/Pacific Islander, 0.8% as Native American, 4% as another race, and 62% as Caucasian. By comparison, 37.9% of the U.S. population identify as people of color while 62.1% identify as Caucasian.<sup>6</sup> Fifteen organizations reported that a higher percentage of their staff identify as people of color than the general U.S. population.

**Figure 18: 2014 Revenue by Legal Type**

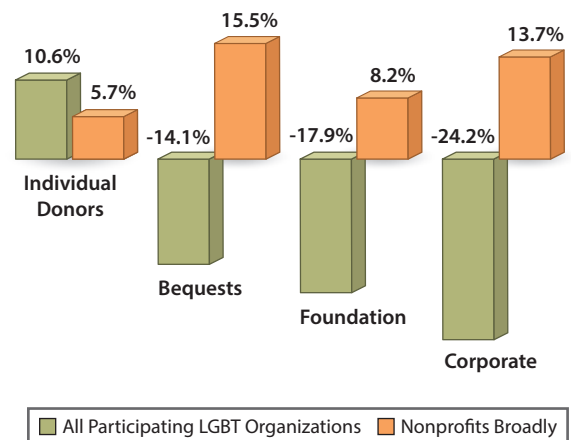
All Participants Combined, \$ Millions, 100% = \$211.4 million



Note: Total may not equal 100% due to rounding.

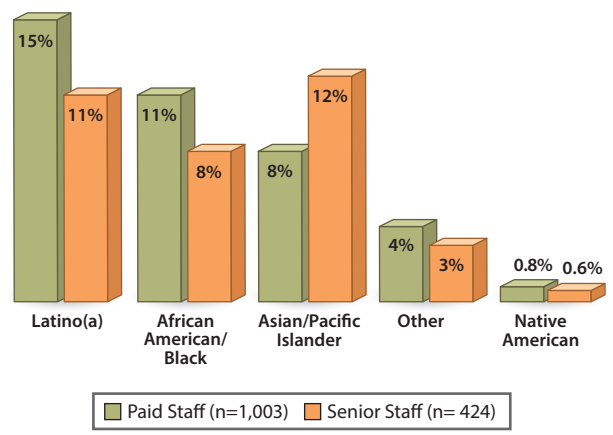
**Figure 19: Percent Change in Revenue from 2013-2014**

By Source, All Participants



Source: MAP analysis; Giving USA and the Lilly Family School of Philanthropy, Giving USA 2015: The Annual Report on Philanthropy for the Year 2014, Insights, *Indiana University*, 2015.

**Figure 20: Staff Race/Ethnicity**  
% of Paid Staff Identifying as a Person of Color  
Paid Staff (n=1,003), Senior Staff (n= 424)

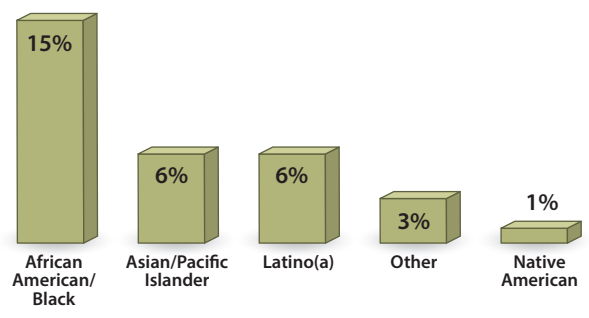


Note: These averages are not mutually exclusive; staff may identify as more than one race or ethnicity.

Slightly fewer senior staff identify as people of color than paid staff overall. As shown in Figure 20, 35% of senior staff identify as people of color, with 12% identifying as Asian/Pacific Islander, 11% as Latino/a, 8% as African American, 0.6% as Native American, 3% as another race, and 65% as Caucasian. For comparison, a 2012 national survey found that only 7% of executive directors were people of color.<sup>7</sup>

Fewer board members (27%) than staff of participating organizations identify as people of color (see *Figure 21*). Again, two organizations that represent people of color, the National Black Justice Coalition and the National Queer Asian Pacific Islander Alliance, were unable to provide board details. Of the remaining organizations, eight of 36 reported that a higher percentage of their board members identify as people of color compared to the general U.S. population. For comparison, the 2012 national survey of nonprofits found that only 18% of board members identified as people of color.<sup>8</sup>

**Figure 21: Board Member Race/Ethnicity**  
Combined Average for 36 Participating Organizations  
(n= 669 board members)



Note: These averages are not mutually exclusive; board may identify as more than one race or ethnicity.

Figure 22: Staff Gender

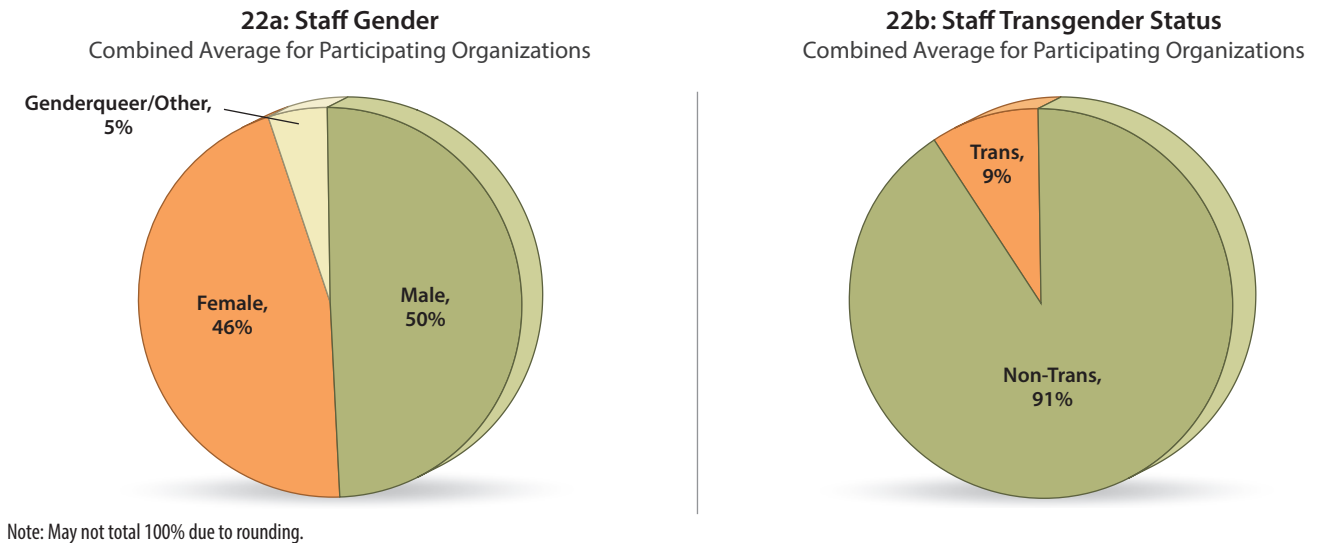
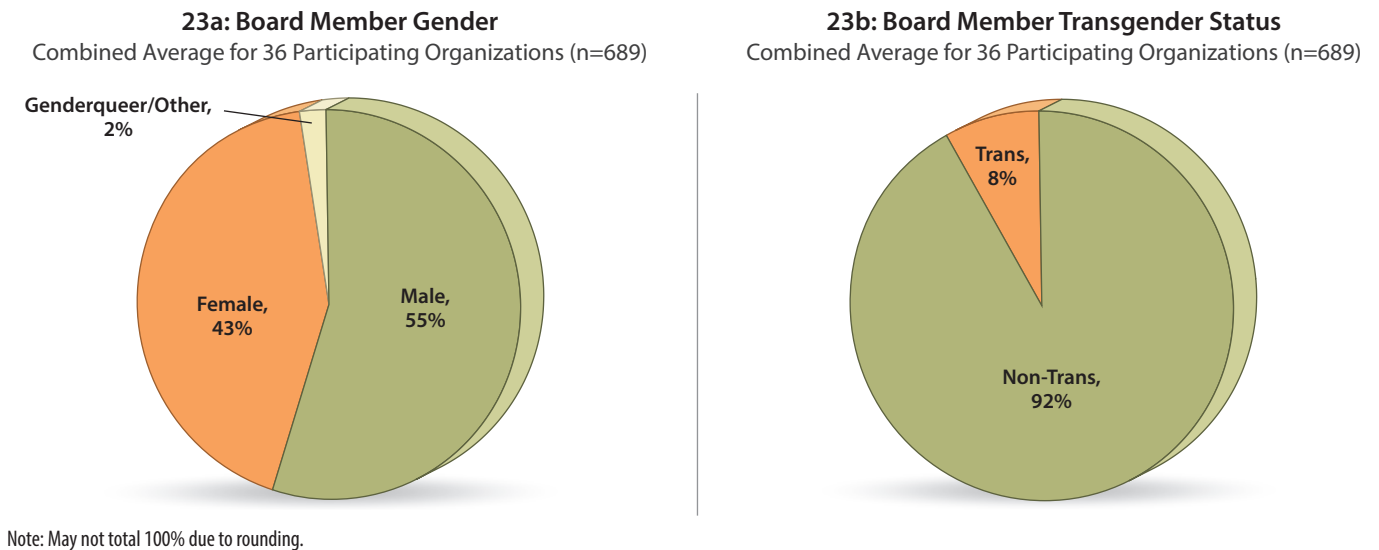


Figure 23: Board Member Gender



## Gender Identity and Transgender Status

As *Figure 22a* shows, slightly less than half of paid staff at participating organizations identify as women (46%), half identify as men (50%), and 5% as genderqueer or other. Organizations reported that 9% of their paid staff identify as transgender (see *Figure 22b*) (note that transgender status is a separate identification from gender identity and that most transgender staff will also identify as male, female, or genderqueer). The percentage of transgender staff drops to 6% when transgender-specific organizations are removed from the analysis.<sup>h</sup> Of the 33 non-transgender-specific organizations that reported this data, 11 reported that over 10% of their

staff identify as transgender.

*Figure 23a* shows the gender breakdown for board members: 43% identify as women, 55% as men, and 2% as genderqueer or other. By comparison, national statistics show that nonprofit boards are comprised of 55% men and 45% women.<sup>9</sup> Participating LGBT organizations reported that 8% of their board members identify as transgender (see *Figure 23b*). When transgender-

<sup>h</sup> Three organizations were excluded from this analysis because their work focuses primarily on advancing transgender equality: National Center for Transgender Equality, Sylvie Rivera Law Project, and Transgender Law Center. We did not perform similar analysis for organizations focusing on people of color because the organizations that focus on LGBT people of color (the National Black Justice Coalition and the National Queer Asian Pacific Islander Alliance) did not provide staff or board diversity data.



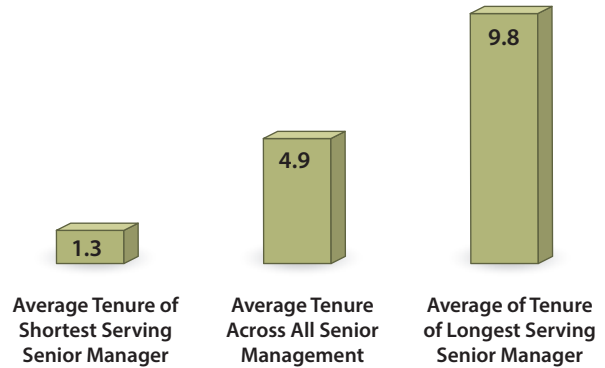
specific organizations are removed from this analysis, the percentage drops to 6%. Eight non-transgender specific organizations reported that transgender board members made up 10% or more of their boards.

### Staff Age and Tenure

Participating organizations reported that 60% of their staff were between the ages of 30 and 54, 29% were under 30, and 10% were 55 and older (see *Figure 24*). This compares to 12.8% of the current U.S. workforce who are 55 and older.<sup>10</sup>

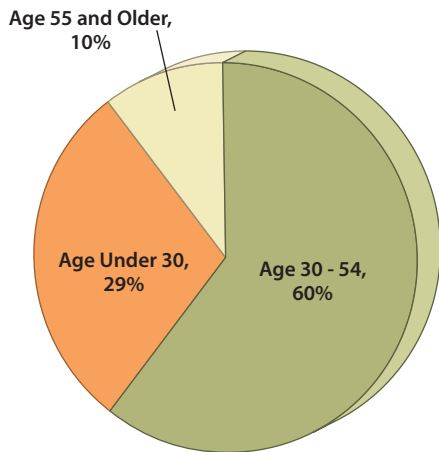
The average tenure for the longest serving senior manager at participating organizations was 9.8 years, while the average overall tenure for senior managers was just under five years (see *Figure 25*).

**Figure 25: Staff Tenure**  
Combined Average for Participating Organizations



**Figure 24: Staff Age**

Combined Staff for 36 Participating Organizations (n=998)



## CONCLUSION

2014 marks a change for LGBT organizations: the first year since the recession in which revenue declined and in which expenses exceeded revenue for participating organizations. Declines in foundation funding, government funding, revenue from fundraising events, and bequests overtook increases in individual giving and other areas. Despite the decline in revenue from 2013 to 2014, participating organizations predict budgets that exceed 2014 spending by 12% (excluding in-kind expenses).

Leading up to and since the Supreme Court's decisive ruling for the freedom to marry in 2015, many state and national organizations have sought to redefine their work and missions. Some organizations, like

Freedom to Marry, are closing in the wake of a completed mission. Others are broadening their work to include an expanded set of issues impacting LGBT people, such as criminal justice and economic insecurity.

Financial health of participating organizations remains good, despite the changes. Participating organizations have a robust safety net of working capital and are keeping fundraising costs low. The average liquidity ratio is healthy. Long-term debt is down for participating organizations, as are long-term assets.

Overall, 2014 may signal a shift for LGBT organizations. Tracking these trends going forward will be crucial for understanding the financial health and stability of the movement, as well as understanding how revenue sources are fluctuating.

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## APPENDIX: ADDITIONAL INFORMATION ABOUT PARTICIPATING ORGANIZATIONS




The following is a list of the participating organizations, their focus areas, and websites. One organization preferred not to be listed in this table.

Organization	Mission	Focus Area	Website	Exceeds Better Business Bureau Wise Giving Alliance Benchmarks?
<b>ACLU LGBT &amp; AIDS Project</b>	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	<a href="http://www.aclu.org/LGBT">www.aclu.org/LGBT</a>	
<b>Basic Rights Oregon</b>	Basic Rights Oregon will ensure that all lesbian, gay, bisexual and transgender Oregonians experience equality by building a broad and inclusive politically powerful movement, shifting public opinion, and achieving policy victories.	Advocacy – Oregon	<a href="http://www.basicrights.org">www.basicrights.org</a>	
<b>CenterLink: The /LGBT Centers</b>	CenterLink exists to support the development of strong, sustainable LGBT community centers and to build a unified center movement.	Issue – LGBT Community Centers	<a href="http://www.lgbtcenters.org">www.lgbtcenters.org</a>	
<b>Empire State Pride Agenda</b>	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	<a href="http://www.prideagenda.org">www.prideagenda.org</a>	Comment from organization: <i>Empire State Pride Agenda recognizes the efficiency benchmarks set by the Better Business Bureau for spending in the different areas of functional expenses, and continues to identify ways to accurately and fairly allocate its functional expenses to stay within these parameters.</i>
<b>Equality California</b>	Our mission is to achieve and maintain full and lasting equality, acceptance, and social justice for all people in our diverse LGBT communities, inside and outside of California. Our mission includes advancing the health and well-being of LGBT Californians through direct healthcare service advocacy and education.	Advocacy - California	<a href="http://www.eqca.org">www.eqca.org</a>	
<b>Equality Federation</b>	Equality Federation is the movement builder and strategic partner to state-based organizations advancing equality for LGBT people in the communities we call home.	Advocacy – State-based Equality Groups	<a href="http://www.equalityfederation.org">www.equalityfederation.org</a>	
<b>Equality Florida</b>	Through education, coalition building, grassroots organizing, and lobbying we are changing Florida so that no one suffers harassment or discrimination on the basis of their sexual orientation or gender identity.	Advocacy - Florida	<a href="http://www.eqfl.org">www.eqfl.org</a>	
<b>Equality Maine</b>	Equality Maine works to secure full equality for lesbian, gay, bisexual, and transgender people in Maine through political action, community organizing, education, and collaboration.	Advocacy – Maine	<a href="http://www.equalitymaine.org">www.equalitymaine.org</a>	
<b>Family Equality Council</b>	Family Equality Council is committed to a future in which families with parents who are lesbian, gay, bisexual, transgender, and queer are legally recognized, valued by society, and afforded equal opportunity to thrive.	Advocacy – LGBT Families	<a href="http://www.familyequality.org">www.familyequality.org</a>	

Organization	Mission	Focus Area	Website	Exceeds Better Business Bureau Wise Giving Alliance Benchmarks?
<b>Freedom to Marry</b>	Freedom to Marry is the campaign to win marriage nationwide. By pursuing our Roadmap to Victory, we're 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	<a href="http://www.freedomtomarry.org">www.freedomtomarry.org</a>	
<b>Funders for LGBTQ Issues</b>	Funders for LGBTQ Issues seeks to mobilize philanthropic resources that enhance the well-being of lesbian, gay, bisexual, transgender and queer (LGBTQ) communities, promote equity and advance racial, economic and gender justice.	Research and Public Education - Philanthropy	<a href="http://www.lgbtfunders.org">www.lgbtfunders.org</a>	
<b>Gay &amp; Lesbian Advocates &amp; Defenders (GLAD)</b>	Through strategic litigation, public policy advocacy, and education, Gay & Lesbian Advocates & Defenders works in New England and nationally to create a just society free of discrimination based on gender identity and expression, HIV status, and sexual orientation.	Legal – LGBT and HIV Legal Advocacy in New England	<a href="http://www.glad.org">www.glad.org</a>	
<b>Gay &amp; Lesbian Victory Fund and Leadership Institute</b>	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	<a href="http://www.victoryfund.org">www.victoryfund.org</a> <a href="http://www.glli.org">www.glli.org</a>	
<b>Gay, Lesbian and Straight Education Network (GLSEN)</b>	The Gay, Lesbian & Straight Education Network strives to assure that each member of every school community is valued and respected, regardless of sexual orientation or gender identity/expression.	Issue – Schools	<a href="http://www.glsen.org">www.glsen.org</a>	
<b>Gay-Straight Alliance Network (GSA Network)</b>	Empower youth activists to fight homophobia and transphobia in schools.	Issue – Schools	<a href="http://www.gsanetwork.org">www.gsanetwork.org</a>	
<b>GLAAD</b>	GLAAD rewrites the script for LGBT equality. As a dynamic media force, GLAAD tackles tough issues to shape the narrative and provoke dialogue that leads to positive change. GLAAD protects all that has been accomplished and creates a world where everyone can live the life they love.	Issue – Media	<a href="http://www.glaad.org">www.glaad.org</a>	
<b>Human Rights Campaign and Foundation (HRC)</b>	The Human Rights Campaign is organized and operated for the promotion of the social welfare of the lesbian, gay, bisexual and transgender community. By inspiring and engaging people from around the globe, HRC strives to end discrimination against LGBT people and realize a world that achieves fundamental fairness and equality for all. The Human Rights Campaign Foundation is organized for the charitable and educational purposes of promoting public education and welfare for the lesbian, gay, bisexual and transgender community. HRC Foundation envisions a world where lesbian, gay, bisexual and transgender people are ensured equality and embraced as full members of society at home, at work and in every community.	Advocacy - Nationwide	<a href="http://www.hrc.org">www.hrc.org</a>	

Organization	Mission	Focus Area	Website	Exceeds Better Business Bureau Wise Giving Alliance Benchmarks?
<b>Immigration Equality &amp; Immigration Equality Action Fund</b>	Immigration Equality is a free legal services organization which works to end discrimination in U.S. 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, gender identity/gender expression, or HIV status. Through education, outreach, and advocacy, and by maintaining a nationwide network of resources, Immigration Equality provides information and support to advocates, attorneys, politicians, and those threatened by persecution or the discriminatory elements of the law.	Issue – Immigration	<a href="http://www.immigrationequality.org">www.immigrationequality.org</a> <a href="http://www.immigrationequality-actionfund.org">www.immigrationequality-actionfund.org</a>	
<b>Keshet</b>	Keshet is a national grassroots organization that works for the full inclusion of lesbian, gay, bisexual, and transgender (LGBT) Jews in Jewish life. Led and supported by LGBT Jews and straight allies, Keshet offers resources, trainings, and technical assistance to create inclusive Jewish communities nationwide.	Advocacy – Jewish Community	<a href="http://www.keshetonline.org">www.keshetonline.org</a>	
<b>Lambda Legal Defense</b>	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	<a href="http://www.lambdalegal.org">www.lambdalegal.org</a>	
<b>Log Cabin Republicans &amp; and Liberty Education Forum</b>	Log Cabin Republicans (LCR) works within the Republican Party to advocate for equal rights for gay and lesbian Americans. We emphasize how our principles of limited government, individual liberty, personal 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 (LEF) uses 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	<a href="http://www.logcabin.org">www.logcabin.org</a> <a href="http://www.libertyeducationforum.org">www.libertyeducationforum.org</a>	
<b>MassEquality</b>	MassEquality works to ensure that everyone across Massachusetts can thrive from cradle to grave without oppression and discrimination based on sexual orientation, gender identity, or gender expression. We do this by partnering across identities, issues and communities to build a broad, inclusive and politically powerful movement that changes hearts and minds and achieves policy and electoral victories.	Advocacy – Massachusetts	<a href="http://www.massequality.org">www.massequality.org</a>	
<b>National Center for Lesbian Rights (NCLR)</b>	NCLR is a national legal organization committed to advancing the civil and human rights of lesbian, gay, bisexual, and transgender people and their families through litigation, legislation, policy, and public education.	Legal – LGBT Legal Advocacy	<a href="http://www.nclrights.org">www.nclrights.org</a>	
<b>National Center for Transgender Equality (NCTE)</b>	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	<a href="http://www.transequality.org">www.transequality.org</a>	

Organization	Mission	Focus Area	Website	Exceeds Better Business Bureau Wise Giving Alliance Benchmarks?
<b>National Queer Asian Pacific Islander Alliance (NQAPIA)</b>	The National Queer Asian Pacific Islander Alliance (NQAPIA) is a federation of lesbian, gay, bisexual, and transgender (LGBT) Asian American, South Asian, Southeast Asian, and Pacific Islander (AAPI) organizations. We seek to build the organizational capacity of local LGBT AAPI groups, develop leadership, promote visibility, educate our community, enhance grassroots organizing, expand collaborations, and challenge homophobia and racism.	Advocacy – Asian Pacific Islander LGBT Community	<a href="http://www.nqapia.org">www.nqapia.org</a>	
<b>New York City Gay and Lesbian Anti-Violence Project</b>	We empower lesbian, gay, bisexual, transgender, queer, and HIV-affected communities and allies to end all forms of violence through organizing and education, and support survivors through counseling and advocacy.	Issue – Anti-Violence, Domestic Violence, Sexual Violence, and Hate Violence	<a href="http://www.avp.org">www.avp.org</a>	
<b>Out &amp; Equal Workplace Advocates</b>	Out & Equal Workplace Advocates educates and empowers organizations, human resources professionals, employee resource groups and individual employees through programs and services that result in equal workplace policies, opportunities, practice and benefits, and which include all sexual orientations, gender identities, expressions and characteristics.	Issue – Workplace Equality	<a href="http://www.outandequal.org">www.outandequal.org</a>	
<b>PFLAG National (Parents, Families &amp; Friends of Lesbians and Gays)</b>	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	<a href="http://www.pflag.org">www.pflag.org</a>	
<b>Point Foundation</b>	Point Foundation empowers promising LGBTQ students to achieve their full academic and leadership potential – despite the obstacles often put before them – to make a significant impact on society.	Issue – Education	<a href="http://www.pointfoundation.org">www.pointfoundation.org</a>	
<b>Reconciling Ministries Network</b>	Reconciling Ministries Network mobilizes United Methodists of all sexual orientations and gender identities to transform our Church and world into the full expression of Christ’s inclusive love.	Issue – Religion	<a href="http://www.rmnetwork.org">www.rmnetwork.org</a>	
<b>Services and Advocacy for GLBT Elders (SAGE)</b>	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	<a href="http://www.sageusa.org">www.sageusa.org</a>	

Organization	Mission	Focus Area	Website	Exceeds Better Business Bureau Wise Giving Alliance Benchmarks?
<b>Soulforce – Home of the Equality Ride</b>	End religion-based discrimination against the LGBTQ community through relentless, nonviolent resistance.	Issue – Religion	<a href="http://www.soulforce.org">www.soulforce.org</a>	Comment from organization: <i>A strong ratio of programming to management was a challenge for Soulforce in 2013 due to strategic and significant costs to investment in our website infrastructure and paying down our debt. These investments paid off with increased donor retention and a more active online social media presence in 2014. Our programming ratio is much stronger in 2014, increasing more than 10 percentage points to approximately 67%. With changes in board structure and board fiscal responsibilities enacted for 2015, the portion of our programming should reach past 70% for 2015.</i>
<b>Sylvia Rivera Law Project (SRLP)</b>	Work 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	<a href="http://www.srlp.org">www.srlp.org</a>	
<b>The Task Force</b>	The National LGBTQ Task Force builds power, takes action and creates change to achieve freedom and justice for lesbian, gay, bisexual and transgender people and their families. As a progressive social justice organization, the Task Force works toward a society that values and respects the diversity of human expression and identity and achieves equity for all.	Advocacy – Nationwide	<a href="http://www.thetaskforce.org">www.thetaskforce.org</a>	
<b>Transgender Law Center</b>	Transgender Law Center changes law, policy and attitudes so that all people can live safely, authentically, and free from discrimination regardless of their gender identity or expression. In partnership with constituents and allies, Transgender Law Center works to realize a future where gender self-determination and expression are seen as basic rights and matters of common human dignity. TLC's programs include litigation; legal information and referrals; and policy advocacy and movement building to advance rights, health and economic security of diverse transgender communities.	Legal – Transgender Rights and Legal Advocacy	<a href="http://www.transgenderlawcenter.org">www.transgenderlawcenter.org</a>	
<b>The Trevor Project</b>	The Trevor Project is determined to end suicide among LGBTQ youth by providing lifesaving and life-affirming resources, including a nationwide, 24/7 crisis intervention lifeline, a digital community and advocacy/educational programs that create a safe, supportive and positive environment for everyone.	Issue – LGBT Youth and Mental Health	<a href="http://www.thetrevorproject.org">www.thetrevorproject.org</a>	



## ENDNOTES

<sup>1</sup> NonProfit Times, "The 2015 NPT 100: The Turnaround Continues," November 3, 2015, <http://www.thenonprofittimes.com/news-articles/the-npt-top-100-the-turnaround-continues/>.

<sup>2</sup> NonProfit Times.

<sup>3</sup> NonProfit Times.

<sup>4</sup> Better Business Bureau Wise Giving Alliance, "How We Accredit Charities," <http://www.give.org/for-charities/How-We-Accredit-Charities/>.

<sup>5</sup> Giving USA, "Giving USA: Americans Donated an Estimated \$358.38 Billion to Charity in 2014; Highest Total in Report's 60-year History," Indiana University Lilly Family School of Philanthropy, June 16, 2015, <http://givingusa.org/giving-usa-2015-press-release-giving-usa-americans-donated-an-estimated-358-38-billion-to-charity-in-2014-highest-total-in-reports-60-year-history/>.

<sup>6</sup> United States Census, "State and County Quick Facts, People Quick Facts," 2014, <http://quickfacts.census.gov/qfd/states/00000.html>.

<sup>7</sup> BoardSource, "Nonprofit Governance Index," 2012, [https://www.boardsource.org/eweb/DynamicPage.aspx?Action=Add&ObjectKeyFrom=1A83491A-9853-4C87-86A4-F7D95601C2E2&WebCode=ProdDetailAdd&DoNotSave=yes&ParentObject=CentralizedOrderEntry&ParentDataObject=Invoice%20Detail&ivd\\_formkey=69202792-63d7-4ba2-bf4e-a0da41270555&ivd\\_cst\\_key=00000000-0000-0000-0000-000000000000&ivd\\_prc\\_prd\\_key=A844ACBF-25C5-49E0-BFEA-1BF2A40E5C3F](https://www.boardsource.org/eweb/DynamicPage.aspx?Action=Add&ObjectKeyFrom=1A83491A-9853-4C87-86A4-F7D95601C2E2&WebCode=ProdDetailAdd&DoNotSave=yes&ParentObject=CentralizedOrderEntry&ParentDataObject=Invoice%20Detail&ivd_formkey=69202792-63d7-4ba2-bf4e-a0da41270555&ivd_cst_key=00000000-0000-0000-0000-000000000000&ivd_prc_prd_key=A844ACBF-25C5-49E0-BFEA-1BF2A40E5C3F).

<sup>8</sup> Board Source.

<sup>9</sup> Board Source.

<sup>10</sup> U.S. Census, "Household Data, Annual Averages," 2013, <http://www.bls.gov/cps/demographics.htm#age>.



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