2008 STATE OF THE STATES REPORT

*A Survey Assessing the Capacity of State-Based
Lesbian, Gay, Bisexual, and Transgender Advocacy Organizations*

Movement Advancement Project
and the
Equality Federation Institute

Movement Advancement Project

The LGBT Movement Advancement Project (MAP) is an independent, intellectual resource for LGBT organization executives and donors, funded by a small number of committed, long-term donors to the movement. MAP's mission is to speed achievement of full social and political equality for LGBT people by providing donors and organizations with strategic information, insights, and analyses that help them increase and align resources for highest impact.

The Equality Federation Institute

Equality Federation is an alliance of state and territory organizations working together to achieve equality for lesbian, gay, bisexual, and transgender people in every state and territory by building strong and sustainable statewide organizations in a state-based movement. Equality Federation Institute provides infrastructure resources, leadership development, and training to state groups and also works to increase the resources available for state-based organizing and education work.

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

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INTRODUCTION

The 2008 elections provided an unparalleled opportunity to see and assess the importance of state-based organizing in the lesbian, gay, bisexual and transgender (LGBT) community. It is a study in contrasts, as exemplified by ballot measure losses suffered by the LGBT community in California and Arkansas.

California's fight against Proposition 8 was an unprecedented campaign to protect marriage equality. Despite a heartbreaking setback for equality, the LGBT movement mobilized resources as never before: raising $38 million, recruiting tens of thousands of volunteers, and coming within four percentage points of getting a majority of California voters to support marriage for same-sex couples. This outcome represents a sea change in just eight short years, showing a huge increase in support from the 2000 ballot measure loss when Californians voted against marriage equality, 61 to 39 percent. Despite the loss in 2008, the LGBT movement has made significant gains and was able to mount a credible and well-resourced election effort.

None of these gains would have been possible without a strong statewide advocacy organization both before and during the campaign. For six years, Equality California (EQCA) laid the groundwork to win marriage equality. In the decade since domestic partnerships became state law, EQCA steadily upgraded the legal status of domestic partnerships until these recognized unions were as close to marriage as possible. Then EQCA sponsored and passed marriage equality in both houses of the state legislature – twice. During the two years leading up to the ballot measure campaign, EQCA (through its 501(c)(3) organization) worked with allied organizations to create and deploy a marriage education campaign that reached out to all Californians, especially to women and people of color.

During the campaign, EQCA raised nearly one-third of the total campaign budget – about five times the amount raised by the campaign's second largest donor, the Human Rights Campaign. Strong state organizations with grassroots power and political influence matter.

Contrast California with another 2008 ballot measure state, Arkansas. The voters in Arkansas approved a ban prohibiting unmarried couples from adopting or becoming foster parents. Despite polling on this issue suggesting that most voters support placements with gay couples or individuals at least some of the time, the LGBT movement does not yet have the infrastructure inside Arkansas to launch a strong educational campaign. Prior to the issue being placed on the ballot, very little groundwork had been done to garner support or lay the groundwork for a seriously competitive campaign effort.

The statewide LGBT organization in Arkansas – the Center for Artistic Revolution (CAR) – is young, small, volunteer-driven, and under-resourced. Its annual budget is still less than $100,000 and it has only two staff positions.

CAR is unique among Federation organizations in a number of ways. For example, it is the most diverse and perhaps the most progressive of all the state organizations. It is run largely by people of color and its key constituency is youth. CAR is just starting down the path that made Equality California so powerful, using timely issues and advocacy work to build the organization's membership, budget, and influence. But in 2008 the group did not have the capacity to launch and lead a ballot campaign. Instead, the campaign was run by a political consultant with limited ability to engage movement organizations and support. CAR smartly focused on what it could successfully do at its current capacity, implementing its first voter education effort and Get Out the Vote (GOTV) campaign. In 2009, CAR will hire its first lobbyist. There is great potential in Arkansas – but there is not yet capacity.

Unfortunately, many of our state organizations currently have capacities closer to Arkansas than California. Despite growth over the past few years, most statewide LGBT advocacy groups remain small organizations with few full-time staff members and budgets barely reaching six figures. Substantial capacity gaps remain in many organizations. Several states have small LGBT advocacy groups, but lack a formally established organization. Other states have established statewide LGBT groups that have had difficulty achieving stable infrastructure and growth.

As the LGBT movement assesses its strategies, its goals, and its future in light of the ballot losses in 2008, we have an opportunity to harness the outrage and passions of an entirely new generation of activists who were energized by those losses. To fully take advantage of this opportunity, the movement requires a strategic approach to investing in statewide goals and leaders. Without consistently and fully functioning organizations, the LGBT movement will continue to lose ground in many states and face an even longer road to equality in others.

The 2008 State of the States Report is the LGBT movement's guide to capacities and priorities of statewide LGBT advocacy organizations. It contains information on budget trends, staffing challenges, legislative priorities, candidate endorsement criteria, constituency groups, and much more. *State of the States* can help individual donors (large and small), foundations, ally organizations, and the state groups themselves to focus, prioritize, and coordinate work in the states. Organizations and donors should keep in mind that this report is only a starting point for this work; the best way to devise programmatic and fundraising strategies is to engage directly and regularly with the statewide organizations, their leaders and constituents.

METHODOLOGY

In August 2008, 50 members of the Equality Federation received the *2008 State of the States* survey via the Internet, giving them nearly three months to respond to the survey online before it was closed in early November 2008. In total, 41 organizations in 36 states responded to the survey.[1] This participation nearly mirrors that in 2007.

Readers should note that the results and recommendations in this report reflect an analysis of self-reported data from most, but not all, state-based LGBT organizations. A different research methodology and/or full participation of all state-based LGBT groups might alter these results and recommendations.[2] Also note that most 2007 financial data in the report are based on actual figures, while data for 2008 are estimated and do not reflect final figures for the year. For comparison's sake, we include in the 2008 analysis a few statistics based on 2004, 2005, and 2006 data that we collected during past surveys, even though the samples differ between this and previous years' surveys.

The report has four main sections: Capacity, Electoral and Policy Work, State Resources, and Conclusions/Recommendations. Finally, Appendix A provides a list of and contact information for survey participants; Appendix B provides an overview of state groups' legal entities and 2007 and 2008 budgets; Appendix C gives the number of constituent contacts state groups have on various lists; Appendix D provides information on state groups' staffs, boards, and volunteers; and Appendix E indicates which states are planning to work on specific issues in 2009.

CAPACITY

Budgets[3] and Finances

Overall, state advocacy organizations are growing in financial size, as *Figure 1* shows. In 2004, the average state group's budget was just $300,000, but by 2008 had increased to $920,000. Median budgets also increased at similar rates, growing from $160,000 in 2004 to $560,000 in 2008.[4] Readers should interpret the projected 2008 data here and elsewhere in the report with some caution, since the economic downturn starting in the third quarter of 2008 likely impacted the organizations' abilities to meet their projections.

When we look more closely at the data, we find that this budget growth is concentrated among the larger organizations. *Figure 2*, for example, shows median and average budget trends for organizations with budgets less than $500,000. The median and average organizations among these smaller groups actually decreased in financial size from 2004 to 2008. In 2004 the median organization had a budget of $120,000, falling to $70,000 in 2008. Similarly, the average organization's budget was $170,000 in 2004, which fell to $110,000 by 2008.

Looking at just the larger groups – those with budgets greater than $500,000 – we find a stable median budget and an increasing average budget. In 2004 the median budget was $800,000, which decreased slightly to $780,000 in 2008; the 2004 average was $960,000, which increased to $1.7 million by 2008 (see *Figure 3*). This simultaneous growth of the average, but drop in the median budget from 2007 to 2008 indicates that even among large organizations, a few organizations increased their budgets significantly, but several saw their budgets decline. Also, comparing the two most recent election years, in 2006 only 11 organizations had budgets greater than $500,000; by 2008 that number increased to 19.

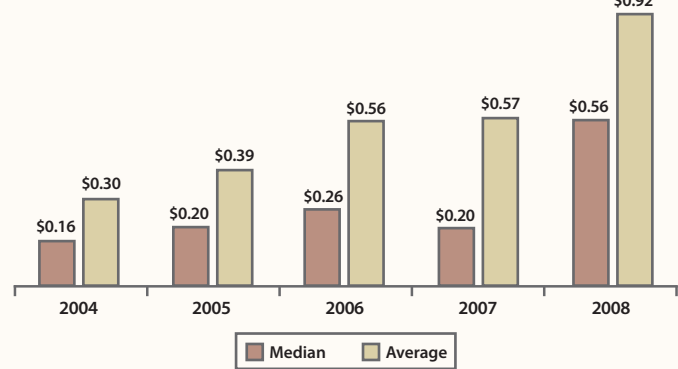**Figure 1: Median and average organizations' budgets**
$ Millions

Figure 2: Median and average organizations' budgets; organizations with budgets <$500,000
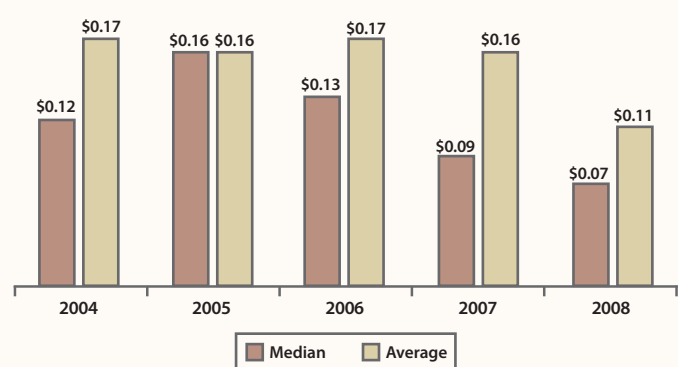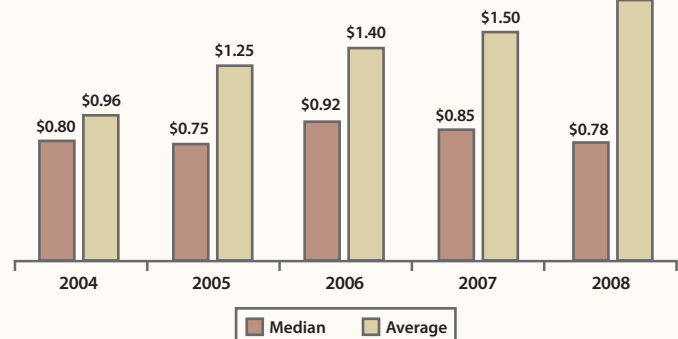$ Millions

Figure 3: Median and average organizations' budgets; organizations with budgets $500,000+
$ Millions

Note: The sample of organizations analyzed varies across years (2004 and 2005 data contain the same sample; the 2006 and 2007 data contain the same sample). Trends should be interpreted with some caution; ballot campaign budgets not included. Finally, 2008 data are based on projections.

[1] Not all respondents answered every question, and some responses had to be dropped. Most questions were answered by most organizations, however, giving us a robust data set to analyze.
[2] Also note that Empire State Pride Agenda, Equality California, and MassEquality participated in both the *2008 State of States* survey and the Movement Advancement Project's 2008 Standard Annual Reporting project. Due to differences in data collection timing and methods, the data for these organizations are not always consistent across the two reports.
[3] Unless otherwise noted, organizational budget data in this report refer to the total budget of all legal entities (e.g., 501(c)(3) , 501(c)(4), and PAC, though not ballot measure PACs) within that organization.
[4] Medians represent the value that is exactly in the middle of a range of data that is ordered from highest to lowest. Compared to averages, medians usually provide a more realistic picture of the data, minimizing the chances that exceptionally high or low values are skewing the statistics.

Because participation in the *State of the States* survey varies each year, with a few organizations dropping in and out, the organizations represented by the data in Figures 1, 2 and 3 are not consistent across the years analyzed. To get a more accurate look at overall growth of state advocacy organizations, we present in *Figure 4* the overall growth in combined budget data for the 30 organizations that have consistently participated in the past three *State of the States* surveys. As a whole, these groups have seen significant fluctuation in their budgets from year to year. For example, combined budgets in 2006 were about $26 million, falling to $23 million in 2007 – a 10% decrease. Projected budgets for 2008 (an important national election year) show an increase of 32% from 2007, with budgets increasing to $34 million. These fluctuations in funding make it difficult for state groups to plan and act effectively over the long term.[5]

Figure 4: Combined 2006-2008 budgets
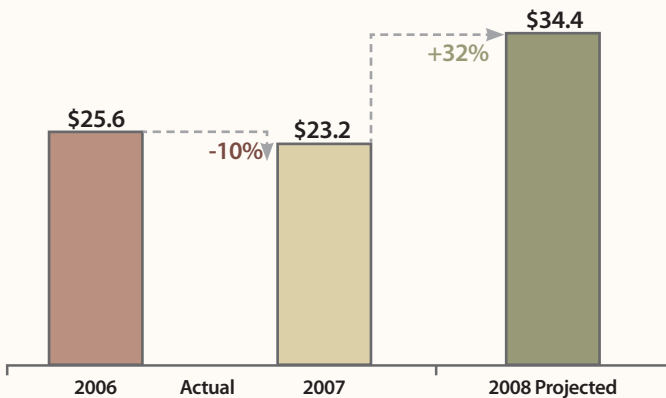
Note: Data represent the 30 organizations that reported consistent data in *State of States* 2007 and 2008.

Much of this fluctuation is related to election-year programs, with many state groups raising extra money in 2006 and 2008 to influence state and national elections. Equality California led this growth, as it raised funds to fight Proposition 8 in the 2008 election. We have found similar election-year trends in past editions of *State of the States*.

Another trend that held up this year is that of high budget concentrations. In other words, the $36.4 million in combined 2008 budgets is in just a handful of groups. As *Figure 5* shows, 48% of the groups in this year's survey have budgets under $500,000. Combined, they control just 5% of total state advocacy budgets. From the other end of the spectrum, 52% of the organizations have budgets greater than $500,000, yet they hold 95% of the total combined budgets.

An organization's budget not only determines the amount of work it can do, but also the type of work it can engage in. For example, if most of an organization's budget is held by its 501(c)(3) entity, then it can engage in only a limited amount of lobbying and must not endorse or oppose candidates for public office. But if most of the group's money is held by a 501(c)(4) entity, then it can engage in

Figure 5: 2008 budget and organization distributions
% of organizations
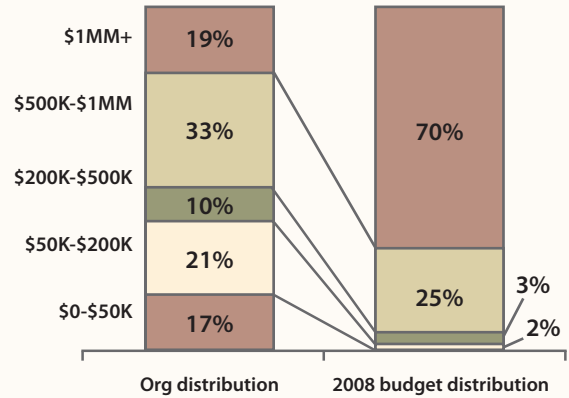
high levels of lobbying and also some electoral work. The tradeoff, however, is that only 501(c)(3)s can receive foundation contributions and offer individual donors tax deductions for their donations.
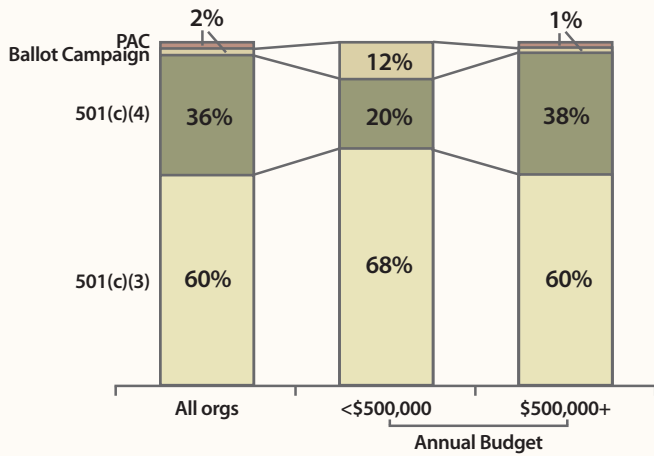
Striking a balance between fundraising incentives and lobbying and electoral work is a challenge for most organizations, as is making sure 501(c)(3) dollars aren't inappropriately mixed with 501(c)(4) funds. The financial complexities of having active 501(c)(3) and 501(c)(4) entities require organizations to have reliable accounting and legal counsel. Because it is tax-deductible, 501(c)(3) money is also easier to raise. Furthermore, institutional funders can make grants to 501(c)(3) entities that they cannot make to 501(c)(4)s. Finally, contributions to 501(c)(4) groups must be raised from individual donors. This type of fundraising requires more staff time and a dedicated or sophisticated fundraising program that most small organizations don't have.

Smaller organizations tend to have a higher concentration of 501(c)(3) budgets than larger groups, as *Figure 6* shows. Among groups with budgets smaller than $500,000, 68% of the revenue is in 501(c)(3) entities, compared to 60% among the organizations with budgets greater than $500,000. The difference is made up in 501(c)(4) dollars, with the smaller groups having 20% of their budgets allocated to these entities, compared to 38% of the larger organizations.

Interestingly, Figure 6 also shows that the smaller groups have a higher share of PAC dollars, compared to their larger counterparts. This result is due to several small to medium-sized organizations having an especially high level of PAC funds in 2008. Notably, one organization in particular raised a very large amount of PAC dollars this year. If this group were not part of the analysis, we would see a mix of 74% of 501(c)(3) dollars, 22% 501(c)(4) dollars, 3% PAC funds, and 1% ballot campaign funds among these smaller groups.

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[5] To see how accurately organizations project their budgets, we looked at the 28 organizations that projected 2007 budgets in last year's *State of States*, and compared those numbers to the actual 2007 budgets they report in this year's survey. Overall, 19 organizations did not meet their projections, while 9 exceeded them. Among the former group, the average organization overestimated its projected budget by 25%; the average organization in the latter group underestimated its projected budget by 22%.

Figure 6: 2008 budget percentages by legal type

PAC Ballot Campaign	2%		1%
		12%	
501(c)(4)	36%	20%	38%
501(c)(3)	60%	68%	60%
	All orgs	**<$500,000**	**$500,000+**
		Annual Budget	

Note: Percentages are weighted by organization budget size.

Figure 7: 2007 combined revenue sources for 501(c)(3)s and 501(c)(4)s

	501(c)(3)	501(c)(4)
Other sources	9%	18%
Individuals (other)	27%	45%
Individuals (directmail)	7%	
Individuals (online)	7%	9%
Corporations	5%	8%
Other foundations/orgs	17%	1%
LGBT foundations/orgs	29%	18%
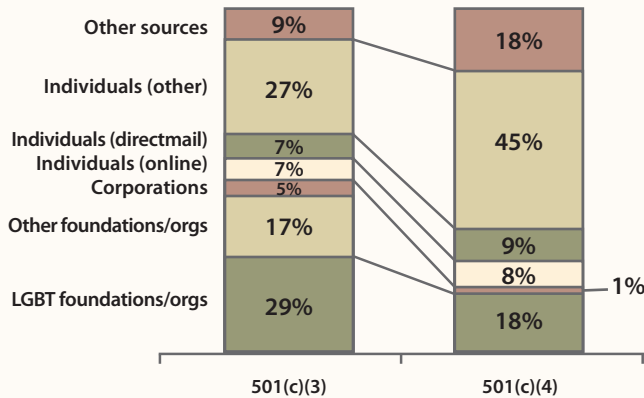
Note: Other sources include fees for services, program revenue, investments, and rental income. Percentages are weighted by organization budget size.

Figure 8: Organizational legal entities by decade founded

	501(c)(3)	501(c)(4)s	PAC
1980s	14%	10%	4%
1990s	31%	33%	22%
2000s	56%	57%	74%

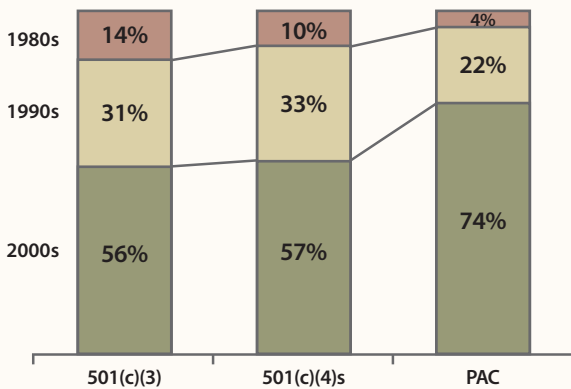Looking at revenue sources, we see differences across different legal types of organizations. For example, as *Figure 7* shows, nearly half of 501(c)(3) dollars come from foundation and organization donations. Corporations are also much more likely to give to 501(c)(3)s than 501(c)(4)s. For 501(c)(4)s, only 18% of their budgets comes from foundation or organizational sources (mainly organizations, since private foundations generally cannot support 501(c)(4)s). We see that 501(c)(4)s place a higher emphasis on individual donations: 41% of 501(c)(3) dollars comes from individuals, compared to 62% of 501(c)(4)s.

One characteristic that the different legal types have in common is age. The majority of 501(c)(3)s, 501(c)(4)s, and PACs have been founded in the past eight years. As *Figure 8* shows, only a small number of all organization types were founded before the 1990s.

Reserve Funds

Given the current state of the economy, and the resulting anticipated decrease in foundation, individual, corporate, and government support of nonprofit organizations, we asked this year if the state groups had reserve funds to help weather the current climate. Unfortunately, only 29% of the groups we surveyed said that they had such a fund in place, as *Figure 9* shows. Further, several of these groups had already tapped their reserves. On average, these reserve funds hold only about 12% of the groups' annual budgets.

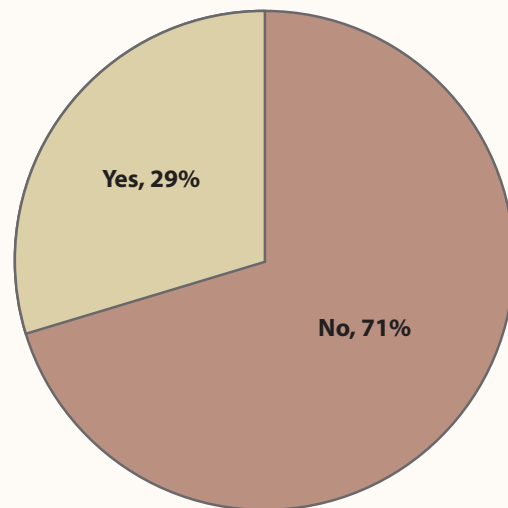## Figure 9: Percentage of organizations with a reserve fund

Yes, 29%

No, 71%

Figure 10: Constituent contacts
Out of 40 organizations answering this question

	Donors	Email Action	Mailing	Voter ID	Unique contacts
Total	142,401	368,072	788,394	1.1 Million	1.5 Million
Average	4,315	9,948	21,308	56,869	42,821
Median	2,500	6,800	12,500	42,000	12,394
High	20,000	51,310	166,000	350,000	314,000
Non-Zero Low	100	245	100	1,000	200

Figure 11: Number of 2008 donors by size of annual gift
Out of 38 organizations answering this question

	<$25	$26-$99	$100-$499	$500-$999	$1,000+	ALL
Total	6,605	19,024	13,328	3,469	2,470	44,896
Average	206	501	370	99	73	998
Median	100	250	200	50	40	438
High	1,000	2,800	1,800	1,000	530	5,350
Non-Zero Low	5	5	2	1	1	10

Community Contacts

Figure 10 provides a snapshot of statewide advocacy groups' collective capacity to reach their constituents. Overall, organizations have the most names on voter ID lists, followed by mailing lists, email action lists, and donor lists. Note that double-counting likely occurs within organizations (i.e., a person appearing on several of Equality Maryland's lists) and across organizations (i.e., a person who is on different lists of more than one organization). The "Unique Contacts" numbers minimize this problem.

Development

The average and median state advocacy organization both have only one staff person solely devoted to development work. Given the scope of most state groups' development activities, however, we can assume that nearly all staff members have at least some development responsibilities. Out of the 35 organizations that answered questions about development activities, nearly all engage in multiple fundraising tactics, from seeking corporate sponsorships to applying for foundation grants to executing direct mail campaigns. This approach holds true for different legal entities, including 501(c)(3)s, 501(c)(4)s and PACs.

Very few organizations – nine 501(c)(3)s and two 501(c)(4)s – are using planned giving strategies. Nearly all of these groups have combined budgets greater than $500,000 and a full-time development director on staff. This is not surprising, since establishing bequests and working with estates takes specialized development, legal and accounting skills. Planned giving could and should be an area of high growth potential for LGBT movement organizations. Analysts expect the baby boomer generation to pass on billions of dollars of wealth to their heirs and favorite nonprofits in the years to come. However, until we see an increase in development staff at statewide LGBT organizations, these groups are unlikely to be able to tap into this wealth.
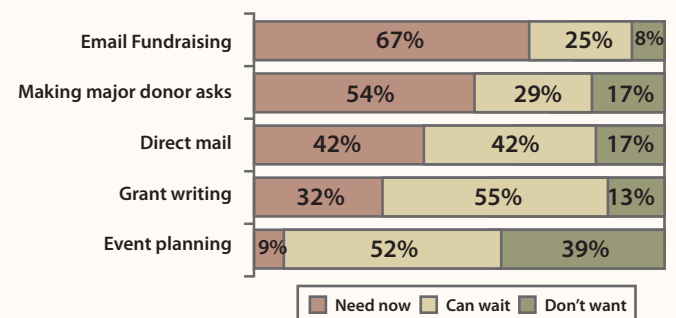
Looking at the number of current donors, we find a large gap between the largest and smallest organizations. *Figure 11* shows that the organization with the highest number of donors received gifts from nearly 5,400 people in 2008. At the other extreme, one organization reported receiving gifts from just 10 people. The average group had about 1,000 donors, while the median had fewer than 450.

State groups are eager to improve their fundraising skills. Only two of the 36 groups that completed this section of the survey said they did not currently need any development training. When asked to choose between five types of training – email fundraising, making major-donor asks, managing direct mail campaigns, writing grant proposals and planning events – 92% of these 36 organizations said they need to improve their email fundraising skills (67% said this needed to be done in the short-term, while 25% said they could wait to improve those skills). Making major-donor asks was the next most popular area of desired training, with 83% of the organizations saying they need help developing this skill in the short- or long-term. *Figure 12* shows how the groups prioritized all five areas of development training.

Figure 12: Demand for development skills
% of organizations

	Need now	Can wait	Don't want
Email Fundraising	67%	25%	8%
Making major donor asks	54%	29%	17%
Direct mail	42%	42%	17%
Grant writing	32%	55%	13%
Event planning	9%	52%	39%

Finally, the state groups use a wide range of software programs to manage their development contacts and records. Across 43 organizations, we found 20 different types of software being used, including everything from Raiser's Edge to QuickBooks to Microsoft Access. The most common package is GetActive, which 17% of the groups reported using. Eleven percent of the organizations used Excel, the second-most popular package. More can and should be done to establish a standard package for the state groups, which would reduce the costs of purchasing software and providing trainings, and ultimately increase the groups' fundraising skills and efficiency.[6] Interestingly we found much more convergence when it comes to accounting software, with 81% of the organizations using QuickBooks. Other accounting programs included Sage, Excel, and Quicken.

Staffs, Boards and Volunteers

Nearly 250 people work for pay for statewide advocacy groups (202 full-time, 47 part-time). Also the organizations we surveyed have 668 unique board members and nearly 6,200 active volunteers.[7] Organizations have nearly identical average and median numbers of part-time (average and median = 1) and full-time (average = 5, median = 4) staff, as well as board members (average = 16, median = 14), as *Figure 13* shows. And just as we found large differences in the number of donors across organizations, we also find substantial variance across the groups based on staff size. The largest organization has 27 employees, while the smallest has just one.[8] We see similar differences in Figure 13 based on the highest and lowest numbers of board members (46 vs. 3) and volunteers (3,000 vs. 3).

Figure 13: Staff, board and volunteer capacity
Out of 43 organizations answering these questions

	Full-Time Staff	Part-Time Staff	Total Staff	Unique Board Members	Active Volunteers
Total	202	47	249	668	6,176
Average	5	1	6	16	154
Median	4	1	4	14	28
High	27	6	27	46	3,000
Non-Zero Low	1	1	1	3	3

Figure 14 shows how much money state groups are spending on a variety of staff expenses: salaries, benefits, training and recruitment. Combined, these organizations spend nearly $8 million in salaries and benefits for staff members, with the average group spending $227,000 on salaries and $27,000 on benefits. Median figures were close to the averages. Training and recruiting expenses varied widely, with one group spending $14,000 on training and another just under $400. Similarly, one group spent $20,000 on recruiting while another just $50. Overall, larger organizations spent more on these activities.

Looking at the salaries of key organizational leaders, we find that executive directors are the most highly compensated (average pay of $61,000), followed by development directors ($55,000), program directors ($45,000) and field directors ($40,000). Again we see discrepancies across the organizations, with one group paying its field director $69,000, which is significantly more than the average and median executive directors, development directors and field directors earn. Once again, these discrepancies are likely a function of organization size (and cost of living in the city or state the position is based in), meaning that the highest paid field director is likely being paid a realistic market wage, while most executive directors are not (see *Figure 15*).

Most state groups still lack key staff positions, a finding consistent across past reports. For example, we asked about the status (full-time, part-time, volunteer or consultant) of people in key positions across both program and support roles. We found that the

Figure 14: Spending on staff salaries/benefits, training and recruitment
Out of 33 organizations answering these questions

	Staff Salaries	Staff Benefits	Staff Training	Staff Recruitment
Total	$7.2 million	$731,000	$74,000	$31,000
Average	$227,000	$27,000	$3,000	$3,000
Median	$175,000	$22,000	$2,000	$1,000
High	$926,000	$84,000	$14,000	$20,000
Non-Zero Low	$18,000	$3,000	$370	$50

Figure 15: Salaries of key positions
Out of 33 organizations answering these questions

	Executive Director	Development Director	Program Director	Field Director
Average	$61,000	$55,000	$45,000	$40,000
Median	$63,000	$51,000	$48,000	$36,000
High	$140,000	$103,000	$63,000	$69,000
Non-Zero Low	$18,000	$40,000	$22,000	$16,000

majority of groups do not have anyone working as a field director, program director, administrative director, development director, finance director, communications director or technology coordinator – even when we factor in consultants and volunteers. The good news is that nearly 70% of the organizations have full-time paid executive directors, with another 14% having either part-time paid, consultant or volunteer executive directors. See *Figures 16 and 17*.

This year was the first time we asked state groups about their staff and board racial/ethnic demographics. *Figures 18 and 19* show that both boards and staffs are predominantly white, with 80% of staff and 82% of board members identified as white or Caucasian. African-Americans and Latinos/Latinas made up the next largest groups. Several organizations mentioned that they are working to bring more people of color onto their staffs and boards, but find that doing so is an ongoing challenge. One organization said that it is also trying to expand the age diversity of its board.

We also asked groups about the gender identification of board and staff members. The organizations identified 50% of their staff members as women, 48% as men and 6% as transgender. On boards, we find more men than women. Survey respondents said 60% of their board members were men, 38% women, and 7% transgender.

Figure 16: Status of program staff positions
% of organizations

Status	Exec Dir	Policy Dir	Lobby Dir	Field Dir	Prog Dir
No position	17%	45%	49%	55%	72%
Volunteer	7%	12%	7%	5%	3%
Consultant	2%	2%		3%	3%
Part-time	5%	5%	28%	38%	
Full-time	69%	36%	10% / 7%		23%
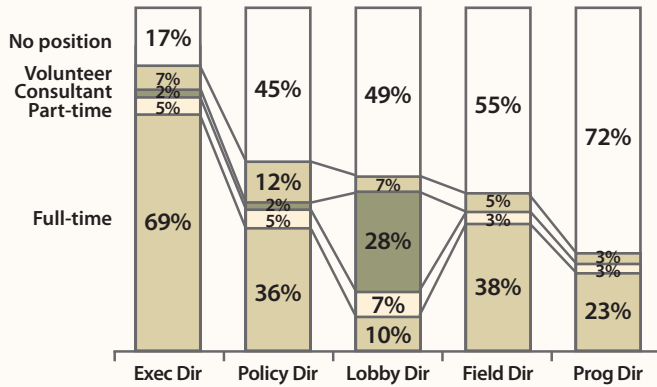
Figure 17: Status of support staff positions
% of organizations

Status	Admin Dir	Dev Dir	Fin Dir	Comm Dir	Tech Coor
No position	51%	51%	59%	59%	70%
Volunteer	3%	5%	12%	7%	15%
Consultant	3%	2%	10%	5%	
Part-time	13%		7%	5%	13%
Full-time	31%	41%	12%	24%	3%
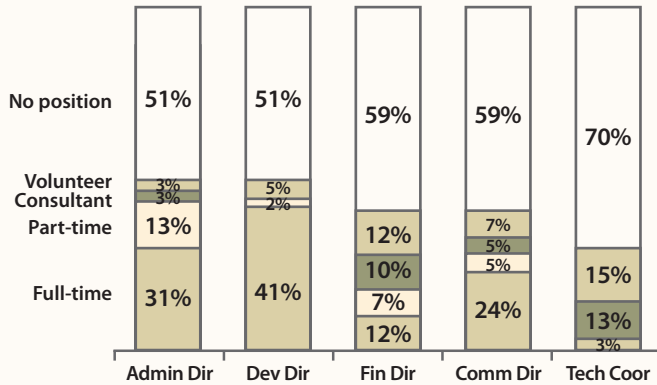
Figure 18: Staff demographics

White, 80%
African American, 7%
Latino, 7%
Other, 3%
Native American, 2%
Asian/Pacific Islander, 1%
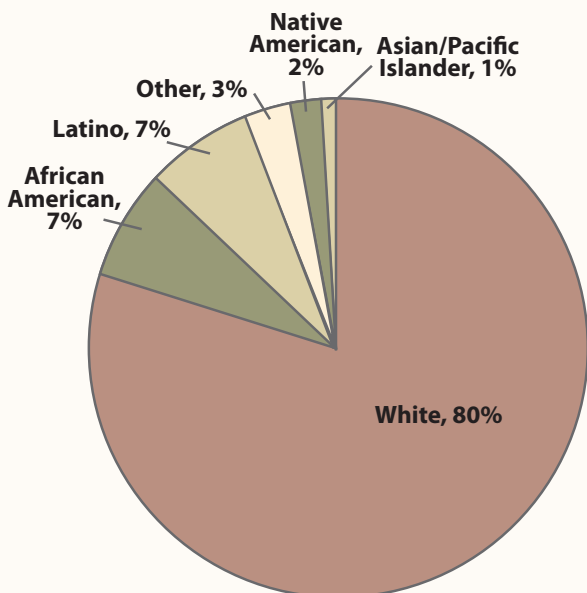
Figure 19: Board demographics

White, 82%
African American, 8%
Latino, 5%
Asian/Pacific Islander, 3%
Other, 2%
Native American, 1%
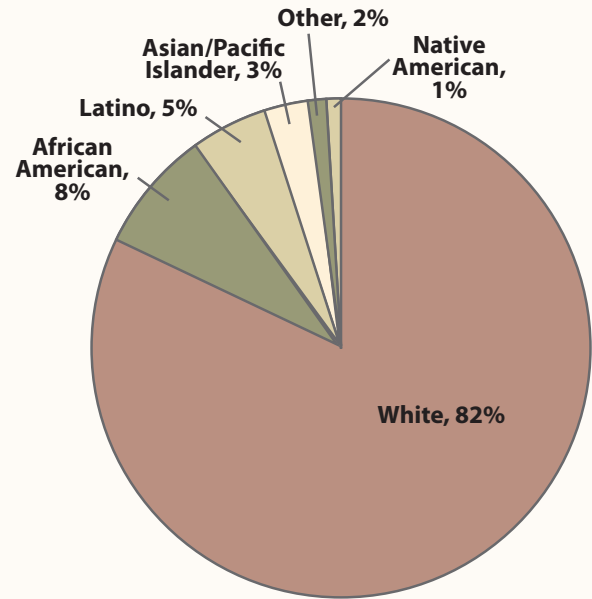
Figure 20: Most important skill/function for board to improve
% of organizations

Fundraising, 64%
Board recruitment, 12%
Strategic planning, 8%
PR, 5%
Financial oversight, 5%
Advocacy for mission, 3%
Supervision, 3%
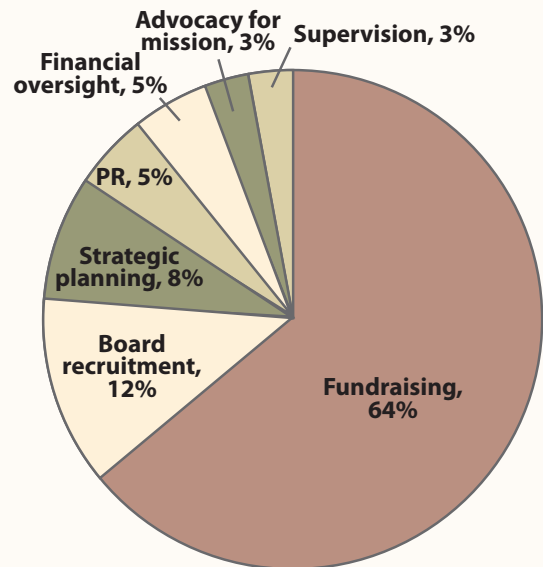
Given the key role that boards can play in nonprofit organizations – especially groups that tend to have few staff members – we asked what skill state advocacy boards most need to improve upon. The overwhelming response, shown in *Figure 20*, is fundraising, which received more responses than the five other responses combined. Currently, organizations report spending just $29,000 combined on all types of board training. The average group spends just under $2,000 on board training, while the median spends only $1,000.

Figure 21: Board give/get policies

Figure 21a: Give/get status
% of organizations

No give/get policy, 44%

Has give/get policy, 56%

Figure 21b: Board fundraising performance
% of organizations

Exceeded, 29%

Met expectations, 42%

Did not meet, 29%

Currently, most boards have "give or get" polices, as Figure 21 shows. The average give-get amount per board member is about $3,000, with a median of $2,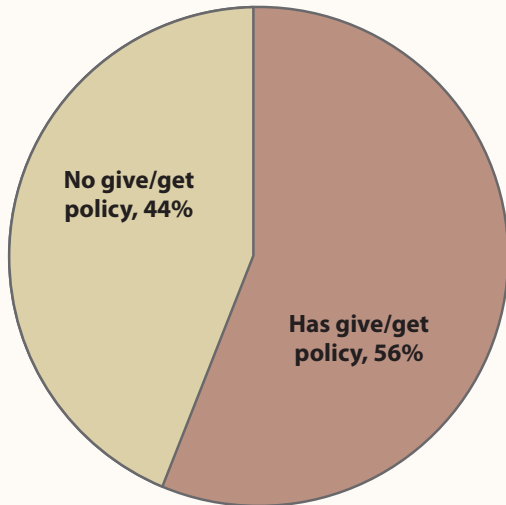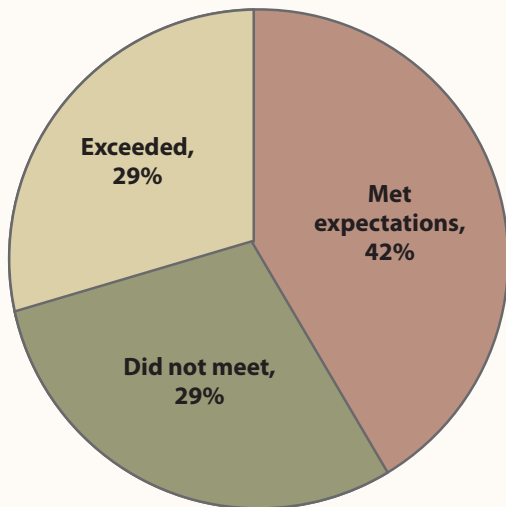000. The good news is that *Figure 21* also shows that nearly three-quarters of state groups' boards meet or exceed fundraising goals and expectations.

ELECTORAL AND POLICY WORK

Electoral Results and Candidate Support

Many state-based organizations focused their energy in 2008 on electoral and legislative efforts (see *Figure 22*). The top three activities that state groups engaged in were passing pro-LGBT legis-

Figure 22: 2008 legislative and electoral activities
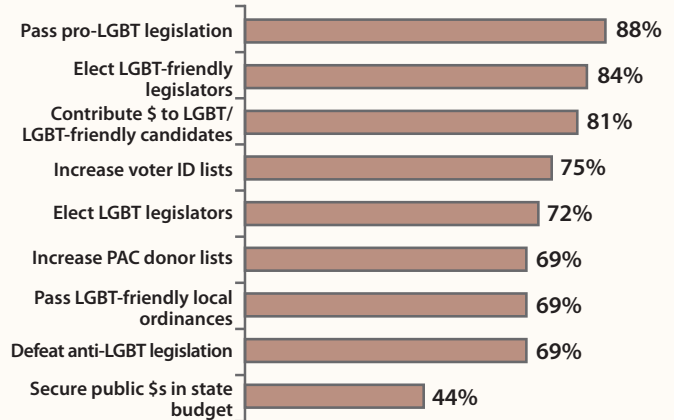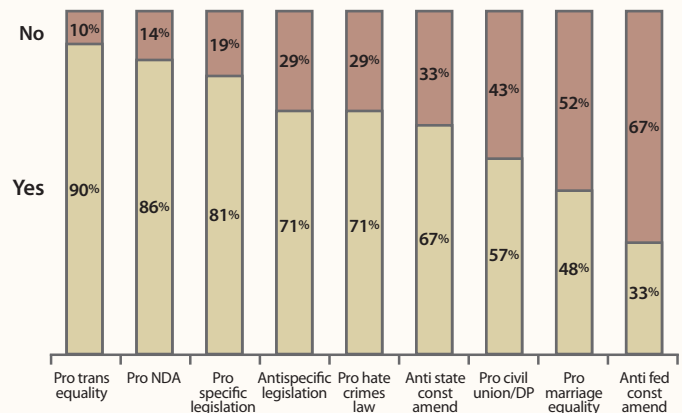% of organizations

Pass pro-LGBT legislation	88%
Elect LGBT-friendly legislators	84%
Contribute $ to LGBT/ LGBT-friendly candidates	81%
Increase voter ID lists	75%
Elect LGBT legislators	72%
Increase PAC donor lists	69%
Pass LGBT-friendly local ordinances	69%
Defeat anti-LGBT legislation	69%
Secure public $s in state budget	44%

Figure 23: Candidate endorsement criteria
% of organizations

	Pro trans equality	Pro NDA	Pro specific legislation	Antispecific legislation	Pro hate crimes law	Anti state const amend	Pro civil union/DP	Pro marriage equality	Anti fed const amend
No	10%	14%	19%	29%	29%	33%	43%	52%	67%
Yes	90%	86%	81%	71%	71%	67%	57%	48%	33%

lation, electing LGBT-friendly legislators, and financially supporting LGBT or LGBT-friendly candidates. And despite the disappointing outcomes of most anti-LGBT ballot measures this fall, the states we surveyed reported a range of successes at the ballot box. Thirty-two groups participated in some form of electoral work, including increasing their PAC donor lists or supporting LGBT and LGBT-friendly candidates for office. State groups helped openly gay candidates get nominated and elected in races ranging from mayoral and judicial races to state senate and representative contests. Groups also laid the foundation for future successes by supporting candidates favorable to non-discrimination ordinances and state laws. Finally, several anti-LGBT legislators were defeated with the help of state groups.

As one possible consequence of the struggle in 2007 to pass a trans-inclusive ENDA, state groups changed their candidate endorsement criteria (see *Figure 23*). This year 90% of groups require a candidate to support transgender equality, up from 85% in 2007. Furthermore, the percentage of respondents requiring candidates to support marriage equality has increased from 40% to 48%. Less emphasis was put on supporting specific legislation

and civil unions than in the past. Also, compared to past years, a lower percentage of organizations required their candidates to oppose specific legislation or anti-LGBT measures that would change either state or federal constitutions.

Not surprisingly, candidate endorsements increased dramatically from 2007 to 2008, a major election year (see *Figure 24*). In 2007, state-based groups endorsed a total of 311 candidates. For the 2008 primaries the number rose to 348, and in the 2008 general election member organizations made 770 endorsements. The average number of endorsements in 2007, 21, dropped to 18 for the 2008 primaries and increased to 33 in the 2008 general election. In addition, the highest number of endorsed candidates by a single organization increased from 79 in the 2008 primaries to 85 in the general election.[9]

Figure 24: Candidate endorsements
Out of 25 organizations that answered this question

	2007 Elections	2008 Primaries	2008 General Election
Total	311	348	770
Average	21	18	33
Median	9	12	35
High	77	79	85
Non-Zero Low	2	1	5

Actual 2007 PAC expenditures rose above the projections groups reported in last year's survey. The average amount groups had planned to spend in 2007, $12,000, grew to an actual average expenditure of $17,000. The median made a huge jump from $4,700 in 2007 to an estimated $15,000 this year. The maximum total spent by a single organization's PAC in 2007 was $100,000, which increased to $250,000 in 2008. Overall, member organizations estimated that they would donate three times as many PAC dollars in 2008 than they actually did in 2007 (see *Figure 25*).

Figure 25: PAC contributions
Out of 16 organizations answering this question

	2007 Actual	2008 Estimated	2009 Anticipated
Total	$174,000	$596,000	$257,000
Average	$17,000	$37,000	$23,000
Median	$4,700	$15,000	$3,000
High	$100,000	$250,000	$100,000
Non-Zero Low	$500	$1,100	$500

Strategies and Tactics

We asked state-based groups to identify their top three tactics for advancing LGBT equality. Overwhelmingly, state organizations chose state legislation, public education and coalition work, as *Figure 26* shows. States choose Voter ID as one of their preferred options only for marriage equality. This may be because achieving or protecting marriage equality has become a ballot measure battle in many states. State-based groups also chose public education as a key strategy in achieving marriage equality. Public education topped tactical choices for many other issues, as well: civil unions/domestic partnerships, and transgender equality. Coalition work was the top choice for adoption/foster care, hate crimes, and schools/youth efforts. These three issues reach across different communities and provide opportunities for building political strength and alliances. The only issue for which state groups chose state legislation as their preferred top strategy was employment and non-discrimination protections.

LGBT Policy Priorities & Anticipated Anti-LGBT Policy Initiatives

In 2008 organizations worked on a wide range of policy issues. Groups most frequently mentioned working on schools and youth issues (cited by 19 groups), employment non-discrimination acts (17 groups), and trans-equality (16 groups). In 2009 these three issues are once again likely to receive the most attention, although some shifting in their order of importance is expected (see *Figure 27*). Trans equality becomes the highest priority (21 groups), followed by employment non-discrimination acts (20 groups) and schools and youth issues (18 groups). Next year we may also see increased emphasis on a range of other issues, including hate crimes legislation, HIV/AIDS, housing non-discrimination protections, and civil unions/domestic partnerships, along with a range of other family-related policies.

Figure 28 shows that among family-related policies, adoption/fostering and medical-decision making had the highest priority among state-based groups. Adoption and foster care rights were a high/very high priority for 48% of the respondents, while 45% of respondents identified medical decision-making as an important priority. Marriage and civil unions/domestic partnerships rated as very high/high priorities for 38% and 37% respectively. The lowest priority for all respondents is work on family leave policies (79% of respondents rated it as a low priority or no priority).

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[9] The highest number of endorsements for the 2008 general election came from an organization that had made no endorsements for 2007.

Figure 26: Top strategies and tactics by issue area
No. of organizations (Out of 35)
Bold=most popular for issue

Strategies/Tactics

	State legislation	Public education	Coalition work	Voter ID	Electoral campaigns	Local ordinances	Litigation
Adoption/ foster	9	10	**16**	3	4	0	2
Civil unions/ DPs	9	**14**	9	5	4	6	3
Employment NDA	**20**	19	19	6	9	17	2
Hate crimes	14	9	**15**	1	3	0	1
Housing NDA	12	**15**	14	4	5	10	1
Marriage	11	**18**	13	12	9	4	3
Schools/youth	19	17	**20**	3	5	4	3
Trans equality	22	**24**	21	8	9	13	3

(Issues — row label rotated on left)

☐ Top 3 strategies/tactics

Figure 27: 2008 and 2009 policy priorities
% of organizations

Issue	2009	2008
Trans equality	60%	40%
Employment NDA	57%	49%
Schools/youth	51%	54%
Hate crimes	40%	34%
Civil unions/DPs	34%	17%
Housing NDA	31%	26%
HIV/AIDS	29%	14%
Medical decision-making	26%	11%
Adopt/foster care	23%	17%
Marriage	20%	20%
Family leave	11%	3%

■ 2009 ☐ 2008
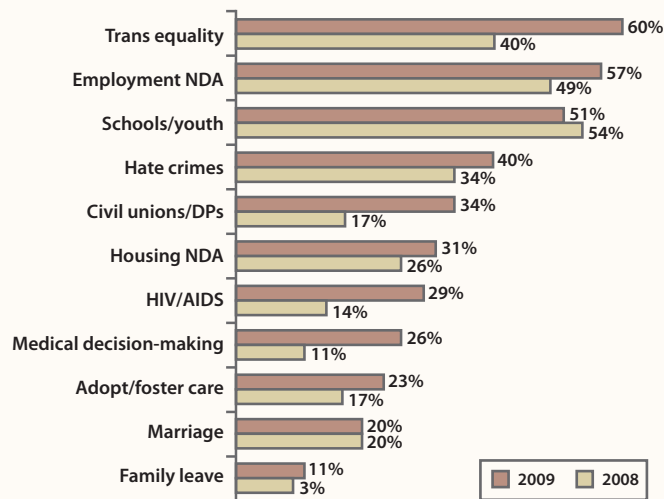
Figure 28: Family-related policy priorities
% of organizations

	Very high/high priority	Very low/low priority	Not a priority
Adoption/fostering	48%	29%	23%
Medical decision-making	45%	29%	26%
Marriage	38%	30%	32%
Civil Unions/DPs	37%	37%	26%
Family leave	21%	41%	38%
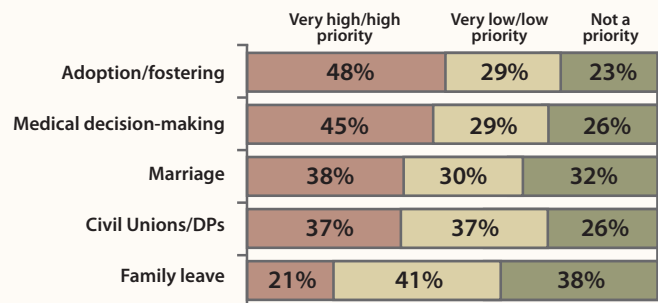
Figure 29: Discrimination-related policy priorities
% of organizations

|	Very high/high priority	Very low/low priority	Not a priority
Transgender equality	86%	8%	5%
Employment NDA	74%	6%	20%
Housing NDA	57%	20%	23%
Other NDA	39%	36%	24%
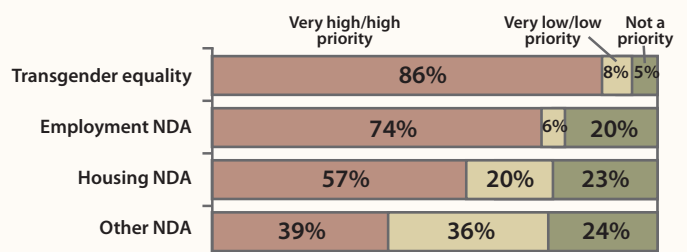
Transgender equality rated as the highest of all discrimination issues, with 86% of groups rating it as a high or very high priority (see *Figure 29*). Employment non-discrimination followed with 74% of groups listing it as a high/very high priority. Housing non-discrimination and other non-discrimination policies remain lower priorities with 57% and 39% of all groups rating them as high or very high priority policy areas.

For the remaining policy areas (shown in *Figure 30*), state-based LGBT advocacy groups gave schools and youth issues the highest priority, with 78% of groups rating them as a high or very high priority. In the current survey, 53% of respondents identified hate crimes as a high or very high priority and HIV/AIDS issues earned high/very priority rating from only 35% of the groups.

Figure 30: Other policy priorities
% of organizations
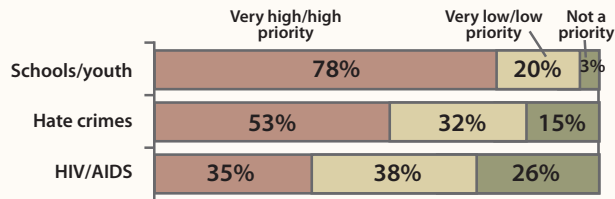
LGBT advocacy groups anticipate that future attacks on LGBT rights will focus on marriage equality and civil unions/domestic partnerships, reflected in 2008 ballot attacks on marriage equality in California, Arizona, and Florida (see *Figure 31*). The 2008 Arkansas adoption ballot measure may foreshadow an emerging problem as several groups also anticipate increased efforts from the religious right to restrict adoption and foster care rights for LGBT people. Hate crime laws and LGBT-friendly policies affecting schools and youth are also expected to come under attack. States reported that other key policy areas, such as employment non-discrimination protections, housing non-discrimination, HIV/AIDS, family leave, and medical decision-making should see no change in (or perhaps even less) pressure from anti-equality foes.

Figure 31: Anticipated 2008 and 2009 anti-LGBT policy work by opponent organizations
% of organizations
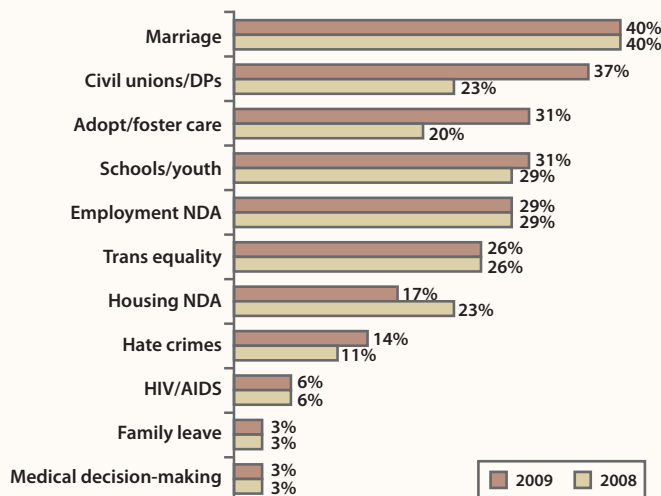
Obstacles to Equality

We asked organizations about the obstacles that they face in their work. This general, open-ended question generated about 75 usable responses, which we have organized into the six topical categories presented in *Figure 32*.

Figure 32: Obstacles to successful state advocacy work
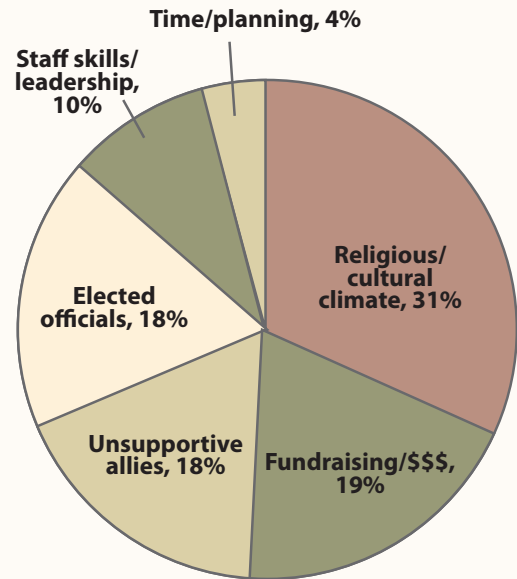
Nearly one-third of the responses concerned the overall religious or cultural climate in a given state. One respondent said there is an overall mindset in her state that "We cannot advance [LGBT] work in a conservative southern state," which this person implied becomes a self-fulfilling prophecy. Another 19% of the comments were about basic fundraising and financial challenges. Sometimes concerns about conservative cultures and fundraising overlapped. For example, one person said that "No funders want to give to [my conservative state] because they feel as though it is a lost cause."

Next up were obstacles related to allies and elected officials, with 36% of the comments falling into one of those two categories. Among problems related to ally organizations, several people mentioned difficulties working with national groups and the overall level of engagement and communication that is required to collaborate successfully. One respondent said "Dead-wood organizations that are time-sucks and/or competitive with us for fundraising" are a large obstacle, while another cited "National organizations that appear to have a 'command/control/one-organization-per-state' approach." Looking at elected officials, one person bemoaned "Electeds who are 'with us' but either don't have the [courage] to do the right thing, or are told by their caucus that they can't 'risk' [supporting us] – even with data showing a pro-equality stance is not a risk in their district."

Groups said that staff skills and leadership were also a concern. One person said quite simply that the LGBT movement "faces a lack of staff talent," while another talked about "difficulties in attracting and retaining talented staff." Just a few people mentioned issues related to not having enough time to do all of their work, or adequately plan for it. A couple also referred to problems mobilizing community members, citing "general apathy" and community inexperience with organizing.

Even with these obstacles, several respondents were positive about the successes their organizations had accomplished and the work ahead. Considering expanded pro-LGBT majorities in state capitals and Washington, DC, one group said, "We are so motivated, organized and ready to move forward." Another stated that "With the exception of comprehensive relationship recognition, [our state has] already achieved many of [our] objectives."

STATE RESOURCES

State-based LGBT groups receive services and support from a range of national LGBT organizations. Depending on the service or resource, groups may utilize a wide range of national organizations or rely on only a few. The 2008 survey asked state groups to indicate, from a pick-list of 15, the ones they use for 12 types of support and assistance – everything from developing policy talking points to help working with foundations.[10]

Figure 33 identifies the 15 national organizations state groups could select from, as well as the total number of mentions each national organization received across the 12 types of support. Not surprisingly, state groups listed the Equality Federation as a source of support far more frequently than they did other national organizations. The Task Force was the second most-mentioned national organization with 121 mentions, followed by GLAAD with 88. Overall, the Equality Federation was the primary source of services or resources for states in seven out of the 12 resource areas covered in our survey, including executive coaching, advocacy with funders, training, strategic planning, resource referrals, and developing policy-related talking points. Figures 34 through 42 provide a breakdown of the national organizations state groups rely on across nine of the key services that the survey asked about.[11]

In small organizations, the executive director carries out most, if not all, of the staff functions, so providing support to these leaders is especially critical to LGBT policy success in the states. As *Figure 34* shows, Equality Federation provides more executive coaching support to state leaders than all other national LGBT organizations combined. Among all occurrences of this type of service, the Equality Federation provided 51%, while Freedom to Marry fulfilled 13% and the Victory Fund/GLLI and the Task Force each provided 10%.

Equality Federation also led in supporting state groups as they sought funds from foundations and other institutional donors. Freedom to Marry, HRC, and the Task Force also provided this type of support to many state groups. See *Figure 35*.

Figure 33: National service providers to state LGBT groups
No. of requests from state groups for assistance
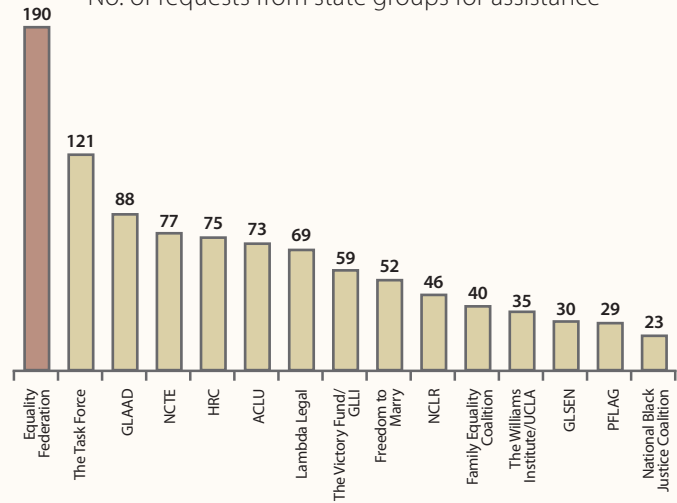
Figure 34: Executive coaching services

Other organizations, 16%
The Task Force, 10%
The Victory Fund/GLLI, 10%
Freedom to Marry, 13%
Equality Federation, 51%
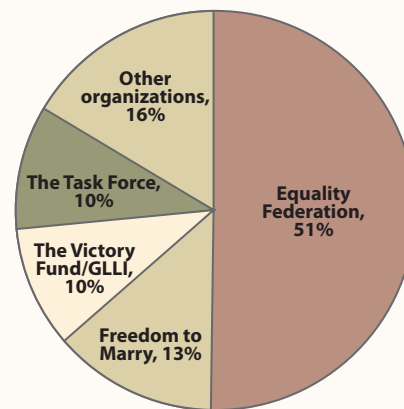
Figure 35: Funder advocacy/fundraising support

Other organizations, 27%
The Task Force, 10%
HRC, 10%
Freedom to Marry, 16%
Equality Federation, 38%

State groups reported receiving training from only seven national organizations (which is the lowest number of national organizations providing any of the services in the survey). As *Figure 36* indicates, the Equality Federation provided most of these training services, followed by GLAAD (22%) and The Victory Fund/GLLI (20%). These three groups were responsible for more than 75% of all reported training services for statewide groups. Strategic planning services are another key resource needed by state groups. Equality Federation provided 30% of all occurrences of strategic planning assistance, while the Task Force and the Victory Fund/GLLI each provided 15% and the ACLU 11%. See *Figure 37*. Presently only half of the groups surveyed had a strategic plan (19 of 38 responses).

In addition to providing services directly, national organizations often refer statewide groups to other technical assistance providers. The Federation provided 26% of all requests for referrals to other service providers, while HRC provided 10% of referrals and the Task Force provided 9%. See *Figure 38*.

National groups also often provide talking points and sample action alerts to state organizations. See *Figures 39 and 40* for a breakdown of where states most often get these resources.

State groups also turn to their national partners for research materials, data, and legislative support. HRC provided the most research or data to state groups, while ACLU provided the most legislative support, as *Figures 41 and 42* show.
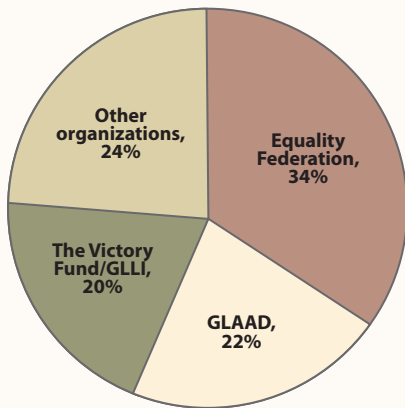
Figure 38: Resource/service referrals

Figure 36: General staff training

Figure 37: Strategic planning services
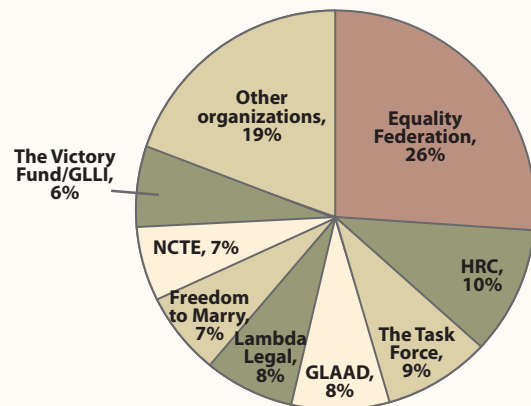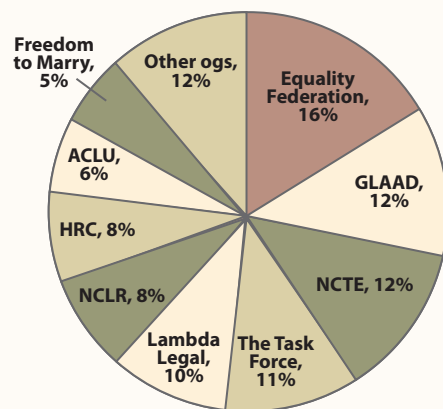

Figure 39: Issue talking points

Figure 40: Issue action alerts
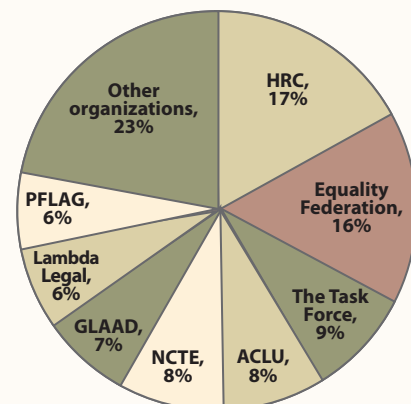
Figure 41: Research and data services

The Williams Institute/UCLA, 14%
The Task Force, 13%
HRC, 13%
Equality Federation, 11%
Freedom to Marry, 7%
NCTE, 8%
GLAAD, 7%
Lambda Legal, 7%
Other organizations, 19%

Figure 42: Legislative advice/services

HRC, 19%
The Task Force, 16%
ACLU, 14%
Equality Federation, 11%
Lambda Legal, 10%
Other organizations, 30%

CONCLUSIONS & RECOMMENDATIONS

This report provides a snapshot of the current capacities and program priorities of state-based LGBT advocacy organizations. As 2008's election demonstrated, these groups play a pivotal role advancing, securing, and protecting LGBT equality in the states. Without strong organizations to coordinate public education strategies, build relationships with allies, and lobby local lawmakers, the fight for LGBT equality will take much longer than it otherwise would. Investing to improve critical operational capacities and skills in these organizations could reap strong returns in our efforts to allow more LGBT people to fully and equally participate in our society.

Toward that end, we offer the following recommendations based on the data we collected for this report, as well as other observations we have made while working with state-based advocacy organizations. Recommendations are intended for funders, donors, national organizations, and state organizations – everyone with a stake in the movement for LGBT equality across the country.

Development and Fundraising

(1) Provide funding and resources to increase the number of professional, trained development staff working for state-based organizations

Program and outcome-based funding continue to be the primary institutional approach to funding work in the states. National organizations also provide resources based on specific issues or programs. Funding for general operating expenses and for development program growth is extremely difficult to obtain. Yet it is the number one need of state organizations – and without seed funding to build strong development programs, most statewide LGBT organizations will not reach their full potential.

Only 41% of state groups have full-time paid development directors. In most groups, development responsibilities fall on the executive directors' shoulders, adding to an already-long list of responsibilities and demands. To sustain a successful state-based movement for LGBT equality, organizations need more funding to hire development staff. Once the movement begins adequately funding the development departments of state groups, they can begin to fully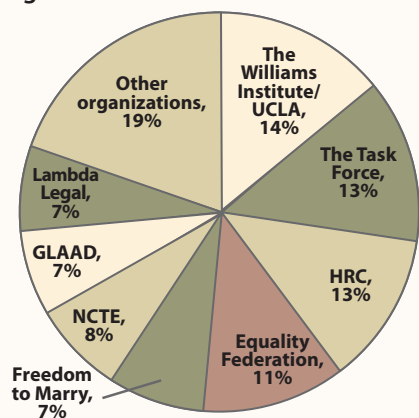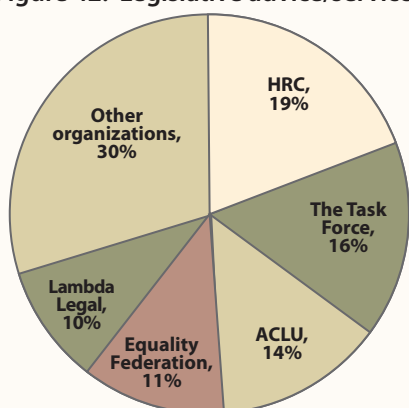 utilize their contact databases and employ new and promising fundraising tactics and strategies, such as planned giving (e.g., bequests or donor-advised funds).

(2) Provide more development training

Development training was identified as the number one training need by state leaders. Funders and national organizations would do well to work together to develop a cutting-edge development training program for leaders in the LGBT movement. Without the appropriate skill sets and expertise, small organizations will not be able to achieve sustainability.

In addition to general development training, specific training opportunities should be developed. For example, analysts expect the baby boomer generation to pass on billions of dollars of wealth to their heirs and favorite charities over the coming years. Organizations with planned giving programs that can receive these types of donations have greater opportunities to make capacity leaps, establish endowments, fund reserve accounts, and develop long-term sustainability.

Because these development programs require specialized knowledge and significant major donor outreach, the majority of state organizations have not yet been able to implement them. With additional training in this area, state leaders should be able to take advantage of opportunities to discuss planned giving at least with current donors. A minimal investment in training here could provide significant returns.

(3) Support development planning

Development plans help organizations focus on achieving the maximum number of possible donors given the organization's capacity to solicit prospective donors. While most organizations utilize a mix of fundraising strategies, few have a plan that would help them increase staff, launch new tactics, raise money for a reserve fund, or implement longer term development strategies.

(4) Establish fundraising policies for state boards of directors

Interestingly, a majority of state groups want more fundraising training for their boards while, at the same time, a majority of state groups felt that their boards met their fundraising expectations. Add to this the fact that nearly half of state groups do not have "give or get" policies for the board, and we see a mixed message about what is expected from and what is achieved by state boards. Clarifying board fundraising obligations gives state groups the ability to set and track realistic expectations about how much of the annual budget can be raised by the board. It also allows board members to plan their own work for the organization, while identifying key fundraising support and training that could be most helpful.

General Capacity, Training, and Recruitment

(5) Develop standardized board training that organizations can use for all new board members

The majority of state leaders cite a need for increased board training, especially around fundraising. While some training for board members is currently available through Equality Federation and other national organizations, the natural turnover in board membership results in inconsistency of skills and knowledge on boards. A basic board training module should be created and shared with board members of state organizations, with an emphasis on developing fundraising skills.

(6) Increase efforts to recruit diverse leaders for both staff and board positions with state organizations

Staff and board members of state organizations are overwhelmingly white. As these organizations grow, however, our movement has a unique opportunity to increase the diversity of leaders by recruiting more people of color, transgender people, people of diverse ages, people with disabilities, and other traditionally unrepresented group members. If we are able to successfully increase the diversity of leadership within our state organizations, we will create an increasingly diverse pipeline of leadership for all our movement organizations – whether local, state, or national.

(7) Provide capacity building support for state groups in partnership with Equality Federation and/or Equality Federation Institute

Since it first began to add staff in 2005, Equality Federation

(and its sister organization, Equality Federation Institute) has quickly become the primary resource for state groups who need training, coaching, organizational materials, and more. Funders and organizations that work with state groups should consider sharing resources developed for those partnerships with all state groups through Equality Federation. Model programs, materials, research, and more can easily be shared and/or replicated to maximize their usefulness across state lines.

Policy and Electoral Work

(8) Develop strategic plans to leverage public education and coalition work into the passage of state laws

States overwhelmingly cite their work on public education campaigns and in coalitions as a key strategy for moving an equality agenda forward – more important to most states than actually introducing legislation which may have no chance for passage. Certainly this education and ally-building groundwork is a critical first step toward changing policies and laws. However, this kind of work is not always clearly linked to a longer-term strategy for change. A strategic advocacy plan will identify all steps toward passing equality legislation, from public education and coalition building to lobbying to electoral efforts to introducing a bill and shepherding it through the state legislature. Without these plans, legislative change always remains a possibility but never an achievable goal.

(9) Develop strategies for building Voter ID lists outside of elections

Most Voter ID lists are built during election seasons, when LGBT issues and supportive candidates provide the basis for one-on-one conversations with the voters. Not only are Voter ID lists a powerful tool for getting LGBT-supportive voters to the polls, but they also build power for an organization by giving it a larger constituency and voting block. This work can and should continue even in non-election years. Voter ID lists can further be used as prospect lists, increasing the number of donors and volunteers by appealing to people known to support LGBT equality.

(10) Prepare for upcoming efforts to ban LGBT people from adopting children or serving as foster parents

With the passage of the country's first adoption/foster care ban via ballot measure in Arkansas in 2008, many states report that this issue is likely to come up in their own legislatures. Polling suggests that there are many messages that can work for LGBT people on this issue, but we must begin laying the groundwork and building alliances now that allow us to keep these anti-gay parenting measures from becoming the post-marriage wave of ballot fights. Coordination across state lines and between state and national organizations is critical on this issue.

Conclusion

The 2008 elections showcased both the power that the LGBT movement can achieve at the state level and the difficulties of building that power in short-term contexts. Clearly, we come closest to achieving equality when we have long-term, sustained efforts to educate the public and legislators and to build the political credibility and power of the LGBT community. Although national efforts are a critical component of this work, state-focused efforts are an absolute necessity. Every state should have a strong, sustainable organization blazing a path to equality for that state's LGBT citizens.

While state-based advocacy organizations have grown steadily in recent years, they are still, for the most part, small organizations with few full-time paid staff members. With so much LGBT-related legislation – both pro and anti – being considered in state legislatures, the advancement of LGBT equality hinges on the capacities of these organizations. In most states, the important role these groups play in the LGBT movement has not been matched by investments in their operations and programs. As the economy shrinks and a new grassroots energy for LGBT equality emerges, now more than ever is the time to give these groups the support they need.

APPENDIX A: SURVEY PARTICIPANTS

Alabama

Equality Alabama
PO Box 13733
Birmingham, AL 35202
(205) 445-4843
www.equalityalabama.org

Equality Fund of Alabama
PO Box 401
Montgomery, AL 36101
(205) 591-5160
www.equalityfundalabama.org

Arizona

Equality Arizona
PO Box 25044
Phoenix, AZ 85002
(602) 650-0900
www.equalityarizona.org

Arkansas

Center for Artistic Revolution
PO Box 2300
North Little Rock, AR 72114
(501) 244-9690
www.artisticrevolution.org

California

Equality California
2370 Market St., 2nd Floor
San Francisco, CA 94114
(415) 581-0005
www.eqca.org

Connecticut

Love Makes a Family
576 Farmington Ave.
Hartford, CT 06105
(860) 525-7777
www.lmfct.org

Florida

Equality Florida
PO Box 13184
St. Petersburg, FL 33733
(813) 870-3735
www.eqfl.org

Georgia

Georgia Equality
PO Box 95425
Atlanta, GA 30347
(404) 327-9898
www.georgiaequality.org

MEGA Family Project
PO Box 29631
Atlanta, GA 30359
(404) 808-3350
www.megafamilyproject.org

Hawaii

Hawaii Family Equality Coalition
PO Box 11444
Honolulu, HI 96828
www.familyequalitycoalition.org

Idaho

Idaho Equality Coalition
PO Box 704
Boise, ID 83701
(208) 331-7028
www.idahoequality.org

Indiana

Indiana Equality
PO Box 20621
Indianapolis, IN 46220
(888) 567-0750
www.indianaequality.org

Iowa

One Iowa
500 E. Locust St., Suite 202
Des Moines, IA 50309
(515) 288-4019
www.one-iowa.org

Kentucky

Kentucky Fairness Alliance
PO Box 1280
Frankfort, KY 40602
(866) 205-3239
www.kentuckyfairness.org

Louisiana

Forum For Equality
336 Lafayette St., Suite 200
New Orleans, LA 70130
(504) 569-9156
www.forumforequality.com

Maine

EqualityMaine
PO Box 1951
Portland, ME 04104
(207) 761-3732
www.equalitymaine.org

Maryland

Equality Maryland
1319 Apple Ave.
Silver Spring, MD 20910
(301) 587-7500
www.equalitymaryland.org

Massachusetts

Massachusetts Transgender Political Coalition (MTPC)
PO Box 301897
Jamaica Plain, MA 02130
(617) 778-0519
www.masstpc.org

MassEquality
11 Beacon St., Suite 1125
Boston, MA 02108
(617) 878-2300
www.massequality.org

Michigan

Michigan Equality
PO Box 13133
Lansing, MI 48901
(517) 484-5120
www.michiganequality.org

Triangle Foundation
19641 W. Seven Mile Rd.
Detroit, MI 48219
(313) 537-7000
www.tri.org

Minnesota

OutFront Minnesota
310 38th St. East, Suite 204
Minneapolis, MN 55409
(612) 822-0127
www.outfront.org

Missouri

PROMO
438 N. Skinker Blvd.
St. Louis, MO 63130
(314) 862-4900
http://promoonline.org

New Jersey

Garden State Equality
500 Bloomfield Ave.
Montclair, NJ 07042
(973) 473-5428
www.gardenstateequality.org

New York

Empire State Pride Agenda
16 W. 22nd St., 2nd Floor
New York, NY 10010
(212) 627-0305
www.prideagenda.org

New York Association for Gender Rights
Advocacy (NYAGRA)
24 W. 25th St., 9th Floor
New York, NY 10010
(212) 675-3288, ext. 338
www.nyagra.com

North Carolina

Equality North Carolina
PO Box 28768
Raleigh, NC 27611
(919) 829-0343
www.equalitync.org

Ohio

Equality Ohio
50 W. Broad St., Suite 1970
Columbus, OH 43215
(614) 224-0400
www.equalityohio.org

Oklahoma

Oklahomans for Equality
PO Box 2687
Tulsa, OK 74101
(405) 524-2131
www.tohr.org

Oregon

Basic Rights Oregon
PO Box 40625
Portland, OR 97240
(503) 222-6151
www.basicrights.org

Pennsylvania

Equality Advocates Pennsylvania
1211 Chestnut St., Suite 605
Philadelphia, PA 19107
(215) 731-1447
www.center4civilrights.org

South Carolina

South Carolina Equality
PO Box 544
Columbia, SC 29202
(803) 708-6442
www.scequality.org

South Dakota

Equality South Dakota
610 Grand Ave.
Harrisburg, SD 57032
(605) 331-1153
www.eqsd.org

Tennessee

Tennessee Equality Project
PO Box 330895
Nashville, TN 37206
(615) 390-5252
www.tnep.org

Tennessee Transgender Political Coalition
PO Box 92335
Nashville, TN 37209
(615) 293-6199
www.ttgpac.com

Texas

Equality Texas
PO Box 2340
Austin, TX 78768
(512) 474-5475
www.equalitytexas.org

Utah

Equality Utah
175 W. 200 South, Suite 3001
Salt Lake City, UT 84101
(801) 355-3479
www.equalityutah.org

Vermont

OutRight Vermont
PO Box 5235
Burlington, VT 05402
(802) 865-9677
www.outrightvt.org

Virginia

Equality Virginia
403 N. Robinson St.
Richmond, VA 23220
(804) 643-4816
www.equalityvirginia.org

Washington

Equal Rights Washington
720 Seventh Ave.
Seattle, WA 98104
(206) 324-2570
www.equalrightswashington.org

West Virginia

Fairness West Virginia
PO Box 315
Charleston, WV 25414
(304) 932-4597
www.fairnesswv.org

Wisconsin

Center Advocates, Inc.
315 W. Court St.
Milwaukee, WI 53212
(414) 271-2656
www.centeradvocates.org

Fair Wisconsin
122 State St., Suite 500
Madison, WI 53703
(608) 441-0143
www.fairwisconsin.com

Milwaukee LGBT Community Center
315 W. Court St
Milwaukee, WI 53212
(414) 271-2656
www.mkelgbt.org

APPENDIX B: LEGAL ENTITIES AND BUDGETS[1]

STATE	LEGAL ENTITIES				TOTAL BUDGET	
	501c3	501c4	PAC	CMPN CMTE/ OTHER	2007 Actual	2008 Projected
Alabama (EQAL)	√				--	--
Alabama (EFA)			√		--	$1,000
Arizona	√	√	√		$599,100	$776,500
Arkansas					--	--
California	√	√	√	√	$5,000,000	$15,000,000
Connecticut	√	√	√		$415,300	$702,200
Florida	√	√	√	√	$851,000	$1,135,000
Georgia (GAEQ)	√	√		√	$165,800	$254,500
Georgia (MEGA)	√				$35,000	$57,500
Hawaii		√			--	$2,000
Idaho	√		√	√	$50,000	$50,000
Indiana	√	√	√		$74,100	$171,100
Iowa	√	√	√		$203,500	$657,800
Kentucky	√	√	√		$100,000	$80,000
Louisiana	√		√		$60,800	$62,500
Maine	√	√	√	√	--	--
Maryland	√	√	√	√	$1,179,000	$1,118,000
Massachusetts (MTPC)	√				$5,000	$70,000
Massachusetts (ME)	√	√	√		$3,677,024	$1,771,607
Michigan (MIEQ)	√	√	√		--	--
Michigan (TRI)	√	√	√		$1,036,809	$1,252,500
Minnesota	√	√	√	√	$883,817	$849,609
Missouri	√	√	√		$201,000	$155,000
New Jersey	√	√	√		$400,000	$560,000
New York (ESPA)	√	√	√		$3,235,551	$3,904,567
New York (NYAGRA)	√				$12,000	$12,000
North Carolina	√	√	√		$416,800	$598,700
Ohio	√	√	√		$500,820	$564,800
Oklahoma	√				$300,000	$300,000
Oregon	√	√	√	√	$1,134,500	$920,000
Pennsylvania	√				$605,000	$577,300
South Carolina	√	√			$90,000	$180,000
South Dakota	√	√	√		$14,000	$32,000
Tennessee (TEP)	√	√	√		$34,900	$69,500
Tennessee (TTPC)			√		$1,600	$1,600
Texas	√	√	√		$508,668	$779,378
Utah	√	√	√	√	$342,000	$383,600
Vermont	√				$213,000	$251,000
Virginia	√	√	√	√	$627,600	$687,000
Washington	√	√	√		$468,000	$693,000
West Virginia		√			--	$5,000
Wisconsin (Ctr Advocates)		√	√		$111,300	$44,000
Wisconsin (Fair)	√	√	√		--	$625,000
Wisconsin (Mil Ctr)	√				$713,093	$1,000,000
TOTAL	38	32	30	10	$24,266,082	$36,355,261

[1] Note that a dash ("--") indicates the organization did not provide data or information for a particular question.

APPENDIX C: COMMUNITY CONTACT LISTS[1]

STATE	DONORS	EMAIL ACTION	MAIL	VOTER ID	*UNIQUE CONTACTS*
Alabama (EQAL)	--	--	1,500	--	200
Alabama (EFA)	--	--	--	--	--
Arizona	2,300	8,000	16,000	4,000	5,000
Arkansas	--	--	--	--	--
California	--	--	--	--	247,081
Connecticut	3,500	8,500	22,000	22,000	15,000
Florida	6,620	51,310	100,587	50,249	100,587
Georgia (GAEQ)	901	3,270	16,163	14,339	15,000
Georgia (MEGA)	--	4,000	--	--	3,000
Hawaii	--	250	--	--	250
Idaho	1,300	750	1,300	--	1,300
Indiana	964	4,500	10,881	4,244	9,700
Iowa	400	4,000	7,000	6,000	9,000
Kentucky	5,000	5,000	10,000	--	10,000
Louisiana	350	1,500	800	--	1,500
Maine	2,500	3,500	10,000	60,000	40,000
Maryland	9,000	9,000	15,000	100,000	--
Massachusetts (MTPC)	--	908	1,200	--	--
Massachusetts (ME)	13,400	43,656	166,000	--	185,000
Michigan (MIEQ)	500	6,800	50,000	50,000	--
Michigan (TRI)	20,000	9,000	53,000	--	--
Minnesota	1,589	11,000	30,000	25,500	30,000
Missouri	3,000	10,000	12,500	80,000	90,000
New Jersey	3,000	24,000	24,000	42,000	42,000
New York (ESPA)	--	--	--	--	56,574
New York (NYAGRA)	--	600	100	--	700
North Carolina	2,500	6,500	15,000	6,100	15,000
Ohio	2,500	15,000	13,000	--	--
Oklahoma	300	2,300	1,700	--	1,500
Oregon	20,000	13,000	26,000	132,000	101,800
Pennsylvania	7,680	13,594	11,219	--	13,594
South Carolina	962	4,000	5,000	--	4,500
South Dakota	100	1,250	3,300	--	3,500
Tennessee (TEP)	3,791	3,791	3,791	--	3,791
Tennessee (TTPC)	--	245	128	--	373
Texas	1,400	19,448	29,681	13,074	23,519
Utah	2,500	6,800	11,194	1,000	11,194
Vermont	750	--	850	--	850
Virginia	5,000	10,000	18,000	75,000	75,000
Washington	3,000	22,000	46,000	350,000	314,000
West Virginia	--	--	--	--	--
Wisconsin (Ctr Advocates)	3,675	11,000	15,000	45,000	50,000
Wisconsin (Fair)	13,500	28,400	40,000	--	60,000
Wisconsin (Mil Ctr)	419	1,200	500	--	1,050
TOTAL	**142,401**	**368,072**	**788,394**	**1,080,506**	**1,541,563**

[1] Note that a dash ("--") indicates the organization did not provide data or information for a particular question. Also, some organizations reported having fewer unique contacts than the number of names on their highest other list. We are not sure what accounts for this discrepancy in these few cases.

APPENDIX D: STAFF, BOARD, AND VOLUNTEERS[1]

STATE	TOTAL PAID STAFF		BOARD MEMBERS		VOLUNTEERS	
	2007	2008	Number of Unique Members	Specific Give/Get Amount	2007	2008
Alabama (EQAL)	1	1	--	--	50	12
Alabama (EFA)	0	0	12	--	20	10
Arizona	4	7	13	$5,000	50	100
California	17	23	46	--	100	
Connecticut	7	7	22	--	200	25
Florida	12	14	13	$1,200	1,100	100
Georgia (GAEQ)	4	2	9	$3,600	30	77
Georgia (MEGA)	2	1	7	$1,000	15	12
Hawaii	--	0	5	--	--	15
Idaho	0	2	--	--	40	10
Indiana	2	2	22	--	30	75
Iowa	5	8	10	--	25	100
Kentucky	2	2	11	$1,200	15	15
Louisiana	1	1	38	--	15	1
Maine	5	10	14	$2,000	100	30
Maryland	8	6	17	$2,500	250	175
Massachusetts (MTPC)	0	1	7	$5,000	10	25
Massachusetts (ME)	11	11	25	$14,400	12	1,200
Michigan (MIEQ)	3	3	11	$2,000	10	50
Michigan (TRI)	14	10	17	--	15	200
Minnesota	15	11	24	--	390	250
Missouri	3	3	17	--	100	50
New Jersey	0	4	33	--	15	100
New York (ESPA)	22	27	24	--	4	--
New York (NYAGRA)	0	0	3	--	3	3
North Carolina	4	4	15	$1,200	2	25
Ohio	5	6	26	$5,000	10	8
Oklahoma	4	1	14	$1,000	30	30
Oregon	16	19	20	$5,000	2,000	3,000
Pennsylvania	8	6	13	--	25	5
South Carolina	2	1	8	--	500	5
South Dakota	0	0	12	--	7	25
Tennessee (TEP)	0	1	26	--	30	40
Tennessee (TTPC)	0	0	4	--	2	12
Texas	8	6	22	$1,500	300	100
Utah	3	4	14	--	0	--
Vermont	--	5	12	--	--	15
Virginia	7	7	23	$5,000	150	100
Washington	5	12	19	$2,500	5	15
West Virginia	--	0	6	--	--	5
Wisconsin (Ctr Advocates)	--	3	10	$100	--	100
Wisconsin (Fair)	5	7	17	$1,000	500	2
Wisconsin (Mil Ctr)	12	11	7	$1,500	150	54
TOTAL	**217**	**249**	**668**	**n/a**	**6,310**	**6,176**

[1] Note that a dash ("--") indicates the organization did not provide data or information for a particular question.

STATE	ISSUE										
	Marriage	Civil Unions/DPs	Adoption/ Fostering	Schools/ Youth	Hate Crimes	Employment NDA	Housing NDA	Trans Equality	Medical Decision Making	Family Leave	HIV/AIDS
Alabama (EQAL)											
Alabama (EFA)				√	√						√
Arizona		√	√	√	√	√	√	√	√	√	√
California											
Connecticut	√							√			
Florida		√	√			√	√	√			
Georgia (GAEQ)		√			√	√					√
Georgia (MEGA)											
Hawaii	√										
Idaho		√		√	√						√
Indiana					√	√	√				
Iowa											
Kentucky											
Louisiana				√		√					√
Maine											
Maryland	√	√	√			√	√	√		√	
Massachusetts (MTPC)				√	√	√		√			
Massachusetts (ME)	√			√	√	√		√			√
Michigan (MIEQ)											
Michigan (TRI)											
Minnesota			√	√				√	√	√	
Missouri		√		√		√	√	√			
Nebraska											
New Jersey	√			√				√			
New York (ESPA)											
New York (NYAGRA)											
North Carolina					√	√		√			√
Ohio			√			√	√		√		
Oklahoma											
Oregon		√		√				√			
Pennsylvania					√	√	√	√			
South Carolina				√	√	√	√	√			
South Dakota				√		√	√				
Tennessee (TEP)					√				√		
Tennessee (TTPC)				√	√	√		√	√		
Texas				√	√	√		√	√		
Utah			√			√		√			√
Vermont											
Virginia				√		√	√	√	√		√
Washington	√	√		√				√		√	
West Virginia		√			√	√	√		√		
Wisconsin (Ctr Advocates)		√						√			
Wisconsin (Fair)	√	√	√	√				√	√		
Wisconsin (Mil Ctr)		√	√	√		√		√			√
TOTAL	7	12	8	18	14	20	11	21	9	4	10

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