

2006 STATE OF THE STATES REPORT

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



Equality Federation Institute
and the
Movement Advancement Project

The Equality Federation Institute

The Equality Federation is a network of state/territory organizations committed to working with each other and with national and local groups to strengthen statewide lesbian, gay, bisexual, and transgender advocacy organizing, and secure full LGBT civil rights in every U.S. state and territory. The Equality Federation Institute provides training and works to bring more resources to the work of statewide LGBT organizing and education efforts. See www.equalityfederation.org for more information.

Movement Advancement Project

Launched in 2006, 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. In short, MAP's purpose is to stimulate additional contributions to the LGBT movement, as well as additional productivity from those contributions. See www.lgbtmap.org for more information on MAP.

Disclaimer: *The opinions expressed in this report reflect the best judgment of the Equality Federation Institute and MAP based on analyzed data that were 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

Achieving full civil rights for lesbian, gay, bisexual, and transgender Americans requires strategies that target all levels of government. Over the past few decades, states have been the most successful arenas for passing LGBT-friendly legislation and achieving judicial victories, particularly in areas related to employment discrimination and family protections. In recent years, opponents of LGBT rights have been aiming their own strategies at the state level in particular, resulting in increased threats and opportunities for the LGBT movement from coast to coast. To meet these challenges, statewide LGBT advocacy organizations are creating sophisticated organizations to launch credible ballot measure campaigns, implement successful electoral strategies, and build grassroots-based education efforts to both fend off LGBT opponents and advance their own movements for LGBT equality.

This report provides a window into the infrastructure that exists to support successful statewide advocacy efforts. Do state LGBT organizations have the human and financial resources needed to meet the challenges and opportunities they face? Do they have the political capital needed to plan and implement public policy and electoral strategies? Do they have the organizational sophistication needed to manage and grow multiple kinds of political and nonprofit organizations? The report also explores the political climate in the states, analyzing whether some issues might have a better chance of receiving legislative support than others.

The survey results and analysis represent responses from 40 state-based LGBT groups in 35 states.¹ A complete list of participants is available in Appendix A; other tables and figures are available in Appendices B, C, D, and E. The survey was conducted online and via the telephone from June to October 2006. While 2005 data is based on actual figures, data for 2006 is estimated and may not reflect final actual data for the year. Currently, there are plans to continue the survey annually. LGBT issues are moving fast in many states, and it is important to have accurate, consistent, and regularly updated information to guide strategic planning throughout the movement for LGBT equality. Yearly data collection will also allow for long-term trend analysis across and within states.

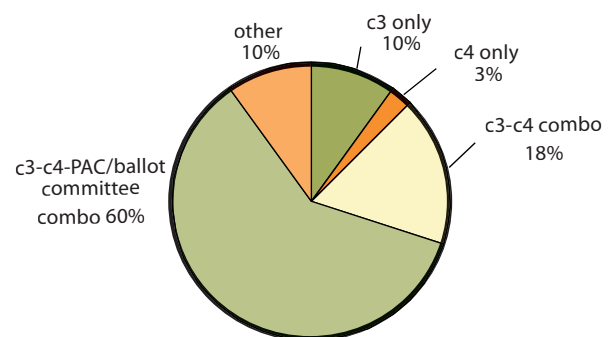
¹ Not all questions were answered by every respondent, and some responses had to be dropped for a variety of reasons. Consequently, statistics are often reported as both whole numbers and percentages.

INFRASTRUCTURE

Type and Age of Organizations

Legally, nonprofit organizations may be structured under IRS rules in a variety of ways, depending on the mission and activities of the organization. A clear majority of organizations responding to the survey are made up of more than just one legal entity. Seven groups (18 percent) have both a 501(c)(3) charitable nonprofit organization and 501(c)(4) political advocacy organization comprising their overall structure, and 24 groups (60 percent) have a 501(c)(3), 501(c)(4), and a political action committee (PAC) and/or ballot committee. Only seven organizations (18 percent) have just one legal entity in their organizational structure: four have only a 501(c)(3), one has a 501(c)(4), and two have either only a PAC or a ballot/campaign committee. (See Figure 1.)

Figure 1: Organization Types, 2006



Different legal entities are required to follow different tax laws, which in turn impact how and to what degree an organization can engage in public policy and electoral work. Organizations that are strictly 501(c)(3), for example, can receive tax-deductible contributions, but may engage in only a limited amount of lobbying and are not allowed to conduct any kind of electoral work that expressly supports or opposes a candidate for public office (they are allowed to do unlimited public education around their primary mission, however). Although they cannot receive tax-deductible contributions, 501(c)(4) organizations can usually engage in unlimited lobbying and do some electoral work, especially if it is directed at their 501(c)(4) members. PACs are specifically designed to engage in electoral work—generally through direct financial support of candidates—but have very limited tax advantages.

The data show that the current state-based LGBT movement is rather young. Nearly half of the survey respondents are less than ten years old, with 31 organizations (78 percent) having been established after 1990. Among PACs, 16 (76 percent) were founded after 2000. Five PACs were founded leading up to the 2004 elections and the first major round of anti-marriage equality ballot measures, while nine were established from 2005 to 2006.

Figure 2: Average and Median Budgets, All Organizations
(All Entities Combined, Except Ballot Campaigns)

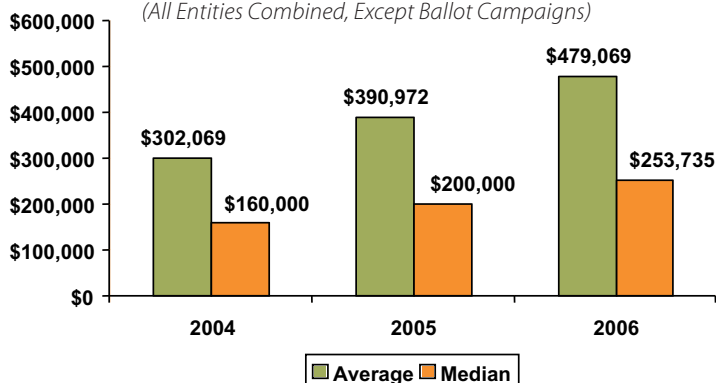


Figure 3: Average and Median Budgets, Organizations with Budgets Less Than \$500,000
(All Entities Combined, Except Ballot Campaigns)

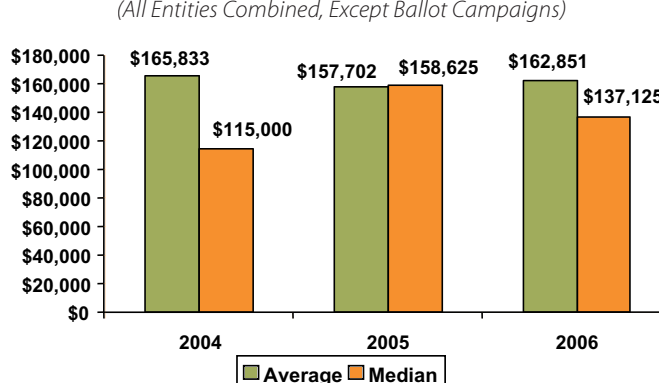
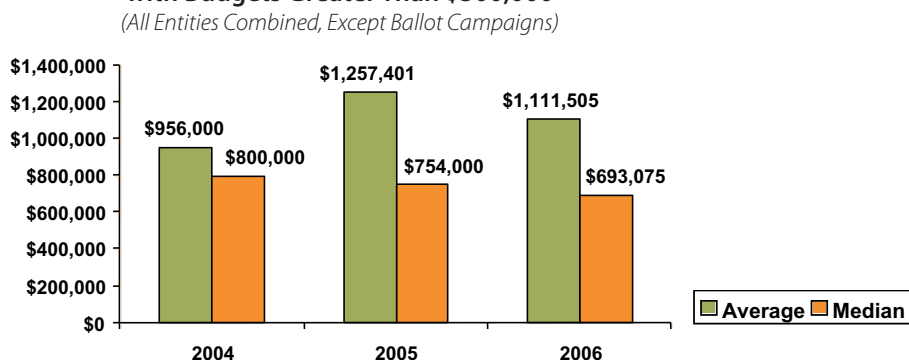


Figure 4: Average and Median Budgets, Organizations with Budgets Greater Than \$500,000
(All Entities Combined, Except Ballot Campaigns)



Taken together, the above statistics show that most statewide groups are developing or have recently developed sophisticated organizational structures to target all aspects of the policy process, from public education to grassroots and direct lobbying to direct electoral participation. It also shows that their work is increasingly sophisticated, complex, and geared toward the long-term.

Budgets and Income Sources

Among respondents providing budget data for both years, all except two increased their aggregate budgets from 2005 to 2006, with the average organization's budget increasing 31 percent (median growth is 21 percent)². In 2004, when the Equality Federation Institute conducted the first survey of statewide LGBT organizations, nearly half of the respondents had total budgets of under \$50,000. According to the current survey, only ten organizations (30 percent of respondents) had budgets below \$50,000 in 2005. By 2006, that number dropped to seven organizations, or 19 percent of respondents. Further, in 2005 only seven organizations (21 percent) had total budgets greater than \$500,000, but by 2006 that number increased to 12 organizations (33 percent).

Average and median budget statistics also reflect organizational growth from 2004 through 2006. In 2004, the average budget was \$302,069, but by 2006 that number had reached \$479,069. Median budgets also increased, from \$160,000 in

2004 to \$253,735 in 2006. These lower medians and rates of growth reflect the fact that most of the statewide organizations are financially small, with several large organizations pulling up the average statistics (See Figure 2).

Since most statewide LGBT organizations have budgets under \$500,000, budget data were also analyzed for only those organizations that fall under this threshold. In 2004 these organizations had an average budget of \$165,833, which actually was slightly lower in both 2005 and 2006, when it reached \$157,702 and \$162,851, respectively. The median budget in 2004 was just \$115,000, but that increased in 2005 to \$158,625, before dropping in 2006 to \$137,125 (See Figure 3). These data provide a more realistic picture of the financial size and strength of state-based LGBT organizations, since they reflect the budgets of the majority of these groups.

Figure 4 shows that even among the largest organizations—those with budgets greater than \$500,000—a few exceptionally large groups are pulling up average values. From 2004 to 2006, these organizations' average budget increased from \$956,000 to \$1,111,505, while the median budget fell each of the three years, from \$800,000 in 2004, to \$754,000 in 2005, to \$693,075 in 2006.³ If these exceptionally large groups continue growing into multi-million dollar organizations, they might start assuming the characteristics, challenges, and opportunities that face national organizations, rather than their state-based peers.

² Medians represent the value that is exactly in the middle of a range of data that is ranked highest to lowest. For example, if a sample included 5 organizations and they reported total budgets of \$100,000, \$50,000, \$15,000, \$10,000, and \$5,000, the median value would be \$15,000. The average would be \$36,000. Compared to averages, medians often present a more realistic picture of data, minimizing the chance that several exceptionally large or small values skew the statistics.

³ Note that the averages fell from 2005 to 2006. Several organizations moved into the \$500,000+ category from 2005 to 2006, and most had total revenue values well under \$1 million, which pulled down the average value from 2005 to 2006. In other words, this decrease in average revenue is not due to 2005's largest organizations getting smaller in 2006, as most increased in size.

Figure 5: Budget Distribution by Entity Type, All 40 Organizations Combined, 2006

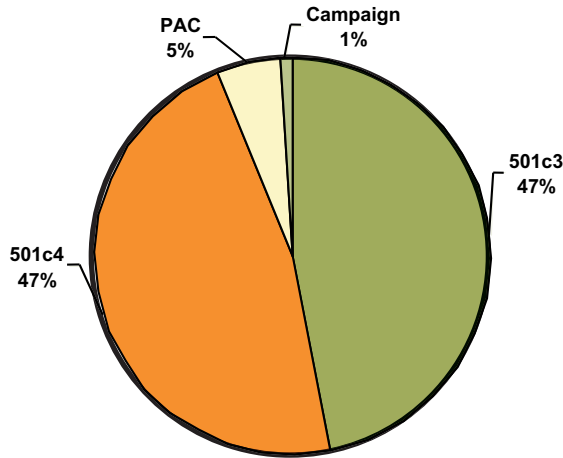


Figure 6: Revenue Source Total Amounts (All Entities Combined)

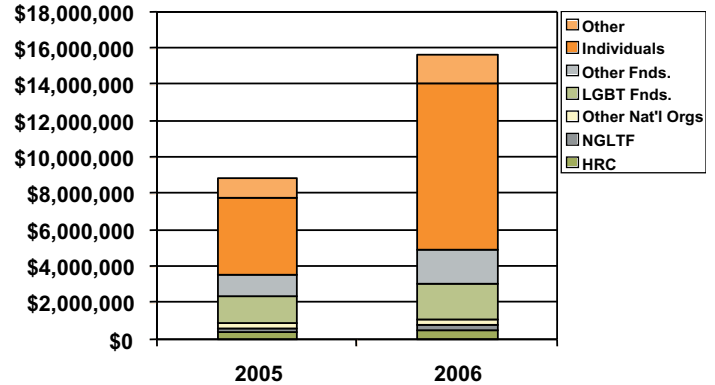


Figure 7: Revenue Sources, All 40 Organizations Combined, 2006

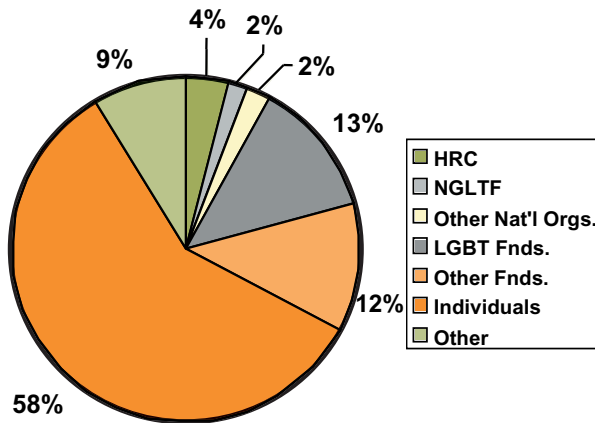
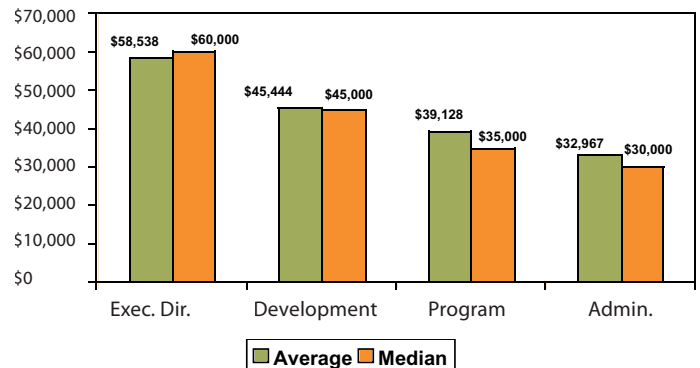


Figure 8: Average and Median Salaries for Full-Time Positions, 2006



Looking at budget distributions based on entity type for both years combined, 501(c)4 entities control most budget revenue. In 2005, 59 percent of the respondents' aggregate budget was allocated to 501(c)4 entities, while 501(c)3s controlled 40 percent of the aggregate budget and PACs had 1 percent. In 2006, 501(c)4s and 501(c)3s each had 47 percent, PACs 5 percent, and ballot campaigns 1 percent (*2006 data are presented in Figure 5*).

As Figures 6 and 7 show, most revenue comes from individual donors.⁴ In 2006, individual donors made up 58 percent of the respondents' aggregate budget, contributing nearly \$10 million to these organizations. Grantmaking foundations were the second largest givers, contributing 25 percent to the aggregate budgets in 2006. These contributions were almost evenly divided between LGBT-focused foundations (13 percent) and non-LGBT-focused foundations (12 percent). In 2006, the Human Rights Campaign, the National Gay and Lesbian Task Force, and other national organizations combined provided only 8 percent of the aggregate budget of the statewide organizations.

CAPACITY Boards of Directors

Respondent organizations reported a total of 516 board members, with an average of 15 members and a median of 13. Looking at board roles, 20 organizations categorized their boards as having a major fundraising role, while 19 organizations reported having an activist board (note that organizations could choose more than one type of categorization for their boards). Most organizations do not have a board "give-get" policy, with only 15 organizations reporting that they have such a policy. Among the organizations that have such a policy, six organizations reported a give-get policy of \$1,000 or under; seven organizations reported a give-get policy of \$1,001-\$5,000; and two organizations (13 percent) reported a give-get policy of \$5,001-\$10,000.

⁴ Not all respondents completed this section of the survey. Consequently, the total revenue figures analyzed here do not match the total revenue figures found elsewhere in this report.

Staffing and Salaries

Survey respondents report 158 total full-time and 53 total part-time staff members. The average organization reported four full-time and one part-time staff members, while the median organization reported three full-time and zero part-time staff members. Eight organizations (22 percent) have zero full-time staff, relying heavily on board members and other volunteers to run the organizations and execute their programs. Only six organizations (15 percent) have more than six full-time staff members.

According to the data, executive directors and development staff are the most highly compensated among respondent organizations. As Figure 8 shows, executive directors on average earned \$58,538 and development staff on average earned \$45,444. Program staff earned on average \$39,128 and administrative staff on average earned \$32,967. Median salary values were very close to the averages in each category.

Although the executive director position is generally the first staff position created, most organizations (24) also report having program staff. Twenty organizations report having administrative staff, while only 16 report having development staff. The average organization has only 1.5 program staff members, and less than one administrative staff member (0.75) and development staff member (0.63). The median organization has one program staff member, one administrative staff member, and 0.5 development staff.

Not surprisingly, there is some correlation between average number of staff members and total budget size. As Table 1 shows, the average number of program staff members increases at a fairly consistent rate with budget size. The same cannot be said for development staff, especially for organizations falling in the \$200,001-\$500,000 budget range, and administrative staff, especially for organizations falling in the \$50,001-\$200,000 budget range. These data suggest that organizations need more funding to support critical staff functions beyond program delivery.

Donor, Mail, E-mail, and Voter ID Lists

To measure how well statewide organizations are building their grassroots supporters, the survey sought to quantify the number of names organizations have on various contact lists, including donor lists, mail (hard-copy) lists, email and action alert lists, and voter identification lists. Based on total names reported, statewide organizations appear to be developing a strong base of supporters. Looking at the total number of names on these lists for all organizations, mailing lists have the most number of names, coming in at 839,106, followed closely by voter ID lists which contain 796,505 names. Email and action alert lists contained 347,437 names, while donor lists had 95,468 names.

The average organization reported 2,808 donor names; 23,974 mailing list names; 9,927 email and action alert list names; and 22,757 voter ID list names. Median figures were strikingly lower, reflecting a few larger organizations pulling up the average statistics. The median organization had 1,100 donor names; 10,000 mailing list names; 5,000 email and action alert list names; and 1,200 voter ID list names. A correlation between budget size and list size was fairly clear, with the largest lists belonging to organizations with the largest budgets.

As organizations becoming increasingly sophisticated in their structures, financial sustainability, and outreach strategies, their various contact lists are expected to grow in size. Similarly, ballot measure campaigns have often been the beginning of serious statewide efforts to educate and organize LGBT supporters. As additional campaigns—either pro- or anti-LGBT—are launched across the states, organizational lists should continue to grow.

Table 1: Average Number of Staff Members by Staff Type and Budget Size, 2006

Total Budget	Average Number of Program Staff	Average Number of Development Staff	Average Number of Administrative Staff
\$0 - \$50,000	0.2	0	0
\$50,000 - \$200,000	0.8	0.5	0
\$200,000 - \$500,000	1.9	0.5	0.6
\$500,000+	2.3	1.3	1.2

PROGRAM PRIORITIES

Programmatic Activity

Nearly all of the organizations responding to the survey reported having the same general program areas, including lobbying work, educating the LGBT community, educating the general public, working within coalitions, and get-out-the-vote (GOTV) efforts. A few organizations reported that they would not be engaging in GOTV work in 2007, most likely because it is an off-year for elections in many states.

Strategic Planning

The majority of organizations—21, or 59 percent—currently have a strategic plan in place. Another eight organizations (22 percent) are currently developing a strategic plan. Only seven organizations (19 percent) do not have a strategic plan. However, of the 21 organizations that currently have a strategic plan, seven plans expire in 2006 and another six expire in 2007. At this rate, by the end of 2007 only 16 organizations will have strategic plans (assuming that these organizations do not create a new plan as soon as the current plan ends). Anecdotal reports suggest that the strategic planning process in many states intentionally coincides with election years, which can have a significant impact on the likelihood for successful achievement of movement goals.

Priority State Issues

Currently, 15 organizations report having specific plans and goals for working on marriage, while 14 report having plans and goals for advancing both nondiscrimination/civil rights laws and transgender equality. Rounding out the top issue areas is schools/youth, for which ten organizations report having a plan and goals. (See Figure 9 for more information.)

When asked where they think they will focus their legislative efforts during 2007 and 2008, 18 organizations report that they will focus on passing nondiscrimination/civil rights laws. Moving down the priority list, 17 organizations said they would work on transgender equality laws, 15 reported schools/youth laws, and eight reported that they planned to work on marriage laws. (See Figure 10.)

Interestingly, even though marriage receives more strategic planning resources than other issues, 15 organizations believe that they will not be able to pass marriage laws in their states until a marriage law is passed at the federal level.⁵ Another nine organizations believe it will take 5-15 years before they might win marriage equality in their states. Only nine organizations think they can win marriage equality within the next five years. Predictions for securing nondiscrimination/civil rights laws are almost the mirror image of those for marriage equality. Sixteen organizations believe they can win on nondiscrimination/civil rights laws within the next five years, with nine of those 16 believing they can win within the next one to three years. No organization thinks it will take more than ten years or require a federal law to secure these rights and laws. (See Figure 11 for more detail.)

Although this survey was completed before the 2006 elections, which put many new LGBT allies into office, 12 respondents believed that their current governor would sign a nondiscrimination/civil rights bill into law. Further, 13 respondents thought that legislative turnover was key to getting such a bill out of the legislature. With many new LGBT allies in state houses and governor mansions, the next two years might be ideal for getting nondiscrimination/civil rights bills passed into law.

Figure 9: Number of Organizations with Issue-Based Plans and Goals, 2006

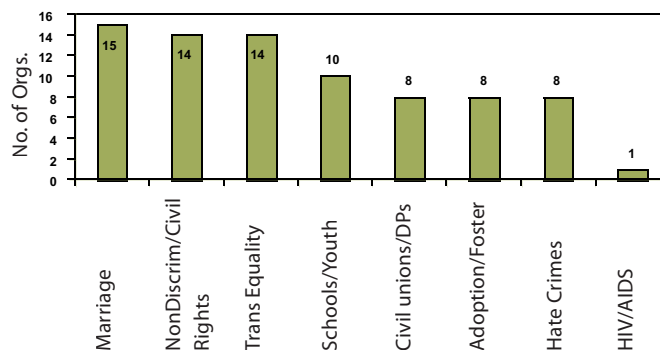


Figure 10: Anticipated 2007/2008 Legislative Efforts

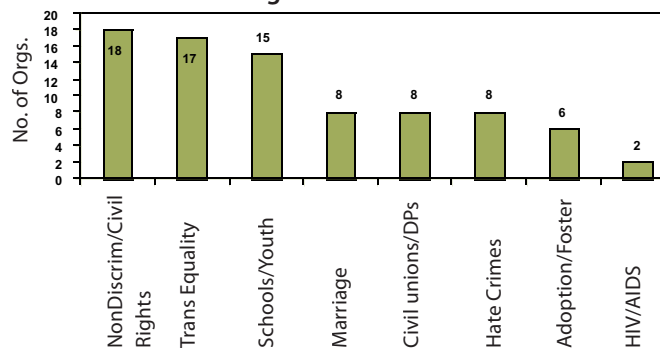
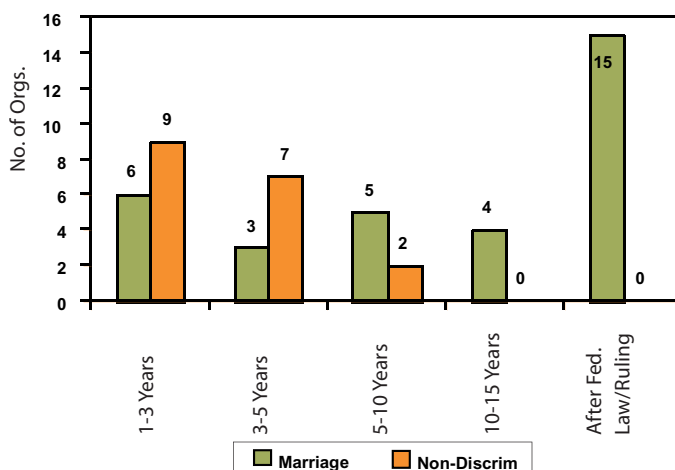


Figure 11: Projected Timelines for Securing Marriage Equality and Non-Discrimination/Civil Rights Laws, 2006



⁵ This may be due, in part, to increased funding in recent years specifically targeted toward achieving marriage equality.

Electoral Endorsements and Candidate Support

With many statewide organizations reporting that legislative turnover is key to securing nondiscrimination/civil rights laws, it is not surprising that these organizations are increasingly becoming involved in elections and developing more sophisticated attempts to create and expand their influence in state legislative bodies. As mentioned earlier, 76 percent of the organizations with PACs established them between 2000 and 2006, reflecting this new focus on electoral work. Additional data in this survey also reflect this trend, although the data only represent two years' worth of electoral work, including 2005, which was an off-year for most state elections.

In 2005, statewide organizations endorsed 167 candidates for public office. In 2006, they endorsed 1,053: 235 in primary races and 818 in the general election. The average organization endorsed 14 candidates in 2005, 21 in the 2006 primaries, and 51 in the 2006 general election (median candidates endorsed were five, 14, and 45, respectively). Total contributions made from PACs to candidates also increased from 2005 to 2006, with \$117,800 given in 2005 and \$412,000 given in 2006 (combining both primary and general elections in 2006). The average organization gave \$19,633 to candidates in 2005 and \$27,467 in 2006, again with both primary and general elections combined in 2006 (median values were \$9,400 and \$25,000 for 2005 and 2006, respectively).

Beyond financial contributions, many organizations supported candidates through other means. Most often, this additional support included providing campaign volunteers (cited by 18 organizations), election-related mailings (15 organizations), and running independent expenditure campaigns (ten organizations).

Most organizations report specific criteria that candidates must meet before receiving an endorsement or campaign contribution. For example, 18 organizations require a candidate to support anti-discrimination/civil rights laws, 15 require support of transgender equality, 14 require support of hate crimes laws, 12 require support of domestic partnerships, and ten require support of marriage equality. Candidates also need to oppose specific legislation. Twenty organizations require candidates to oppose state constitutional amendments banning gay marriage equality, and 15 require them to oppose the federal constitutional amendment to ban gay marriage equality.

RECOMMENDATIONS

The data collected for this report highlight three significant needs that should be considered by funders and strategists committed to building a movement to achieve equality for LGBT Americans.

1. More movement resources should be directed toward political and electoral activities.

The increased amount of state resources being directed toward electoral work – such as the increase in both the number of PACs and PAC contributions – reflects an attempt to address one of the biggest impediments to passing LGBT-friendly legislation: homophobic or anti-LGBT legislators. When elected officials do not believe they are required to represent their minority constituents, they do not support legislation to protect those constituents from discrimination. Indeed, these legislators will often support efforts to put the civil rights of the LGBT minority up for a public vote, as we have seen in state after state where legislators failed to block anti-gay amendments to state constitutions.

When asked to identify changes necessary before key legislation could be passed in their states, a majority of respondents cited legislative turnover. While the survey informing this report was conducted before the 2006 elections, it is clear that state organizations are increasingly utilizing the electoral process to hold elected officials accountable to their LGBT constituents. In order for this strategy to be successful, the LGBT civil rights movement must fund even more electoral activities through increased giving to 501(c)(4) advocacy organizations and political action committees.

Although some lobbying activities may legally be conducted through charitable 501(c)(3) organizations, only 501(c)(4) organizations provide an almost unlimited ability to lobby legislators or members to vote in support of LGBT equality. In most states, only PACs can directly contribute to candidate campaigns or conduct independent expenditure campaigns to support LGBT-friendly candidates. These political activities are critical to increasing the power of the minority LGBT community to impact the political process and successfully move a pro-LGBT legislative agenda.

2. Movement resources should be directed toward organizational capacity building.

There are two critical areas where state-based organizations lack the staffing capacity necessary to achieve the LGBT movement's goals: fundraising and programs. In addition, many organizations are in need of new strategic plans. As the data indicate, organizations with more funding and more staff are able to mobilize larger numbers of constituents and implement more effective program work.

(a) State organizations need more dedicated development staff. Less than half of the survey respondents reported having development staff. The sixteen organizations with at least one staff person dedicated to fundraising raised budgets totaling nearly \$12.5 million – an average of \$781,250 per organization. The remaining 21 organizations providing both budget and staff totals raised a total of only \$3.3 million – an average of \$157,142 per organization.

(b) State organizations need more dedicated program staff.

Of thirty-six organizations providing information about their programs, all operated at least four programs in the following six areas in 2006: lobbying, community education, public education, coalition work, voter identification, and get out the vote (GOTV) activities. Eighty-three percent of respondents operated programs in at least five of the six areas, and 58 percent operate all six programs. Yet state organizations currently operate all of their programs with an average of only one dedicated program staff person. While volunteers are certainly a key component of movement infrastructure, a single programmatic staff person cannot operate six different programs at peak efficiency.

3. Movement resources should be directed toward achievable strategic goals defined in every state by state-based strategists.

Despite a national focus on marriage equality, forty-seven percent (15) of survey respondents (32 for this question) expect that federal action will be required before marriage equality is a reality in their states. Yet forty percent of these “federal rule first” states are actively directing resources toward achieving marriage equality. Given limited state capacity, it may not make sense to spend those resources on an issue where the chance for measurable outcomes is slim. Instead, many of these states could make significant gains in other areas, such as the passage of employment or housing nondiscrimination laws, hate crimes laws, or safe schools laws. In fact, more than one-fourth of respondents report that a statewide nondiscrimination law is possible within ten years – the majority of these within the next three years. Certainly much of the public education required to make any gains toward LGBT equality is similar and could be integrated, but funders and organizations that focus on a single high-visibility issue may miss opportunities for critical achievements in other areas.

Conclusion

As the battles for equality for lesbian, gay, bisexual, and transgender Americans continue to be waged in the states, state-based advocacy organizations continue to grow to meet these challenges. Despite their relatively young infrastructure, these organizations are increasingly sophisticated and evolving to wield more political power than ever before. And despite limited staff resources, they are successfully managing multiple legal entities and implementing a range of critical programs. While only a handful of these organizations currently operate with a budget exceeding \$1 million, the average budget for nearly all organizations continues to grow. With sufficient investment in the capacity of state-based organizations, the LGBT civil rights movement will continue to build the political power required to enact the policy reforms necessary to achieve full equality for lesbian, gay, bisexual, and transgender Americans.

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New Brunswick, NJ 08906

New Mexico

Equality New Mexico
PO Box 25683
Albuquerque, NM 87125
Phone: 505-224-2766
Fax: 505-224-2777
www.eqnm.org

New York

New York Association for Gender
Rights Advocacy
24 W. 25th St., 9th floor
New York, NY 10010
Phone: 212-675-3288, ext. 338
Fax: 212-675-3466
www.nyagra.com

New Hampshire

New Hampshire Freedom to Marry Coalition
PO Box 4064
Concord, NH 03302
Phone: 603-223-0309
Fax: 603-223-0309
www.nhftm.org

North Carolina

Equality North Carolina
PO Box 28768
Raleigh, NC 27611
Phone: 919-829-0343
Fax: 919-827-4573
www.equalitync.org

Continued on next page

Appendix A continued.

Ohio

Equality Ohio
P.O. Box 345
New Albany, Ohio 43004
Phone: 614-202-8869
www.equalityohio.org

Oregon

Basic Rights Oregon
PO BOX 40625
Portland, OR 97240
Phone: 503-222-6151
Fax: 503-236-6686
www.basicrights.org

Pennsylvania

Center for Lesbian and Gay Civil Rights
1211 Chestnut Street
Philadelphia, Pennsylvania 19107
Phone: 215-731-1447
Fax: 215-731-1544
www.center4civilrights.org

Pennsylvania Gay And Lesbian Alliance
PO Box 20852
Lehigh Valley, PA 18002
Phone: 610-863-4961
www.pa-gala.org

Rhode Island

Marriage Equality Rhode Island
99 Bald Hill Rd.
Cranston, RI 02920
Phone: 401.463.5368 x345
www.marriageequalityri.org

South Carolina

South Carolina Equality Coalition
2638 Two Notch Road, Suite 210
Columbia, SC 29204
Phone: 803.741.1590
Fax: 866.532.1223
www.scequality.org

South Dakota

South Dakotans Against Discrimination
PO Box 891
Sioux Falls, SD 57101-0891
Phone: 605-360-7948
www.againstdiscrimination.org

Tennessee

Tennessee Transgender PAC
PO Box 92335
Nashville, TN 37209
Phone: (615)293-6199
Fax: (615)353-1834
<http://www.tgapac.com>

Texas

Equality Texas
P.O. Box 2340
Austin, TX 78768
Phone: 512.474.5475
Fax: 512.474.6297
www.equalitytexas.org

Utah

Equality Utah
175 West 200 South, ste. 3001
Salt Lake City, UT 84101
Phone: 801.355.3479
Fax: 801.355.5020
www.equalityutah.org

Virginia

Equality Virginia
421 E. Franklin St., Ste. 310
Richmond, VA 23219
Phone: 804-643-4816
Fax: 804-643-1554
www.EqualityVirginia.org

Washington

Equal Rights Washington
PO Box 12216
Seattle, WA 98102
Phone: 206 324-2570
Fax: 206 324-1708
www.equalrightswashington.org

Wisconsin

Action Wisconsin
122 State St., Suite 309
Madison, WI 53703
Phone: 608-441-0143
Fax: 608-268-0146
www.actionwisconsin.org

APPENDIX B: ORGANIZATIONAL STRUCTURE AND CAPACITY

Table B1: Structure and Budget

STATE	STRUCTURE					TOTAL BUDGET	
	501(c)(3)	501(c)(4)	PAC	CMPN CMTE/ OTHER	# Offices	2005	2006
Alabama	X				2	\$55,000	\$85,000
Arizona	X	X			1	\$479,257	\$688,650
California	X	X	X	X	5	\$2,753,393	\$3,497,908
Connecticut	X	X	X		1	\$300,000	\$825,000
Georgia (Georgia Equality)	X	X			1	<i>No Info Provided</i>	<i>No Info Provided</i>
Georgia (Marriage Equality GA)	X				0	\$15,000	\$30,000
Idaho	X		X	X	2	\$12,000	\$100,000
Illinois	X	X	X	X	1	\$691,000	\$640,000
Indiana	X	X	X		1	\$39,180	\$283,700
Iowa (Equality Iowa)	X				1	\$3,000	\$20,000
Iowa (One Iowa)	X	X	X		1	<i>Not in existence</i>	\$575,000
Kansas	X	X	X		1	\$0	\$0
Kentucky	X	X			1	\$230,000	\$230,000
Maine	X	X	X		1	\$197,900	\$214,000
Maryland	X	X	X		1	\$307,256	\$549,000
Massachusetts (Freedom to Marry)	X	X	X		1	<i>No Info Provided</i>	\$55,000
Massachusetts (MassEquality)	X	X	X		1	\$2,400,000	\$2,900,000
Michigan	X	X	X		1	\$754,000	\$836,000
Minnesota	X	X	X	X	1	\$900,000	\$975,000
Missouri	X	X	X		3	\$208,017	\$249,470
Nebraska	X	X			1	\$0	\$0
New Hampshire	X	X	X		1	\$15,000	\$145,000
New Jersey (Garden State Equality)	X		X		2	<i>No Info Provided</i>	\$300,000
New Jersey (NJGLC)	X	X			1	<i>No Info Provided</i>	<i>No Info Provided</i>
New Mexico	X	X			1	\$200,000	\$200,000
New York (NYAGRA)	X				1	\$10,000	\$10,000
North Carolina	X	X	X		2	\$188,000	\$258,000
Ohio	X	X	X		1	\$58,600	\$450,000
Oregon	X	X	X	X	2	<i>No Info Provided</i>	<i>No Info Provided</i>
Pennsylvania (Center)	X	X		X	1	\$415,000	\$463,000
Pennsylvania (GALA)		X			1	\$13,310	\$25,000
Rhode Island	X	X			1	\$129,250	\$129,250
South Carolina	X	X		X	1	\$226,713	\$360,000
South Dakota				X	6	<i>Not in existence</i>	\$100,000
Tennessee				X	0	\$800	\$1,000
Texas	X	X	X		1	\$420,880	\$536,000
Utah	X	X	X		1	\$200,000	\$200,000
Virginia	X	X	X	X	1	\$705,000	\$618,000
Washington	X	X	X		1	\$376,100	\$697,500
Wisconsin	X	X		X	3	\$598,417	<i>No Info Provided</i>

Appendix B continued.

Table B2: Staff, Board, and Community Contacts

STATE	STAFF			BOARD					LISTS			
	FT Paid	PT Paid	Volunteer	# Members	Founding	Activist	Fundraising	Give/Get Amount	Donors	Mail	Email	Voter ID
Alabama	0	0	75	15			X		350	1,600	1,600	0
Arizona	3	0	25	18	X				3,500	23,000	3,800	3,800
California	19	0	500	30			X	\$10,000	47,523	235,193	97,501	0
Connecticut	7	1	200	18		X		\$10,000	1,200	14,000	7,500	10,000
Georgia (GA Equality)	4	0	75	17			X	\$2,500	400	15,000	3,500	8,500
Georgia (MEGA)	1	0	15	9		X	X	\$1,000		3,200	2,500	0
Idaho	0	1	30						150	1,200	800	1,200
Illinois	3	1	365	12	X		X		1,600	7,500	4,000	0
Indiana	2	1	125	12		X	X	\$5,000	475	6,472	4,117	0
Iowa (Equality Iowa)	0	0	24	7	X			\$500	150	5,101	1,779	4,965
Iowa (One Iowa)												
Kansas	0	0	50	15	X	X	X		500	1,000	1,000	30,000
Kentucky	3	0	25	11				\$1,000	2,000	20,000	5,000	12,000
Maine	3	1	100	11	X			\$1,200	3,500	2,700	45,000	
Maryland	5	3	250	17		X	X	\$1,500	1,500	11,000	7,500	0
Mass. (Freedom to Marry)	0	0	60	11		X				12,000	10,000	0
Mass. (MassEquality)	13	35	500	23			X		7,000	175,000	45,000	250,000
Michigan	7	0	15	15		X			2,500	40,000	6,300	0
Minnesota	11	4	400	13					2,500	25,000	12,500	0
Missouri	4	0	300	10			X		1,000	2,000	6,000	175,000
Nebraska												
New Hampshire	1	1	13	8		X	X		500	5,000	5,000	75,000
New Jersey (Garden State)	2	1	1,000	30	X	X	X		1,200	11,000	11,000	11,000
New Jersey (NJGLC)												
New Mexico	2	0		23	X	X	X		36			
New York (NYAGRA)	0	0	3	3		X			50	300	600	0
North Carolina	2	2	30	18			X	\$1,000	700	10,000	3,600	3,500
Ohio	4	0	10	23	X	X	X	\$5,000	719	7,000	6,700	0
Oregon												
Pennsylvania (Center)	6	0	20	13			X		1,500	25,000	6,000	0
Pennsylvania (PA-GALA)	0	0	100	10		X			1,500	50,000	500	10,000
Rhode Island	2	0	75	25	X	X			100	3,000	400	0
South Carolina	2	1	200	8		X		\$2,500	1,300	6,000	2,500	6,000
South Dakota	4	1	367	4	X	X			300	4,000	1,000	4,500
Tennessee	0	0	4	3		X			15	40	40	40
Texas	6	0	300	18			X	\$3,000	2,000	8,000	19,000	0
Utah	2	0	100	12			X		500	15,000	7,000	0
Virginia	5	0	200	24		X		\$5,000	4,000	15,000	10,000	46,000
Washington	4	0	100	11			X	\$1,000	500	13,000	18,000	0
Wisconsin	31	0	7,000	19		X	X	\$1,000	7,000	65,000	33,000	100,000

Not all questions were answered by every respondent. A blank response indicates that no response was given for that question. A response of "0" was the response entered by the survey participant.

APPENDIX C: STRUCTURE AND CAPACITY TRENDS

Figure C1: Age of Organizations

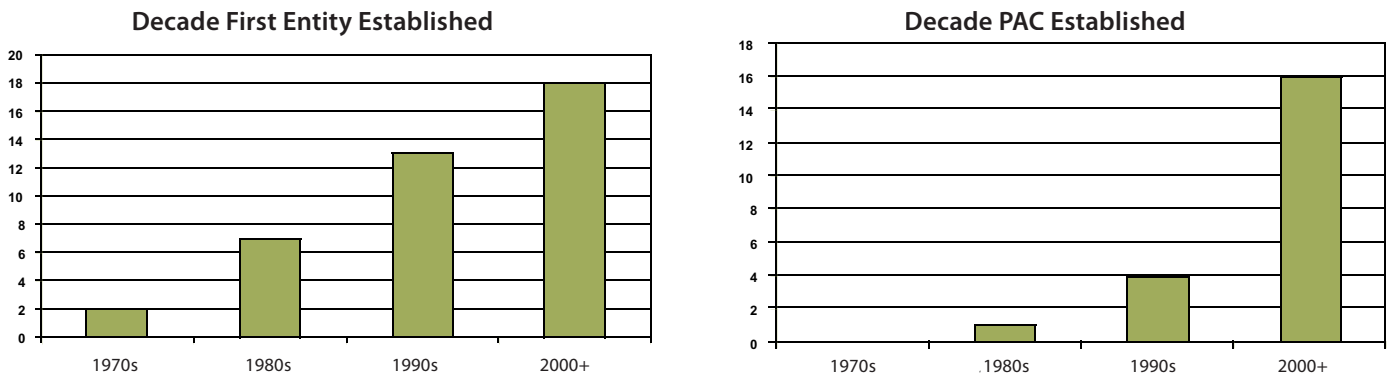


Figure C2: Budget Ranges

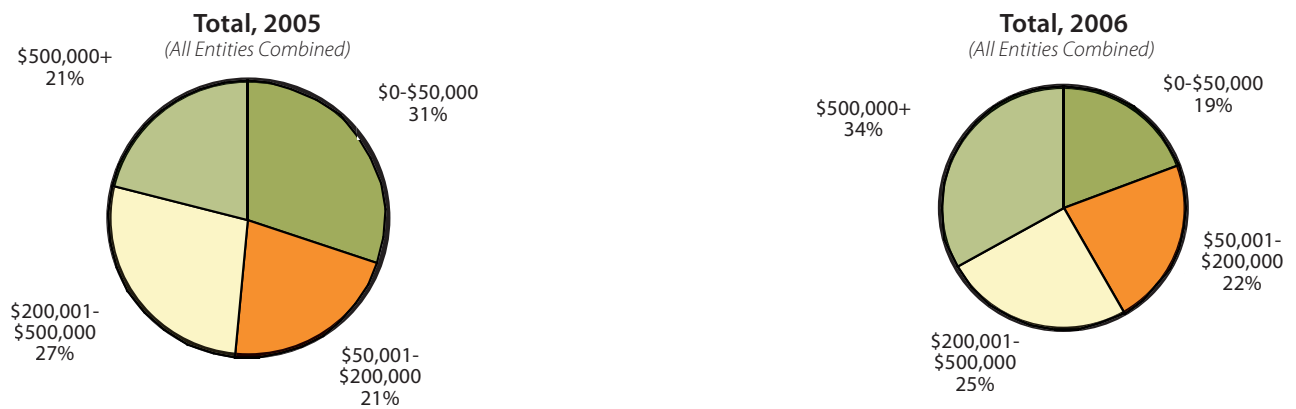


Figure C3: Budget Distribution by Entity Type

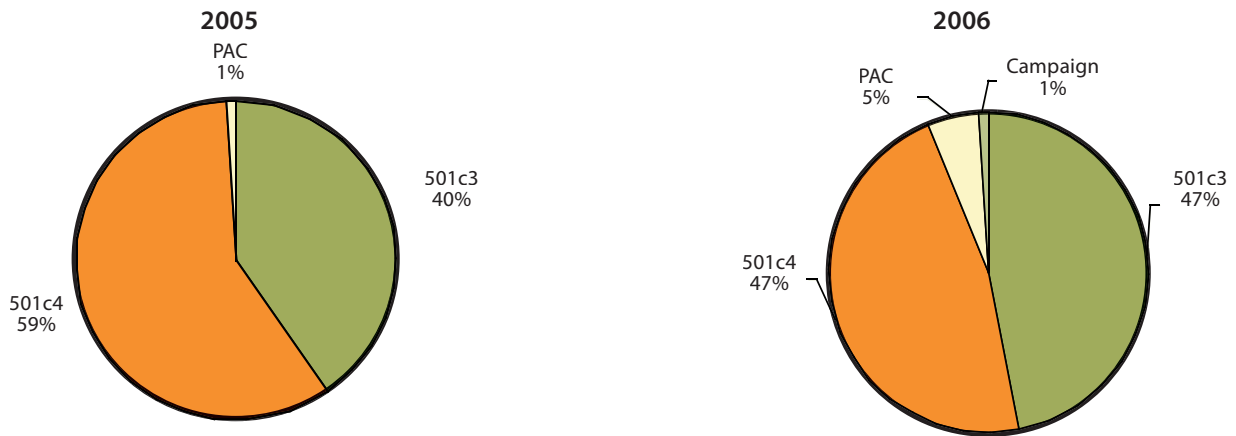
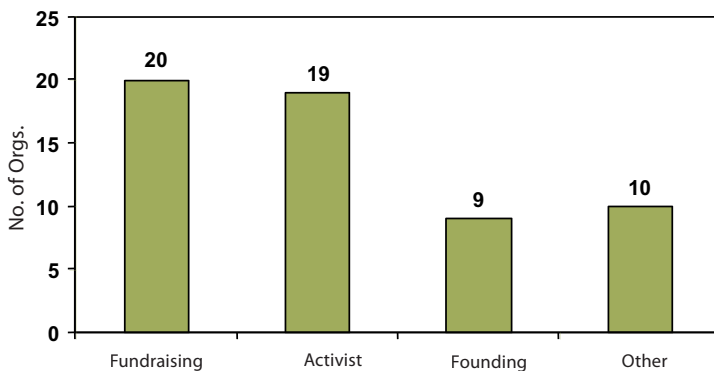


Figure C4: Board Roles, 2006



APPENDIX D: TRENDS IN POLITICAL AND ELECTORAL WORK

Figure D1: Endorsements

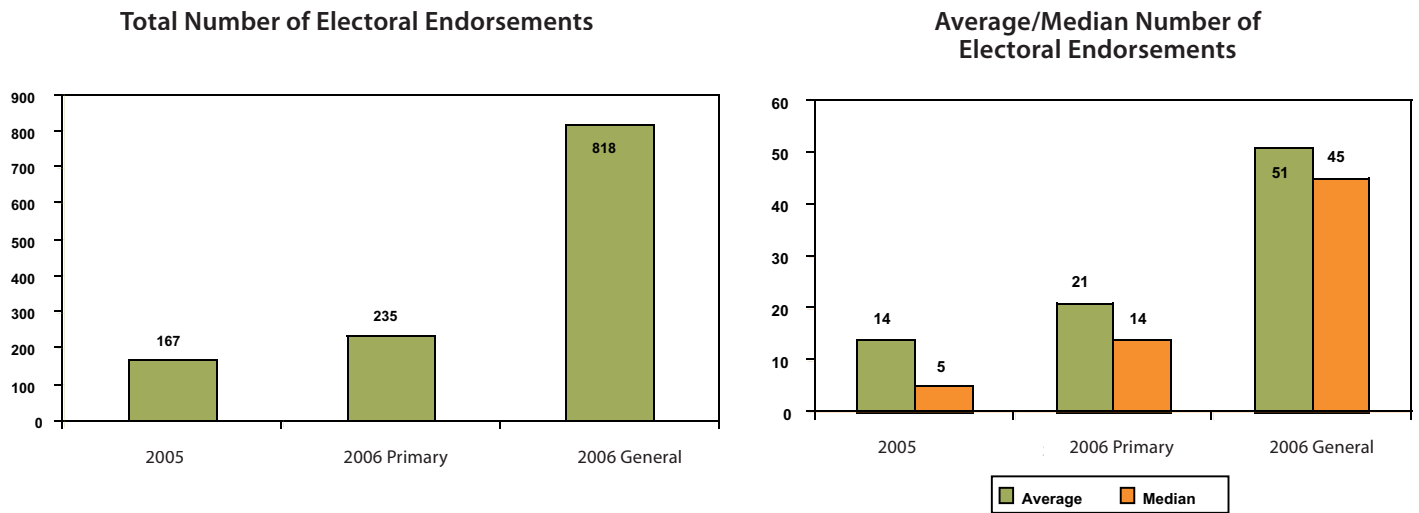


Figure D2: Endorsement Criteria, 2006

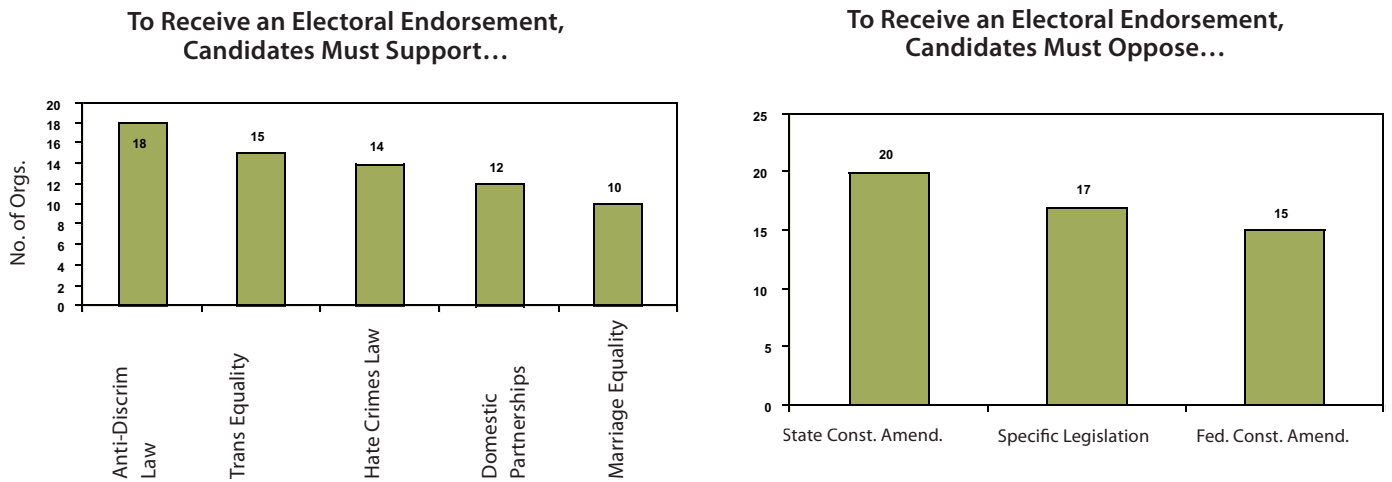


Figure D3: PAC Contributions to Candidates

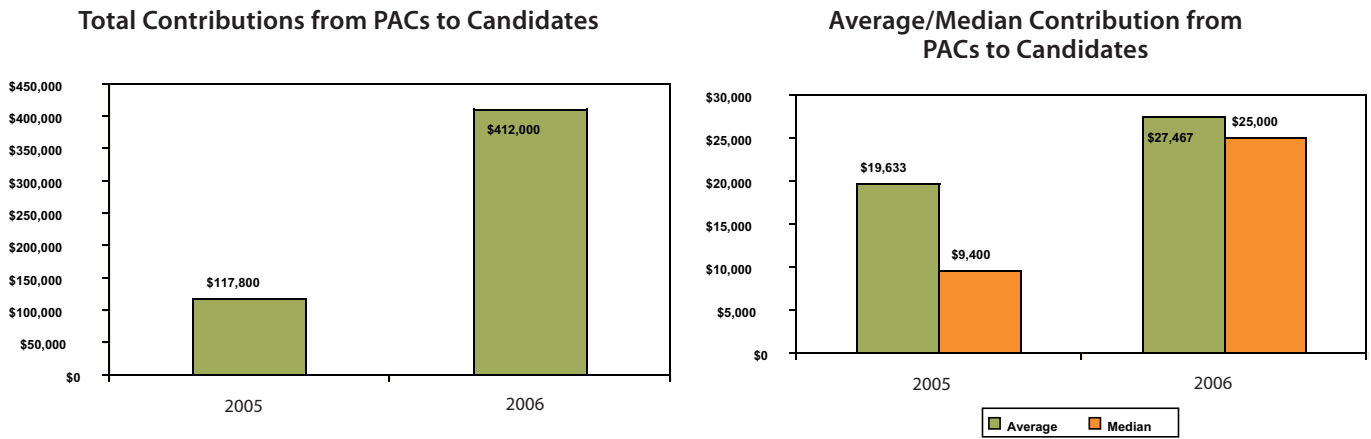
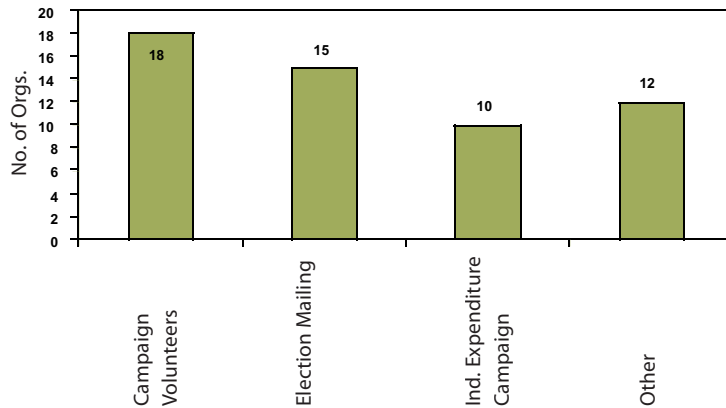


Figure D4: Non-Financial Candidate Support, 2006



APPENDIX E: PROGRAM PRIORITIES

Table E1: Programs and Planning

STATE	2006 PROGRAMS							2007 PROGRAMS (expected)							STRATEGIC PLANNING	
	Lobbying	Community Education	Public Education	Coalition Work	Voter ID	GOTV	Other	Lobbying	Community Education	Public Education	Coalition Work	Voter ID	GOTV	Other	Current Plan?	Expires
Alabama	X	X	X	X			Advocacy work	X	X	X	X	X			Yes	2006
Arizona	X	X	X	X	X	X		X	X	X	X	X	X		Yes	2006
California	X	X	X	X	X	X		X	X	X	X	X	X		Yes	2010+
Connecticut	X	X	X	X	X	X		X	X	X	X				No, but under development	n/a
Georgia (GA Eq.)	X	X	X	X	X	X		X	X	X	X	X	X		Yes	2008
Georgia (MEGA)		X	X		X	X		X	X	X	X	X	X		Yes	2006
Idaho		X	X	X	X	X		X	X	X	X	X	X		Yes	2007
Illinois	X	X	X	X				X	X	X	X				No	n/a
Indiana	X	X	X	X	X	X	Grassroots org.	X	X	X	X	X	X	Grassroots org.	Yes	2008
Iowa (Eq. IA)	X	X	X	X	X	X	Civil rights	X	X	X	X	X	X	Civil rights	No, but under development	n/a
Iowa (One Iowa)																
Kansas	X	X	X	X	X	X		X	X	X	X	X	X		No, but under development	n/a
Kentucky	X	X	X	X	X	X		X	X	X	X	X	X		No, but under development	n/a
Maine		X	X	X	X	X		X	X	X	X	X			Yes	2010
Maryland	X	X	X	X	X	X		X	X	X	X	X	X		Yes	2010
Mass. (Freedom to Marry)	X	X	X	X		X		X	X	X	X	X	X	Depends on Nov. '06 election	No	n/a
Mass. (MassEquality)	X	X	X	X	X	X		X	X	X	X	X	X		Yes	2006
Michigan	X	X	X	X			Community bldg., hate crimes services, diversity training	X	X	X	X			Community bldg., hate crimes services, diversity training	No	n/a
Minnesota	X	X	X	X	X	X		X	X	X	X	X	X		Yes	2007
Missouri	X	X	X	X	X	X		X	X	X	X	X	X		No, but under development	n/a
Nebraska																
New Hampshire	X	X	X	X	X	X		X	X	X	X	X	X		Yes	2007
New Jersey (Garden St. Eq.)	X	X	X	X	X	X		X	X	X	X	X	X		Yes	2006
New Jersey (NJGLC)																
New Mexico	X	X	X	X	X	X		X	X	X	X	X	X		Yes	2008
New York (NYAGRA)	X	X	X	X			TG sensitivity training	X	X	X	X			TG sensitivity training	No	n/a
North Carolina	X	X	X	X		X		X	X	X	X		X		Yes	2008
Ohio	X	X	X	X	X	X	Religious organizing	X	X	X	X	X	X	Religious organizing	Yes	2006
Oregon																
Pennsylvania (Center)	X	X	X	X		X	Legal services	X	X	X	X		X	Legal services	Yes	2006
Pennsylvania (GALA)	X	X	X		X	X		X	X	X		X	X		No	n/a
Rhode Island	X	X	X	X		X		X	X	X	X				Yes	2007
South Carolina	X	X	X	X	X	X		X	X	X	X	X	X		Yes	2007
South Dakota	X	X	X	X	X	X		X	X	X	X	X			No, but under development	n/a
Tennessee	X	X	X	X	X	X		X	X	X	X	X	X		No	n/a
Texas	X	X	X	X				X	X	X	X	X	X		No, but under development	n/a
Utah	X	X	X	X		X		X	X	X	X	X	X	Candidate endorsement/support	Yes	2007
Virginia	X	X	X	X	X	X		X	X	X	X		X	Establishment of anti-violence program	Yes	2008
Washington	X	X	X	X	X	X		X	X	X	X	X	X		No	n/a
Wisconsin	X		X	X	X	X		X	X	X	X	X			No, but under development	n/a



movement advancement project ▶

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