

Increasing Donor Retention for Long-Term LGBTQ Nonprofit Sustainability

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Executive Summary

This capstone project aimed to answer the following problem of practice: How can a nonprofit increase donor retention for long-term LGBTQ nonprofit sustainability?

The focal site for this study was One Colorado, the state's leading advocacy organization dedicated to advancing equality for lesbian, gay, bisexual, transgender, and queer (LGBTQ) Coloradans and their families. Although One Colorado is a relatively young nonprofit – the organization will have just celebrated its tenth anniversary at the close of this capstone project – sustainability is still a top priority to ensure their work continues long-term. To do so, One Colorado aims to further diversify its funding streams, which is spread across grants, corporate sponsorship, events, and individual donations. By increasing individual donor funding, the nonprofit can rely less on grants, which historically has been less dependable and subject to inflexible terms of spending. Allowing for more fiscal freedom to operate, One Colorado hopes to increase the percentage of individual donations through the act of donor retention.

A conceptual framework was created by synthesizing social identity theory, impact philanthropy theory, and relationship management theory to help explain individual donor behavior. Using a sequential explanatory mixed methods approach, a quantitative survey was sent out to current donors, followed by semi-structured qualitative interviews for select donors of One Colorado. The intent of this research was to identify the primary motivations of donors that make financial gifts to LGBTQ nonprofit organizations as well as what drives them to continue donating. The findings may assist LGBTQ and other nonprofits with crafting strategies for effective fundraising.

Findings for this project established that while One Colorado's donors are approximately two-thirds LGBTQ and one-third allies, these populations have notable differences in the

initiatives they wish to fund. Furthermore, the donor populations had different motivations for donating. Another interesting finding was aligned with Kelly's (2001) relationship management theory. Out of all the constructs associated with the theory, storytelling emerged as having the profound effect of making donors feel that their contributions directly impacted the cause of the organization. Finally, the executive director's reputation had a large effect on the feelings of donors and subsequently can influence donations in a positive or negative way.

Three recommendations for One Colorado emerged from the research findings. First, One Colorado would benefit from segmenting their donor population to better appeal to both LGBTQ donors and ally donors. Second, the organization should integrate storytelling and reporting into communications it sends out to increase recurring donations. Finally, One Colorado should invest heavily in recruiting a replacement executive director that best exemplifies relationship building. During this capstone project, the seven-year tenured executive director announced their departure from One Colorado to pursue another endeavor. As of early Fall 2020, a replacement had not been named.

Although the aim of this quality improvement capstone project was to have research findings that could provide recommendations for increasing donor retention for long-term sustainability specifically for One Colorado, the broader benefit of the research findings will add to the academic conversation in the nonprofit organization field for LGBTQ and other social purpose organizations alike.

Keywords: LGBTQ, Nonprofit, Donor Retention, Identity, Philanthropy, Fundraising

Introduction

“When we give cheerfully and accept gratefully, everyone is blessed.” - Maya Angelou

Research on nonprofit and social purpose organization business models is still evolving, nonetheless, nonprofits need to ensure a steady stream of generated revenue to operate in the same ways their for-profit counterparts do. To continue driving their missions forward in the long-term, nonprofit organizations of all sizes need stable and increased funding streams to continue operating. Unlike corporations, nonprofits do not typically sell tangible products, rather, they rely on funding from a variety of sources, such as grants, sponsorships, and individual donations (Kim et al., 2011). To successfully carry out a nonprofit’s mission, the organization needs to prioritize solvency through a strategically designed business plan or funding model.

The exponential growth of the nonprofit sector over the past couple of decades emphasizes the need for nonprofit organizations to increase their chances for long-term sustainability. There are rising operating costs and increased competition for donor dollars between nonprofit organizations. For example, in 1981, it was estimated that total annual philanthropic giving at the national level totaled around \$40 billion dollars (Reiner & Wolpert, 1981). In 2019, total private giving from American individuals, foundations, and businesses exploded to \$427.7 billion (Giving USA, 2019). Of this amount, about 72% was funded by individual donors (Degasperi & Mainardes, 2017). This exponential increase emphasizes the critical contribution that individual donor funding has nonprofit sustainability revenue stream. Associated with individual donor funding is donor retention. Retaining existing donors is just as critical as acquiring new donors for nonprofit sustainability. The research findings for this capstone project produced significant findings donor retention to LGBTQ nonprofits.

Lesbian, gay, bisexual, transgender, and queer (LGBTQ) nonprofits have done important work to provide protections and equality for those in their community. They have led the way on issues such as promoting workplace equality, repealing the military’s “Don’t Ask Don’t Tell” policy, and challenging bathroom bans that target transgender individuals. LGBTQ nonprofits also have tackled intersectional social issues such as securing reproductive and family rights, fighting against discrimination, and protecting asylum seekers seeking refuge from unsafe home countries. They do this to ensure that LGBTQ people have an increasingly fair and equal opportunity to succeed within society.

Despite the tremendous progress already made, many LGBTQ nonprofits face an issue that adds an extra layer of complexity to their chances of long-term sustainability. In 2015, a landmark decision was passed by the United States Supreme Court, giving same-sex couples the constitutional right to marry, along with the associated protections that come with a marriage recognized by the state (Ball, 2016). With this long fought and hard-won change to the law, the LGBTQ rights movement attained the primary goal that many donors were committed to funding. With nationwide marriage equality a reality, LGBTQ advocacy groups are paradoxically finding it more difficult to raise money as their main constituents consider the “*work to be done*”.

Experiencing a decreased amount of funding and grants since 2015 due to the passing of same-sex marriage rights, LGBTQ nonprofits are encountering a growing need to assess their operational and funding models. Although there are numerous ways to improve an organization’s financial future, identifying the right combination of strategies can be critical for a nonprofit sustainability. Nonprofits can choose to improve business operations such as lowering operating costs or finding efficiencies in staffing. Streamlining budgets and concentrating on securing

multiple sources of grant funding are other options that nonprofit organizations have to be financially viable and less vulnerable to societal changes. Lastly, there are opportunities to secure sources of revenue from individual donors. Implementing creative strategies that attract new individual donors or retain existing individual donors can be a solid source of financial security for a nonprofit organization. For instance, viral fundraising campaigns designed to engage individual donors like the ALS Association’s “Ice Bucket Challenge” have been widely successful, generating over \$100 million toward increased awareness and research funding for amyotrophic lateral sclerosis, or ALS (Vaidya, 2014). Although these types of campaigns can be successful in driving individual donors, not all campaigns have been as impactful on fundraising revenue. Notably, most fundraising campaigns generate only marginal returns relative to the nonprofit investment.

As the number of “out and proud” people identifying as LGBTQ continues to grow, attention to the unique contexts of LGBTQ fundraising strategies will proportionally grow in importance and necessity. A review of population-based surveys conducted between 2005 and 2009 in the US estimated that “LGBT individuals ranged between 1.7% to 5.6% among adults with an average of approximately 3.5% identifying as ‘LGB’. Another two state-level assessment found that approximately 0.3% of adults identify as transgender” (Gates, 2011, 2014). A ten-year post follow-up study confirmed the previous findings, reporting that 4.5 % of the country identified as LGBT a decade later (Gallup Inc., 2018; *LGBT Data & Demographics – The Williams Institute*, 2020). Note that in these studies, “Q” or Queer was not included. The inclusion of the “Q” designation may have increased the representative percentage of adults. Likewise, the omission of the designation may have had a deflated representative impact on the findings.

The purpose of this capstone study is to shed light on the motivations and philanthropic behaviors of individual donors to LGBTQ organizations within the western region of the United States. The embedded unit of analysis is One Colorado, a LGBTQ nonprofit. For One Colorado, two-thirds of their donors identify as LGBTQ, reflected in the sample size of this research study. Therefore, collecting sample data from One Colorado's LGBTQ population may benefit other LGBTQ nonprofits who have a similar demographic of donors. The research findings in this study may provide insight into the motivation and behaviors of individual donors that could maximize their efforts for other LGBTQ nonprofits.

This capstone project unit of analysis was One Colorado, a LGBTQ nonprofit organization. The research aim was to produce findings that would inform the executive leadership on long-term financial sustainability strategies. While many aspects factor into the sustainability of an organization, the research design was focused on solving the following problem of practice: How can a nonprofit increase donor retention for long-term nonprofit sustainability?

Donor retention has been examined from many aspects across the nonprofit industry (Burgoyne et al., 2005; Kashif et al., 2015). However, research on donor retention related to LGBTQ donors is still lacking. With their fundraising contradictorily threatened by the "win" in 2015 for same-sex marriage rights, LGBTQ nonprofits could benefit from understanding what drives the large rate of donor attrition and what motivates donors to continue supporting their organization. Successful fundraising initiatives hinge on connecting with donors, proving to be a critical need for LGBTQ nonprofits.

More than 40 peer-reviewed literature sources were evaluated for this capstone project. The critique included a comprehensive review of nonprofit funding, donor retention, and

relationship fundraising literature to provide a contextual overview of donor retention and what can be done to help improve it. Additionally, there was an analysis of previous research on theoretical models in order to identify potential conceptual frameworks that aligned with this research inquiry.

During this capstone project, a major external disruptor, in the form of the COVID-19 pandemic and the associated quarantine, negatively impacted One Colorado and its funding. This macroeconomic force triggered parallels to a global recession, leaving nonprofits particularly susceptible to changes in funding. Previous research indicated that nonprofits are capable of weathering recessions (Lin & Wang, 2016). Recent research conducted between the recessionary periods of 2007 and 2009, identified that total giving to human services in the U.S. (adjusted for inflation) decreased by 13.5% (Marx & Carter, 2014). While the ultimate impact of the pandemic is uncertain for One Colorado and other nonprofits, the hope is that this capstone project will be able to help nonprofits, especially One Colorado, combat any decrease in giving due to an economic downturn. Building a strong and loyal donor base is critical to a nonprofit's ability to continue its mission despite economic related changes that could impact other sources of operating revenue.

Based on organizational context, literature review, and findings from this sequential explanatory study, a list of recommendations will be presented to One Colorado. Using these recommendations, the organization could craft an intervention targeted at improving donor retention. While the requirements of this study do not include a program evaluation, one could be conducted in the future to ensure that the organization is following through with the recommendations to provide a path towards long-term sustainability.

Organizational Context

One Colorado is the state’s leading advocacy organization dedicated to advancing equality for lesbian, gay, bisexual, transgender, and queer (LGBTQ) Coloradans and their families. The organization advocates for LGBTQ Coloradans and their families by lobbying the executive branch and local governments on issues like safe schools, transgender equality, relationship recognition, and LGBTQ-specific health and human services.

One Colorado’s influence on Colorado’s legal and political advancements has had a profound positive impact on the LGBTQ community. Part of this work has been in its lobbying efforts, leading to the country’s first gay governor, Colorado’s first transgender lawmaker, and a pro-equality majority in the state legislature in 2019. The nonprofit organization was instrumental in advocating for Colorado to become the 18th state to ban conversion therapy, which took five attempts over five years until the Colorado Legislature finally took a significant step in protecting LGBTQ youth against this harmful practice. One Colorado also led a movement defending the rights of individuals to select a non-binary gender designation on U.S. passports, birth certificates, and driver’s licenses which help legitimize transgender and non-binary individual rights on federal identity documents (One Colorado, 2020).

Outside of politics, One Colorado is a leader in youth education advocacy. The organization invests in opportunities for LGBTQ Education Week, which educates the public on the negative consequences of bullying experiences of LGBTQ youth in schools and highlights the achievements of the safe schools’ movement. One Colorado’s persistent advocacy in youth initiatives creates safe environments for school children. To help secure a safe and inclusive future for the next generation, One Colorado funded the creation of GSA (Gender & Sexuality Alliance Network) programs, which is a coalition of student-initiated and student-run clubs to

combat bullying and harassment in their schools. According to the 2009 National Climate Survey conducted by the Gay, Lesbian and Straight Education Network (GLSEN), 87% of Colorado's LGBTQ students were verbally harassed in school because of their sexual orientation. 73% were harassed based on their gender identity or expression. Finally, 9 out of 10 LGBTQ students felt deliberately excluded by their peers (Kosciw et al., 2010). One Colorado's programs help train LGBTQ students and their allies to advocate for safe school policies and practices to create inclusive learning environments for all students.

Some of One Colorado's most recent work involves health issues specifically related to LGBTQ community. While LGBTQ individuals face many of the same healthcare problems of affordability and quality of care as the general population, they face additional challenges that affect their ability to gain access to the right health care options they need. Barriers to seeking healthcare included low number of health professionals competent in LGBTQ health and a heavier burden of anxiety from social stressors such as stigma, discrimination, and prejudice, especially for gay men in the face of HIV infection/AIDS (Meyer, 2003; Qureshi et al., 2018). These factors play a significant role in healthcare decision making for LGBTQ individuals and could impact the ability for queer individuals to find adequate health care options, lowering their likelihood to consult with medical professionals. One Colorado works to address these issues through policy changes, community engagement, improving data collection, and research on the experiences of LGBTQ Coloradans accessing health care.

To add to the literature in the field regarding LGBTQ health care, One Colorado has funded four studies that focused on LGBTQ Coloradans and their experiences with the health care system. In 2018, One Colorado Education Fund (OCEF) conducted a multi-method survey of the health needs and experiences of more than 2,500 LGBTQ Coloradans who shared their

individual health stories and experiences. This published work, “Closing the Gap: The Turning Point for LGBTQ Health” (2018), offered a comparison to the data collected and reported in “Invisible: The State of LGBT Health in Colorado” back in 2011. One Colorado likewise published two other reports, “Transparent: The State of Transgender Health in Colorado” (2014) and “Becoming Visible: Working with Colorado Physicians to Improve LGBTQ Health” (2013). These reports inform health care professionals of the health care needs of gay and transgender individuals and help in driving the conversation about funding trainings and programs to provide equity in medical attention to all individuals, regardless of sexual orientation or gender identity.

Funding for One Colorado’s mission comes in the form of grants, corporate sponsorships, individual donations, and events. For One Colorado, the process of securing grants has become the biggest risk to the organization. In 2020, the organization has over \$1 million in grant funding, spread across three years, and has another \$400,000 in unconfirmed grant proposals (D. Ramos, personal communication, December 17, 2019). These grants have stipulations on how the funds can be distributed, such as education or policy work. This funding distribution constraint creates barriers for One Colorado, preventing them from being financially agile, since they cannot dictate how to spend the money they have received. In addition, grant writing requires time and expertise, essentially pulling valuable resources away from organizing fundraising events, establishing corporate sponsorships, and soliciting individual donations. While making up a large percentage of One Colorado’s budget, the three grants represent a significant contribution and risk to financial stability for the nonprofit. Even if one or two grant funding revenue streams are withdrawn, it could potentially cripple the organization.

In terms of fundraising, events make up the second largest source of revenue for One Colorado. The Ally awards, the largest annual fundraising gala for One Colorado, helped raise

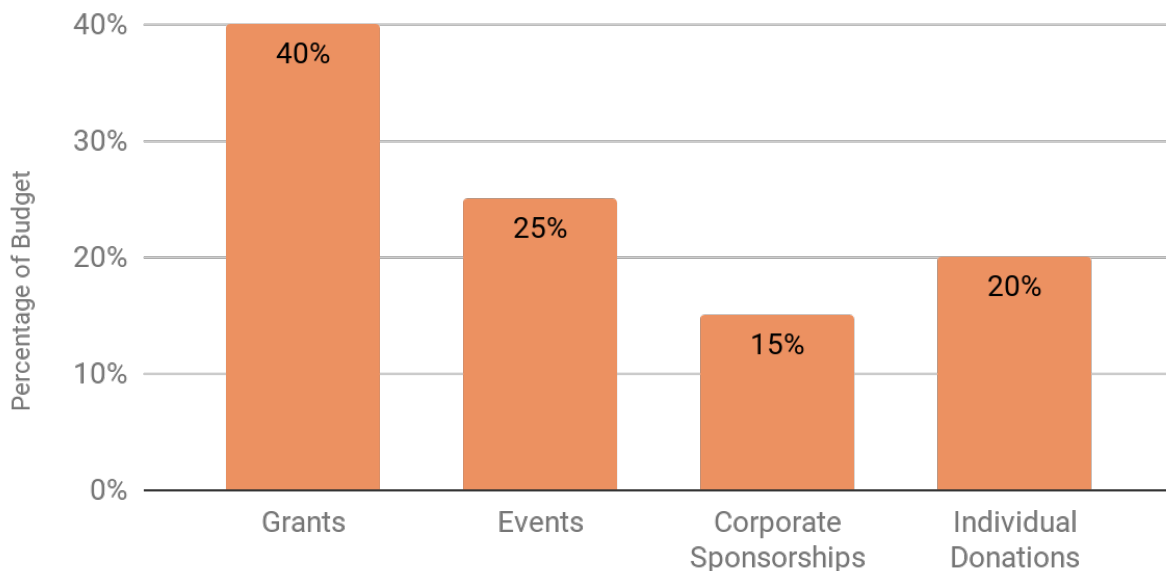
\$220k in revenue in 2019. The Ally award ceremonies are held in different regions of the state and present an opportunity to honor the commitment of allies who have been a voice for LGBTQ equality in each region.

The general breakdown of the funding streams is represented in Figure 1: *Colorado Revenue Sources by Percentage (Current, 2019)* is currently 40% grants, 25% events, 20% donations, and 15% corporate sponsorships.

Figure 1

One Colorado Revenue Sources by Percentage (Current, 2019)

One Colorado Donation Sources
(Current, 2019)



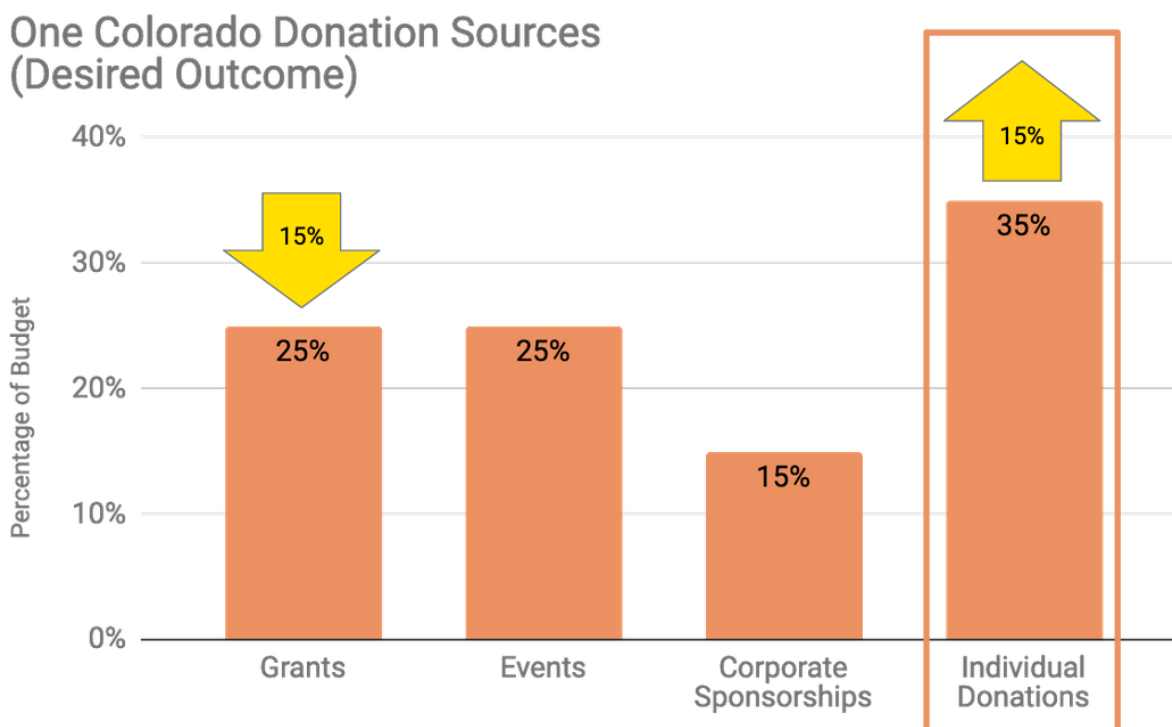
Note. (Current, 2019)

Figure 2: *One Colorado Revenue Sources by Percentage (Desired Outcome)* shows the desired outcome of the recommendations from this study, to help One Colorado increase their

individual donations to the point that they would reach 35% of the annual revenue for the nonprofit. This would be as a result of an inverse 15% drop in grant funding, keeping events and corporate sponsorships relatively the same.

Figure 2

One Colorado Revenue Sources by Percentage (Desired Outcome)



This goal was primarily driven by two factors. First, there was an expectation that grants would become increasingly less available to One Colorado, with less national attention to LGBTQ rights after the 2015 same-sex marriage win (D. Ramos, personal communication, November 5, 2019). Additionally, grants were less desirable to secure because of their relative scarcity and their limitations on fund usage. The second reason was driven by the literature provided to the organization, helping further One Colorado’s understanding that donor retention would lead to a more sustainable future. As a result, One Colorado agreed to the direction of this

capstone project aimed at exploring the following particular problem of practice: How can a nonprofit increase donor retention for long-term LGBTQ nonprofit sustainability?

One Colorado's staff of ten individuals work across the Front Range, the Western Slope, and Southwestern Colorado to effectively advocate for the needs and priorities of LGBTQ Coloradans statewide. While the organization is headquartered in Denver, One Colorado does work throughout the state by participating in Pride Festivals, GSA Leadership Summits, and various political events. Throughout this capstone project, the executive director and the development manager were the primary point of contacts for each phase of the project. In June 2020, the executive director announced their departure from One Colorado after seven years with the organization, effective August 1, 2020 to pursue their next endeavor leading another nonprofit. As of early Fall 2020, a replacement has not been named.

Significance of the Problem of Practice

The purpose of this capstone study is to shed light on the motivations and philanthropic behaviors of individual donors to LGBTQ organizations within the western region of the United States. The significance of the findings of this capstone project will help guide sustainable business practices for LGBTQ nonprofit organizations and their causes. While One Colorado is the premiere LGBTQ advocacy group in Colorado, there are countless nonprofit organizations that could also benefit from the findings of this research. Many states have a version of One Colorado, championing the LGBTQ agenda locally in their respective region. Each of these entities could benefit from higher rates of donor retention to raise their probability of long-term sustainability. These organizations also meet annually to share best practices with one another through various summits and conventions. This means that donor retention best practice strategy

conversations at these events could likewise benefit citizens in other states, such as Massachusetts or Alaska for example. The work of LGBTQ nonprofit organizations nationally can help strengthen civil rights, public health, and cultural sensitivity.

The work done in this capstone project also transcends professional roles and sectors. While this work focused on LGBTQ nonprofits and included a dissection of the donor base by sexual orientation, this research could undoubtedly add to a conversation that would be of interest to all nonprofits: How can nonprofits convince donors to donate again? The significance of this capstone project extends to the unparalleled risk to the long-term sustainability that many organizations are facing today. Organizational sustainability requires leaders to understand the financials behind their operational structure, specifically regarding their inputs, whether the source is fundraising or revenue. Moreover, donor cultivation and retention based on motivation and behaviors can be applicable to customer satisfaction implications within many different types of organizations in the for-profit or nonprofit sectors.

Research Questions

Two research questions were used to investigate donor retention. The first question focused on LGBTQ and ally individuals and what motivated them to donate money. To better understand donor retention, research must be done to better understand donors. The underlying hypothesis around donor motivation involved two theories. First, social identity theory was thought to underpin a donor's motivations to donate, especially as this study investigated why LGBTQ and ally donors gave money to LGBTQ nonprofit organizations. In addition, impact philanthropy theory helped better understand donors and whether their beliefs that their donations were impactful was a requirement for a donation.

The second research question sought to understand from the nonprofit point of view and was framed by research on relationship management theory, which includes actions that an organization can take to increase stewardship. Both questions were explored through the sequential explanatory mixed methods study with an initial quantitative survey phase, followed by a semi-structured qualitative interview phase. Table 1: *Research Questions with Conceptual Framework and Data Collection Method* below helps organize the two research questions.

Table 1

Research Questions with Conceptual Framework and Data Collection Method

Research Question	Conceptual Framework	Data Collection Method
1. What do donors identify as their motivations for giving?	<ul style="list-style-type: none"> ● Social Identity Theory ● Impact Philanthropy Theory 	<ul style="list-style-type: none"> ● Quantitative Survey ● Qualitative Interview
2. What actions can nonprofits take to retain donors, based on their motivations for giving?	<ul style="list-style-type: none"> ● Relationship Management Theory 	<ul style="list-style-type: none"> ● Quantitative Survey ● Qualitative Interview

The findings associated with the first research question provided a foundation of understanding of One Colorado’s donor base, particularly what motivated them to donate to One Colorado. The second question allowed One Colorado to understand what donors expected out of the nonprofit, given their relationship as a donor to the organization. This could potentially result in a new working model of donor retention, informed by the findings, designed to create strategies to retain individual donors. The research findings aligned to address these two research questions will help identify motivations for a growing LGBTQ demographic profile within the United States and could inform One Colorado’s donor recruiting and retention practices to facilitate long-term nonprofit sustainability for LGBTQ advocacy groups.

Literature Review

As the number of nonprofit organizations around the world continues to grow (Mainardes et al., 2017), there has been an increased need to understand the science behind nonprofit funding and donor retention. Nonprofits that learn to fundraise successfully from diverse revenue streams are likely to maintain their long-term financial sustainability (Besel et al., 2011). Andreoni and Payne (2011), stated that grants, however large, are not the key to nonprofit financial sustainability. Their research found that when nonprofits receive grant funding, there was an associated reduction charitable private donation. This relationship correlated with a reduction in fundraising expenses by the charities themselves. The actions of the charities essentially undermined individual donor fundraising, partially because charities stopped once revenue goals are met and do not maximize net revenues (Weisbrod, 2000). The allure of a large grant has the power to change the organizational focus of a nonprofit, but also change the willingness of an individual donor to give to this organization. According to impact philanthropy theory, which stipulates that donors lower or stop their contributions to organizations where they don't believe their donation 'makes a difference' for the organization, these effects can be significant. Grants can decrease fundraising by about 52% for arts organizations and 32% for social service organizations (Andreoni & Payne, 2011).

Nonprofit Funding

Nonprofits can run the gamut on the types of social causes they benefit, such as rescuing wildlife, preserving the environment, and addressing homelessness. As a result, each cause can affect the strategies of how nonprofits fund their missions. A cleverly constructed framework through a partnership between Stanford and Bridgepoint Consulting depicted ten nonprofit

funding models that delineated between nonprofit models and their ideal funding sources. This included: “Member Motivators” who seek money from their own benefactors (churches), “Big Bettors” who pool their efforts into securing large grants (research), “Heartfelt Connectors” that trigger altruistic actions from the general public (world hunger), and “Resource Recyclers” that partner with corporations for free or at-cost goods to resell (foodbanks) (Foster et al., 2009).

Table 2: *Ten Nonprofit Funding Models* shows that depending on the work, the size, and scale of the nonprofit, there are optimal and suboptimal ways of securing the funding necessary.

Table 2

Ten Nonprofit Funding Models

FUNDING MODELS

MODEL	CHARACTERISTICS	EXAMPLES	TACTICAL TOOLS
Heartfelt Connector			
Funding source: Individual Funding decision maker: Multitude of individuals Funding motivation: Altruism	The mission has broad appeal The benefits often touch the lives of the funder's family and friends Nonprofit connects donors to the cause through volunteerism or other means	Medical research (Susan G. Komen Foundation) Environment (Natural Resources Defense Council) International (Save the Children)	Special events Direct mail Corporate sponsorship
Beneficiary Builder			
Funding source: Individual Funding decision maker: Multitude of individuals Funding motivation: Self-interest followed by altruism	The mission initially attracts individuals pursuing, and paying for, specific individual benefits Mission creates a strong individual connection through the delivery of the benefit (for example, spending four years on campus or having one's life saved) Benefits created viewed as having important societal benefits	Universities (Princeton University) Hospitals (Cleveland Clinic)	Fees Major gifts
Member Motivator			
Funding source: Individual Funding decision maker: Multitude of individuals Funding motivation: Collective interest	Most of the benefits have a group orientation (for example, religious services or hiking), creating an inherent collective community to tap into for fundraising Uses richest mixture of tactical tools to raise money	Religious congregations (Saddleback Church) Arts and culture (National Public Radio) Environment and conservation (National Wild Turkey Federation)	Membership Fees Special events Major gifts Direct mail
Big Bettor			
Funding source: Individual or foundation Funding decision maker: Few individuals Funding motivation: Altruism	Builds majority of support from small number of individuals or family foundations Mission may be fulfilled within limited number of decades (for example, finding cure to a certain disease)	Medical research (The Stanley Medical Research Institute) Environment (Conservation International)	Major gifts
Public Provider			
Funding source: Government Funding decision maker: Administrators Funding motivation: Collective interest	Provides services that are perceived as core government responsibility (for example, foster care) Clear definitions exist of the services and processes that nonprofits must provide (for example, RFPs)	Human services (TMC) Education (Success for All Foundation) International (Family Health International)	Government contracts
Policy Innovator			
Funding source: Government Funding decision maker: Policymakers Funding motivation: Collective interest	Secures government funds for a significant new approach to problem or to address a problem not currently viewed as a core government responsibility Requires a high-level government "champion" Generally succeeds when significant pressures exist on government as a result of a fiscal or media crisis	Human Services (Youth Villages) Education (Communities in Schools) International (International AIDS Vaccine Initiative)	Legislative appropriation or earmark Executive earmark Government pilot project

Beneficiary Broker			
Funding source: Government Funding decision maker: Multitude of individuals Funding motivation: Self-interest	Individual beneficiaries decide how to spend the government benefit Must navigate and influence government decision makers for eligibility and compliance with reimbursement requirements Requires individual marketing capability to reach and service end beneficiary	Health (East Boston Neighborhood Health Center) Housing (Metropolitan Boston Housing Partnership) Employment (Peckham Vocational Industries) Public and societal benefit (Iowa Student Loan Liquidity Corporation)	Government reimbursement
Resource Recycler			
Funding source: Corporate Funding decision maker: Few individuals Funding motivation: Self-interest	The nonprofit uses goods that are created in the market economy where there are inefficiencies that create a surplus (for example, food) or where the marginal costs to produce the product are low (for example, pharmaceuticals)	Food (Oregon Food Bank) International (AmeriCares Foundation)	In-kind giving
Market Maker			
Funding source: Mixed Funding decision maker: Mass of individuals (one side), few individuals (other side) Funding motivation: Altruism (one side), self-interest (other side)	A funder with some degree of self-interest and the ability to pay exists (for example, a health system buying blood) Often, one of the parties involved in the transaction is motivated largely by altruism (for example, a blood donor or land donor)	Health (American Kidney Fund) Environment or conservation (The Trust for Public Land)	Fees Major gifts (corporate or individual)
Local Nationalizer			
Funding source: Mixed Funding decision maker: Few individuals Funding motivation: Altruism	The issue is one of a few top priorities for improvement or success in a locality (for example, creating a quality city school system) The issue is common enough to exist in many localities nationwide The level of funding available in any single geographic area is usually limited	Education (Teach for America) Youth development (Big Brothers Big Sisters of America)	Major gifts Special events

Note. (Foster et al., 2009)

Nonprofit funding is particularly at risk during a global recession, leaving organizations more susceptible to changes in funding. The last great recession put a large number of nonprofit organizations to the test, and findings from studies during this time period highlighted that while revenue diversification might be useful for an organization to achieve long-term funding success, it might worsen fiscal stress in the short run (Lin & Wang, 2016). One study’s findings demonstrated that greater levels of community-based philanthropy are needed for nonprofits to financially sustain their operation in the long term (Besel et al., 2011). As the threats resulting from COVID-19 continue to draw parallels to the great recession, the research on nonprofit funding during times of widespread economic downturn may prove to be helpful. Foster (2009) shares:

It is tempting for nonprofit leaders to seek money wherever they can find it, causing some nonprofits to veer off course. That would be a mistake. During tough times it is more important than ever for nonprofit leaders to examine their funding strategy closely and to be disciplined about the way that they raise money. (p. 39)

As such, charitable donations from individual donors has become, and will continue to be, essential to the long-term sustainability of nonprofits.

Donor Retention

Of the 1.8 million people who donated to 2,342 nonprofit organizations in 2009 and 2010, only 43% of donors who gave to these organizations in 2009 gave again to the same organization in 2010 (Barber & Levis, 2013). More importantly, this population of people represented 72% of all total donations to nonprofits (Degasperri & Mainardes, 2017). Between 2005 and 2015, donor retention rates were consistently weak, averaging below 50% and trending downward; the average donor retention rate in 2015 was 46% (Levis, 2016). This showcases opportunities for nonprofits to significantly improve their fiscal situations by focusing their attention on this particular revenue stream of individual donors.

The attrition of donors is important for nonprofits to curtail, as studies have determined that it costs up to five times as much to recruit a new customer to a business as it does to do business with an existing one (Pfeifer, 2005). This pattern is paralleled in a nonprofit context, with fiscal returns from donor recruitment activity (excluding major gifts) to be much lower than donor retention or donor development activity (Sargeant, 2001). Thus, it is arguable that putting efforts into retaining donors serves the organization better than acquiring new donors. While efforts put into both finding new donors and retaining existing donors cost nonprofits valuable time and resources, developing their current donor base provides a higher return on the investment than finding new donors.

Below, Figure 3: *Average Donor Tenure by Year of Recruitment* shows data from About Loyalty, a loyalty benchmarking service for charities. In the United Kingdom, Sargeant and

Shang (2017) discovered that donors recruited in 2000 gave for an average duration of more than six years, whereas donors recruited in 2008 remained loyal for only four years, indicating that the pattern of attrition appears to be worsening over time. With more than half of newly-acquired donors failing to make a contribution in the second year, this represents both a major problem and a large opportunity. Curating donor retention is often cited as the single biggest challenge facing the nonprofit sector today (Barber & Levis, 2013; Sargeant & Shang, 2017; Zhao et al., 2020).

Figure 3

Average Donor Tenure by Year of Recruitment



Note. About Loyalty (2016) www.about-loyalty.com, as cited in (Sargeant & Shang, 2017)

Working with existing donors has inherent benefits. Considering that current donors have already interacted with the organization, donors are more willing to accept communication from the organization. They are also more willing to provide their information, demographics, and/or

preferences, so that the organization can tailor their outreach individually. If this is the case, why do donors lapse? According to Sergeant (2001), age, gender, occupation, and income all appear unrelated to a propensity to lapse. This brings the attention away from the donor themselves, and instead directs the focus toward the organization seeking the donation. This discovery shifts the focus towards the nonprofits and how they are soliciting recurring donations from their donors.

Solving the issues behind donor retention is a major area of opportunity to drive additional funding. However, nonprofits around the world continue to have difficulty in retaining individual donors. From a survey of donors who stopped giving, only 22% of donors lapsed because they could no longer afford to offer their support to the organization in question (Sargeant, 2001). This suggested that though donors might be lost to a particular nonprofit, they would not be lost to the entire sector. Given that some of these donors would still support other nonprofits within a sector, the findings were encouraging for the nonprofit sector, although maybe not for specific nonprofit organizations.

Relationship Fundraising

Burnett (1993) was among the first to publish about relationship fundraising, the idea that an emphasis on developing stronger relationships can result in raising larger donations and retaining existing donors to build a stable source of funding for the cause of the organization. Primarily, relationship fundraising requires organizations to understand not only the basic skills in fundraising but also the personalities and preferences of their donors, their version of the customers. A relationship fundraising approach focuses solely on cultivating long-term giving relationships and provides a foundation which concludes that nonprofit organizations have a

unique relationship between donors and the cause they support. When donors feel valued, they maximize their donations.

In search of creating the right relationships, many organizations seek to understand what motivated donors to give to their organizations. The act of giving money, time, goods, blood, and even bodily organs is an area of research that many academics have tried to understand and recreate. The research behind donor motivation has been fairly robust in this field (Degasperri & Mainardes, 2017; Mainardes et al., 2017; Misje et al., 2005; Sargeant, 2001; Sargeant & Lee, 2004), and ties to social identity theory have been of particular interest throughout this study. With more than 26% of lapsed donors typically discontinuing their support because they perceived that other causes are more deserving, if charities are to succeed in retaining this category of donor, nonprofits need to find ways of improving satisfaction and deepening the bonds that exist between them and their allies (Sargeant, 2001). Given that some individuals may choose to invest differently, factors such as community and networks should be explored regarding successful relationship fundraising.

Theoretical Models

Social Identity Theory

The birth of social identity theory is often credited to Henri Tajfel through his work in the 1970s and 1980s. Starting with this work on discriminatory behaviors Tajfel discovered that humans self-categorize into groups to which we belong, referred to as the *in-group*, and groups to which we do not belong because of categorical differences, the *out-group* (Tajfel, 1970). In these groupings, members of the same group are more similar than they are to others. Two important processes are involved in social identity formation. First, the process of self-

categorization occurs, in which the assessment of ‘self’ is seen against the background of an individual’s group membership. This perceived similarity between the self and other in-group members leads to the second process of social comparison, which involves a perceived difference between the self and out-group members. These differences can be cultural and behavioral, including variations in attitudes, beliefs, values, norms, and social styles. Finally, self-esteem is created by evaluating the in-group versus the out-group on dimensions that lead the in-group to be judged positively and the out-group to be judged negatively, leading to patterns of in-group liking, trust, and solidarity (Hogg et al., 2004).

The idea that social identity theory could play a role in donor retention started in reviewing the literature on how external motivators can influence donation behavior. According to the research, an individual may be motivated to make charitable donations because other individuals or groups to which he or she belongs support this behavior (Apinunmahakul & Devlin, 2008). These findings showed that membership in clubs, for instance, can affect the volunteer hours of women but not those of men, which begged the question, would there be a difference between LGBTQ and ally donors? Does identifying as an LGBTQ individual influence an individual’s philanthropy towards LGBTQ nonprofit organizations? While the work above focused on networks based on gender, Apinunmahakul and Devlin’s (2008) research was among the first to examine the link between private philanthropy and social networks from a theoretical perspective. Their findings showed that networks played an important role in private philanthropy, and this might be expanded to LGBTQ networks.

Impact Philanthropy Theory

In 2004, research by Brian Duncan introduced a new model of altruistic behavior called impact philanthropy. Defining an “impact philanthropist” as someone who wants to personally ‘make a difference,’ this theory provided helpful insight into the mind of a donor and what a nonprofit organization can do to appeal to this new type of philanthropist. An important piece of this theory was that donors may decide to stop giving to an organization if they did not believe their donation money would go directly to the cause they support (Duncan, 2004). For example, donors may be unwilling to pay for operating expenses for an organization that benefits many, if it benefits each recipient only a little. Impact philanthropy explains why someone might sponsor to fully support one child, versus marginally helping a group of children.

Several findings from impact philanthropy were of interest. First, impact philanthropist donors felt a need to ‘make a difference’ and wanted their donation to have a noticeable effect. To improve this perception, they selected targets (nonprofits) that allowed them to perceive the impact (Bekkers & Wiepking, 2011). This meant that nonprofits had to focus on showing this impact and provide reporting and feedback to donors on their impact to their organization in a very targeted way. Second, cooperation among impact philanthropists actually reduced aggregate giving, as the relative impact of each of their donations was lowered with the knowledge that other people were also donating (Duncan, 2004). In short, it was of particular importance to the donor to have the perception that a gift had made a difference, and it gave the donor a sense of agency. Under this model, there is an inverse relationship between the nonprofit’s financial success and an impact philanthropist’s desire to donate. In other words, the more in need the organization is, the more likely an impact philanthropist is willing to donate. In addition, there is potential conflict between the nonprofit and its donors concerning the allocation of charitable

gifts. In particular, the nonprofit prefers to use a donor's contribution towards whatever their needs may be at the time, whereas an impact philanthropist donor prefers to target their contribution toward a specific cause or initiative.

An area linking social identity theory and impact philanthropy theory has to do with a donor's predisposition toward perceiving the impact of one's gift. An impact philanthropist was not likely to donate if they hadn't experienced the result of the nonprofit's efforts (Amos et al., 2015). This was of particular interest for this study, especially on the effects of both membership to the LGBTQ identity as well as membership specifically to the nonprofit organization, which can be fostered by communication strategies such as newsletters, emails, and phone calls. This allows for impact philanthropists to monitor the progress of the organization and the specific targeted initiative they donated to in order to perceive their own impact. For LGBTQ nonprofits like One Colorado, this may be a key to unlocking donations for years to come.

Relationship Management Theory

The final piece of the conceptual framework for this capstone beckons Kelly's (2001) work on public relations and stewardship, which successfully found a bridge to philanthropic giving to nonprofits. This was a direct extension of the research found in relationship fundraising by Burnett (1993). Looking through a lens of relationship management, Kelly described relationship management, or stewardship, as an essential tool to donor retention. The framework below, visualized through Table 3: *Four Elements of Stewardship*, offered nonprofits help in focusing on donor retention, by identifying four alliterative elements requiring the attention of fundraisers. In regard to the power of relationship nurturing on donor retention, Kelly (2001) aptly stated: "It is easier to keep a friend than to make a new friend," (p. 2) and "The best

prospects are previous donors” (p. 5). By focusing on the four elements to stewardship – *reciprocity, responsibility, reporting, and relationship nurturing* – nonprofits can aim to positively manage relationships with donors, thus encouraging recurring donations and donor retention.

Table 3

Four Elements of Stewardship

Four Elements	Definition	Example
Reciprocity	The organization demonstrates its gratitude for supportive beliefs and behaviors	Saying “thank you” or offering a public thanks such as putting a donor’s name in a public space
Responsibility	The organization acts in a socially responsible manner to those who have supported it	Demonstrates through their actions that they are worthy of supportive attitudes and behaviors
Reporting	The organization keeps donors informed about developments related to the cause	Providing stories of the impact their donations had on the organization and its constituents
Relationship Nurturing	The organization continues relationship building with the donor	Appears to have genuine, long-term behavioral support and should flow naturally

Note. (Kelly, 2001)

At the applied level, reciprocity simply meant that organizations showed gratitude to those who had supported them. Gratitude was broken down by acts of appreciation and recognition. The most common and expected way of demonstrating appreciation was to say, “thank you.” Citing the theoretical work around the topic, Kelly shared that reciprocity is the fundamental virtue of all moral codes. Studies by anthropologists have shown that reciprocity is indeed cross-cultural and universal to all people (Becker, 2014). Even in a philanthropic context,

human interaction requires stable practices of give and take; when someone gives to an organization, they are, on some level, expecting to take something in return, whether it is a good feeling, an understanding of their gift, or a verbal or written receipt of gratitude.

As Kelly (2001) described it, responsibility is the organization's ability to keep their word. Donors will not donate if organizations cannot accomplish what they say they will. Other researchers have also described this as an important component of relationship fundraising. For example, Peng, Kim, and Deat (2019) described a nonprofit's reputation as a crucial intangible asset that could bring significant benefits to the organization. This research team created a $2 \times 2 \times 2$ full-factorial survey experiment to assess various reputation dimensions of financial efficiency, media visibility, accreditation status on charitable giving behavior. The findings demonstrated the cross-level interaction between financial efficiency and the real-life giving behavior of individuals and between accreditation and the real-life volunteering behavior (Peng et al., 2019). This study provided implications for our understanding of the components of nonprofit reputation, based on their responsibility, and their impact on charitable giving.

Sergeant (2001), a seminal researcher in this field, equated responsibility with effectiveness. In his study, individuals scoring an organization highly on effectiveness meant that the organization cared about the full range of its stakeholders. They felt that the organization honored its promises and in particular delivered the desired impact to the beneficiary group. They also believed that the organization would do this in a way that recognized the needs of both supporters and society in general (Sargeant, 2001). The ability of an organization to demonstrate ways in which they acted in a socially responsible manner to those who have supported it proved to be worthy of further support.

Reporting was the idea that the organization was answerable to constituencies, specifically its donors, that were affected by or may affect the organization's behavior. Nonprofits need to keep their donors informed about developments related to the opportunity or problem for which support was sought. Here, consistent communication was one of the tactics that the nonprofit could take to better relay the ideas of accountability to those who helped keep the organization afloat. In other words, the nonprofit needed to demonstrate accountability by proactively sharing information on the work that had been done after receiving a donation. For example, donors that had been supportive in the past should receive copies of the organization's publications including its annual report. Another example of this is through storytelling about the impact that the nonprofit had made relating to progress on its mission or on individuals that had benefitted from the work that had been done.

Finally, relationship nurturing describes the continuous relationship that is built between a donor and a nonprofit. Kelly (2001) summed it up, "Relationships cannot be maintained if the organization only communicates with friends when it seeks more help" (p. 8). Continuing to corroborate with Kelly's model, studies showed that individuals scoring organizations highly on responsiveness tended to agree that they received personal attention from the organization in question (Sargeant, 2001). They also believed that the organization responded to their specific needs, that staff had the ability to answer questions, and that staff were willing to respond quickly should a query arise. In the same study, lapsed donors had a significantly poorer view of the quality of service they received than active supporters did; in particular they tended not to regard the organization as giving them adequate feedback on how their donation had been used. To help with this, information and involvement were fundamental, and both should flow naturally from the organization's work.

Conceptual Framework

With the focus on trying to increase the percentage of One Colorado's income stream through individual donations, the identified research focused on ideas of donor retention and relationship fundraising. During this research, several interesting theories were examined, including social identity theory, impact philanthropy theory, and relationship management theory. Ultimately, the focus narrowed to understanding the relationship between these frameworks. The following provides an increased narrowing of the scope of literature reviewed to create a conceptual framework that married each of these to help focus on LGBTQ donors for this study.

Combining these themes, social identity theory hypothesized that donors participate in intergroup behaviors, benefiting those most like them, while impact philanthropy theory surmised that donors do not donate if they haven't experienced the result of the nonprofit's efforts. Below, Figure 4: *Conceptual Framework* showcases how both of these elements interact with one another. Social identity theory and impact philanthropy highlight the motivation of donors to initiate a donation to a nonprofit. Once a donation is made, the nonprofit organization must utilize the elements behind relationship management theory, focusing on the four elements of stewardship – *reciprocity, responsibility, reporting, and relationship nurturing* – to create recurring donations, or in other words, a retained donor.

Using this blend of conceptual frameworks, the methodology of this study was constructed to explore the importance of each element to donor retention. This study sought to understand what One Colorado might need to do to improve donor retention with the ultimate goal of understanding how to help maximize and diversify the full income stream for nonprofits and assist in attaining long-term nonprofit sustainability. With this strategy, nonprofit

organizations could better meet the interests and needs of their current donors, both as a cost saving and as a resource saving tactic.

Figure 4

Conceptual Framework



It should be mentioned that a review of several other theories was conducted during the exploratory literature review, and included the following:

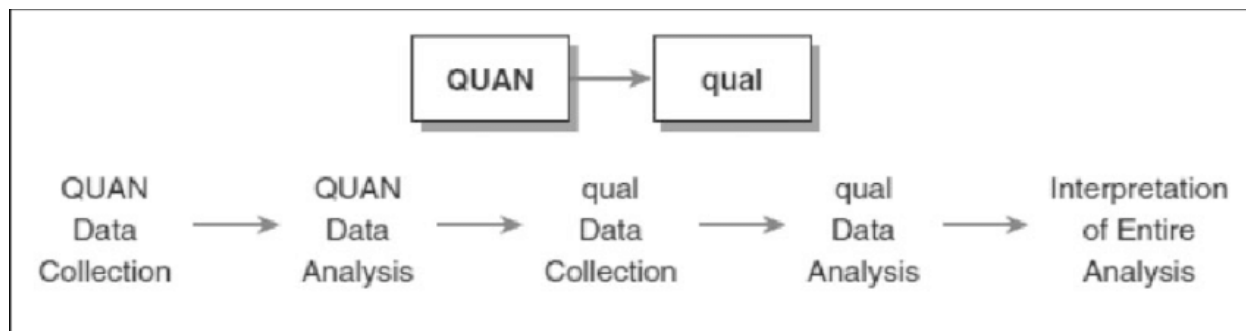
- Communication theory and linguistic theory, where the importance of mission statements is explored in how the feedback loop to donors is communicated.
- Charitable giving theory, where donors are influenced under a sense of altruism.
- Justice motivation theory, where donors are motivated to give to right a perceived wrong in society.
- Social exchange theory, where donors receive a mutual benefit through philanthropic giving.

Study Design and Methodology

This study utilized a sequential explanatory mixed methods approach that combined quantitative and qualitative methodologies to address the two research questions. The design of this study was predicated on the idea of having two phases to the research: quantitative followed by qualitative (Creswell, 2018; Hanson et al., 2005). In Figure 5: *Study Design* below visualizes the sequential design, with the intent of each phase of the mixed methods study built on the other (Fetters et al., 2013). The data collected through interviews would help explain and/or build on the quantitative results. Ultimately, the two phases of the sequential explanatory mixed methods research design are connected to produce a more holistic view for research and a more comprehensive understanding to help answer the research questions (Ivankova et al., 2006).

Figure 5

Sequential Explanatory Mixed Methods Study Design



Note. (Fetters et al., 2013)

Participants

For the research participants, One Colorado had amassed a sizable database of individual donors from its previous fundraising initiatives. This included donors through Colorado Gives Day, an annual statewide movement to celebrate and increase philanthropy in Colorado through

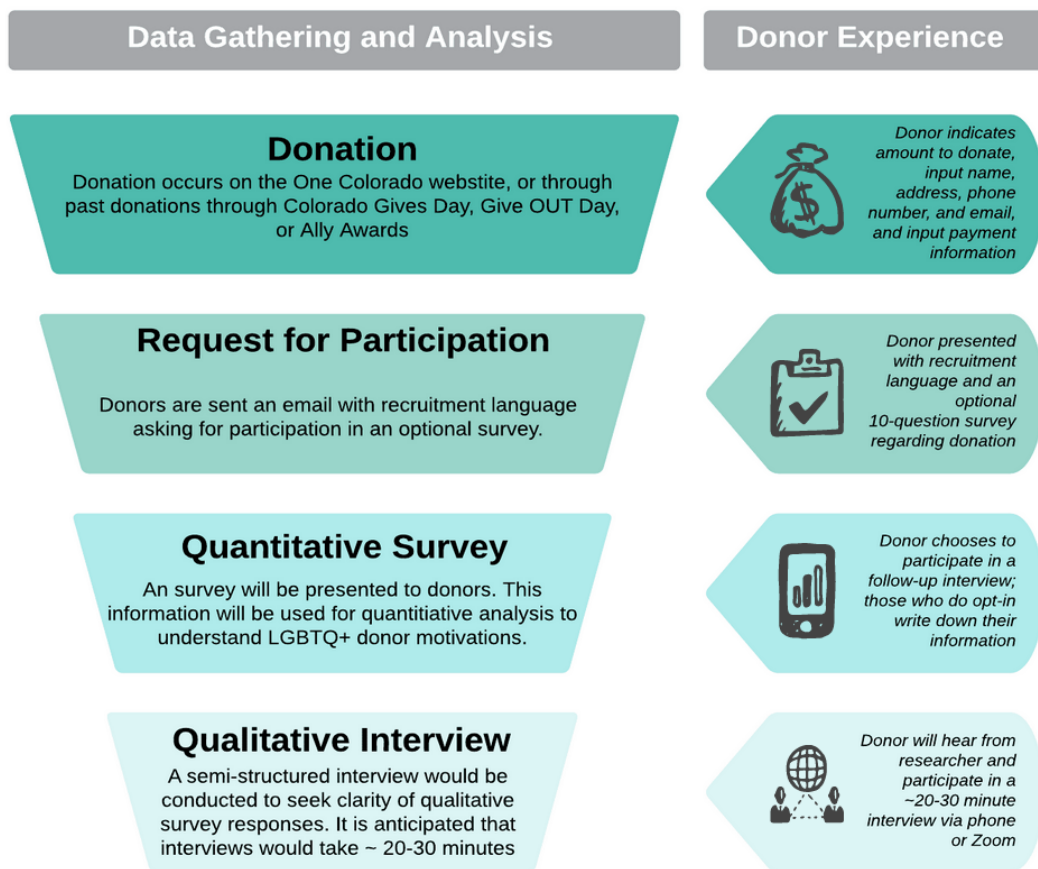
online giving. This also included those who participated in Give OUT Day, the world's first community foundation that builds a permanent endowment to secure the LGBTQ community's future for generations to come. Finally, donors from past Ally Awards were also included. This database consisted of the primary historical donors that would participate within the study.

Data Gathering and Analysis

Historically, the process of receiving donations on their website provided One Colorado with little insight into what motivated each donor to donate. There was no way to segment the donor population by various demographics, donation amounts, and what drove a donor to give on a recurring basis versus a one-time donation. Given this study's aim to answer the two research questions and to help fill One Colorado's gap in knowledge about their donors, the research design was built with this need in mind. Below Figure 6: *Data Gathering and Analysis Aligned with Donor Experience*, provides a visualization of the stages in this study to gather data, along with the donor experiences for each of the steps described.

Figure 6

Data Gathering and Analysis Aligned with Donor Experience



Donation and Request for Participation

In 2020, individuals could donate to One Colorado by accessing a “Donate Now” page through the organization’s website (<https://one-colorado.org/>). As donors filled out the donation form, they were asked to provide the following information and invited to participate in the research via a survey link:

1. The amount they wanted to donate and whether it was a recurring donation,
2. Personal information, such as name, address, phone number, and email,
3. Whether this donation was in honor or memory of someone, and

4. Payment information.

Quantitative Survey

The initial quantitative survey was emailed to the entire One Colorado donor population (N=566), which included past and current donors. Of these donors, the development manager was able to use email tracking software to ascertain that 250 ultimately opened the email, and 70 clicked on the link. The quantitative survey ultimately garnered 58 responses. These raw numbers represent a 44.1% open or engagement rate, and a 23.2% response rate from those who opened or engaged with the email. The 23.2% (n=58) response rate was the final sample size after sending two emails, an initial recruitment attempt and a follow-up attempt. The language that was used to introduce this survey to donors can be found in Appendix A: *Recruitment Language in Quantitative Survey*. The language of the survey can be found in Appendix B: *Quantitative Survey Format*.

Qualitative Interviews

Non-probability volunteer sampling was used to recruit donors for the semi-structured qualitative interviews. The sample was obtained from those who answered “yes” by filling out their name and contact information to the last question of the quantitative survey: “If you are interested in a follow-up interview (via phone call, Zoom video conference, or in person at the One Colorado office) please fill out your name and contact information and we will reach out to you to schedule a 15-20 minute interview. Your participation in this study is extremely important and will assist in building long-term sustainability for One Colorado and all of the work advocating for lesbian, gay, bisexual, transgender, and queer (LGBTQ) Coloradans and their families.” There was no compensation offered for this interview, which may have limited the

number of “yes” respondents. Importantly, for those who did not answer “yes” to the question above, their responses were completely anonymous and no personally identifiable data were collected.

Sequential Explanatory Mixed-Methods Research Design

The research design had scheduled the quantitative survey to be administered during the winter of 2019-2020, with the quantitative interviews to follow during the spring of 2020. The design would provide time to analyze the quantitative data and offer ample time to further develop the qualitative interview questions. The follow-up qualitative interviews were set to be in the form of focus group discussions at the One Colorado office in Denver, CO over three or four sessions, with three to five donors per session.

Given that this part of the study was scheduled to occur in spring of 2020 at the height of COVID-19, the qualitative data gathering had to be shifted to one-on-one, semi-structured interviews. This change affected the number of interviews in several ways. Logistically, it required more time to conduct these interviews given they were individual and not in a group setting. Second, participant drop-out was higher than expected, with several participants declining at the last minute due to the pandemic’s effect on available free-time and/or mental bandwidth to participate in this study. An additional half-dozen went unresponsive, despite initially signing up to be interviewed for this study. This ultimately resulted in getting less interviewees than originally expected. Due to these factors, the final interview pool ended at six interviewees, with four identifying as LGBTQ (two gay, one lesbian, one pansexual) and two identifying as allies.

The survey questions for both the quantitative survey and the semi-structured quantitative interviews incorporated concepts identified in the literature review and the conceptual frameworks. The survey methods incorporated questions to answer how the concepts of social identity theory, impact philanthropy theory, and relationship management theory influenced One Colorado's donor base and the subsequent donations the organization received.

To ensure compliance of human research, the proposed sequential explanatory mixed methods study was submitted to Vanderbilt University's Institutional Review Board (IRB) as a quality improvement project. IRB approval for the qualitative study was granted on December 4, 2019.

Quantitative Analysis

To better understand the donor population and their motivations, the first step was to develop and distribute a survey that could be sent to donors to One Colorado. Appendix B: *Quantitative Survey Format* shows the 10 questions asked, which balanced the research questions of this study with the organization's own questions about their donor population. The quantitative survey's primary intent was to provide insight into why individuals choose to donate to One Colorado, and what would make them want to be a recurring donor to One Colorado. Rooted in the conceptual frameworks of social identity theory, impact philanthropy theory, and relationship management theory, the survey sought to understand how these concepts influenced donor behavior and long-term donor retention.

Some of the questions were adapted from prior research methods. One in particular was from the work of Misje et. al. (2005), who surveyed the motivation, recruitment, and retention of voluntary non-remunerated blood donors. While blood donation and monetary donation are, of

course, inherently different, the survey questions in their questionnaire aligned well with this study. This was adapted and used as a guide for several of the questions to understand donor motivation across multiple dimensions that probed donors' sentiments (Misje et al., 2005). Data on donor motivation that was of interest would be explored further in the semi-structured qualitative interview questions.

To maximize the number of respondents, the quantitative survey was kept as short as possible. Informed by studies showing an inverse response rate to survey length up to 1,000 words (Jepson et al., 2005; Ziegenfuss et al., 2013), the final quantitative survey had a total of 749 words, with 208 words in the introduction, a disclaimer, and 541 words within the actual survey. Survey Monkey (www.surveymonkey.com) was used to conduct the quantitative survey.

Responses

Attached to Appendix C: *Quantitative Survey Responses* were the responses as shown in the survey platform used. A breakdown of responses was included by percentage and raw number. The sample size consisted of 58 unique individuals, though only six questions received 100% response rate. Several questions allowed respondents to skip a response. The number of respondents and the number who skipped per question were included. The most skipped question was for the last question, which was optional to solicit any donor interest in having an additional conversation in the form of the qualitative interview. Some questions also included a "fill in" option to prompt additional options that had not been considered in the creation of the survey response options. One example of this was the first question regarding identity, to understand LGBTQ identity, where lesbian, gay, bisexual, transgender, queer or ally might not be the

category that matches that person’s identity. Beneath each question were “Researcher Notes,” which helped provide additional context, specifically noting the purpose of questions.

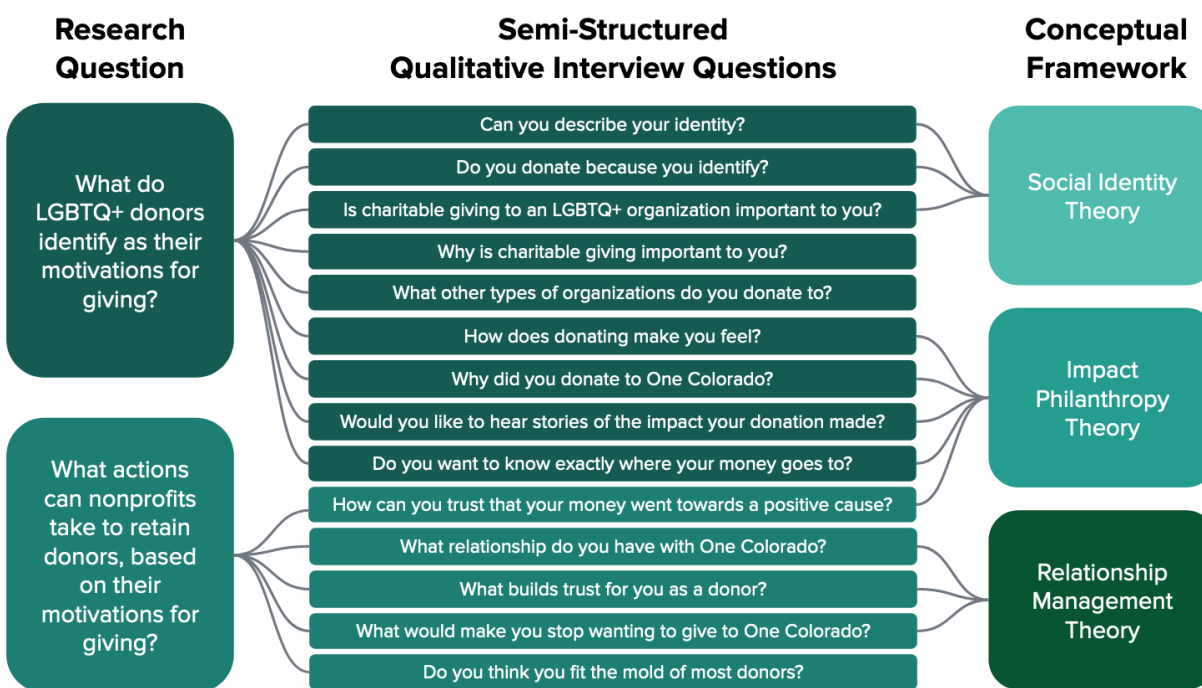
Qualitative Analysis

After review and analysis of the quantitative survey results, a follow-up with the semi-structured qualitative interviews sought to explore the research questions further and help identify themes that fit within the defined conceptual framework. The interviews were semi-structured with open-ended as well as close-ended questions. The purpose of this research method was to take what was learned through the quantitative survey and solicit additional data to recommend any necessary pivots to One Colorado’s current behaviors when it comes to donor retention.

An interview guide, Appendix D: *One-on-One Semi-Structured Interview Talking Points*, was created as a framework for the conversations. Through the semi-structured interview process, it was important to have a guide to direct the conversation with each donor to ensure that there was a level of consistency. The below Figure 7: *Research Questions Connected to Interview Questions* helped frame why each question was included, specifically in relation to the two primary research questions and the links to the conceptual frameworks of social identity theory, impact philanthropy theory, and relationship management theory.

Figure 7

Research Questions Alignment with Interview Questions and Conceptual Framework



Several applications and platforms were considered for qualitative coding. However, due to the small number of qualitative interviews, it was decided to thematically code using Excel and Word. Through the 3.77 hours of interviews, over 31,000 words were collected and transcribed. While qualitative data analysis software such as NVivo was considered, the decision was to use Excel and Word, readily available products to conduct the qualitative data analysis process. Following the process outlined by Ose (2016), the analysis was conducted through the following ten steps:

1. Collect the data.
2. Transcribe the audio files.
3. Transfer the text from Word to Excel.

4. Prepare the Excel document for coding.
5. Code in Excel.
6. Prepare the coded interviews for sorting.
7. Sort the data.
8. Transfer quotes and references from Excel to Word.
9. Sort the text into a logical structure based on the coding.
10. Analyze the data. (p. 3)

The conceptual framework was the primary driver for the thematic analysis. The majority of the deductive coding was linked to the predefined concept themes associated with the three theoretical models within the conceptual framework: social identity theory, impact philanthropy theory, and relationship management theory. Below, Table 4: *Qualitative Coding Thematic Analysis* shows the categorical codes used throughout the thematic analysis to align the interview data provided by the interviewees with the pre-defined theoretical themes.

Table 4

Qualitative Coding Thematic Analysis

1	Presentation	18	Taxes
2	Donor motivation	19	One-time donation
3	Sexual orientation	20	Recurring donation
4	Family members	21	Stop donation
5	Executive director	22	Fundraising
6	Legislation/politics	23	Lobby Days
7	Marriage equality	24	Events
8	Education	25	Coffee chat
9	Children/youth	26	Impact of donation
10	Money	27	Mission
11	Volunteering	28	Relationship
12	Bleeding Heart	29	Expectations
13	Other philanthropic organizations	30	RMT - Reciprocity
14	Humane Society	31	RMT - Responsibility
15	Profession	32	RMT - Reputation
16	Retirement	33	RMT - Reporting
17	Appreciation	999	Interview banter

Responses

Of the 58 respondents to the quantitative donor survey, 13 agreed to the semi-structured qualitative interview. These raw numbers represented a 22.4% volunteer rate. Each donor was contacted by their preferred method of communication (6 email, 1 phone, 1 text, and 5 no preference); those who had no preference were emailed. Appendix E: *Recruitment Language in Qualitative Interview* showed the recruitment messages. All participation was voluntary. Those that opted into the interview process were provided with a document to sign, shown in Appendix F: *Consent for Participation in Research Interview*. Most interviews lasted between 30-40

minutes (the shortest interview lasting 27 minutes and the longest interview lasting 58 minutes). All participants were assigned a code based on their interview date to ensure anonymity and maintain confidentiality.

Data Collection

The data collected during the qualitative interviews include information regarding sexual preference, which is considered information about participants that could be harmful if released. As such, only the principal investigator for this study and the employees of One Colorado will have access to this information. The data is stored on a secured platform via Box.com's Cloud-Based Computing and Data Storage Services, which was through Vanderbilt University and approved by VUMC. Both the video recording link and the corresponding transcripts (recorded via transcription services from Otter.ai) are stored securely. Together, there are about 3.77 hours of recordings and transcripts from the semi-structured qualitative interviews.

Research Findings

Four primary findings came out of this research and study design. Findings 1 and 2 address the first research question: What do donors identify as their motivations for giving? Findings 3 and 4 resulted from the second research question: What actions can nonprofits take to retain donors, based on their motivations for giving?

Finding 1

LGBTQ donors and ally donors have notable differences in the initiatives they wish to fund.

The first question of the quantitative survey asked donors to identify their sexual orientation. One Colorado has known that a majority of their donors are LGBTQ donors. Data confirmed this assumption, with about two-thirds identified as LGBTQ donors and about one-third identified as ally donors from the total population (N=566). Demographics of the donors surveyed provide a more concrete answer of the population, reporting to be 6.9% lesbian, 42.1% gay, 5.2% bisexual, 17.2% transgender, 10.3% queer, 31% ally, and 1.7% prefer not to say¹ of the sample population (n=58). The final interview pool ended at six interviewees, with four identifying as LGBTQ (two gay, one lesbian, one pansexual) and two identifying as allies.

Across the seven areas of work in which One Colorado engages, there were several notable differences in program interest and importance between those identifying as an LGBTQ and those identifying as Ally. This was identified through Q2: *Which of One Colorado's program areas are you most interested in your donation funding? (Check all that apply)*. Below Table 5: *Q2 Analysis by Population* is the data from this sample.

¹ The one “Prefer Not to Say” donor is excluded when comparing populations but is included in the totals.

Table 5

Q2 Analysis by Population

	Health Equity	Political Priorities	Trans-gender Equality	Racial and Economic Justice	Civic Engagement	Safe Schools	LGBTQ Youth
	Ensuring LGBTQ people have equal access to healthcare that meets their needs	Advocating for pro-equality policies, legislation, and elected officials	Expanding protection for Transgender Coloradans	Addressing barriers for LGBTQ people of color and low-income individuals	Educating pro-equality voters	Training educators and admin on addressing bullying	Empowering our next generation of LGBTQ youth by expanding One Colorado GSA network
Lesbian (n=4)	1 25.00%	3 75.00%	1 25.00%	3 75.00%	1 25.00%	1 25.00%	4 100.00%
Gay (n=25)	18 72.00%	22 88.00%	13 52.00%	14 56.00%	18 72.00%	17 68.00%	20 80.00%
Bisexual (n=3)	1 33.33%	2 66.67%	1 33.33%	1 33.33%	2 66.67%	2 66.67%	2 66.67%
Transgender (n=1)	1 100.00%	1 100.00%	1 100.00%	1 100.00%	1 100.00%	1 100.00%	1 100.00%
Queer (n=6)	5 83.33%	5 83.33%	5 83.33%	4 66.67%	6 100.00%	3 50.00%	3 50.00%
Total LGBTQ (n=39)	26 66.67%	33 84.62%	21 53.85%	23 58.97%	28 71.79%	24 61.54%	30 76.92%
Total Ally (n=18)	11 61.11%	12 66.67%	11 61.11%	10 55.56%	8 44.44%	16 88.89%	13 72.22%
<i>Prefer not to say (n=1)</i>	<i>1 100.00%</i>	<i>1 100.00%</i>	<i>1 100.00%</i>	<i>0 0.00%</i>	<i>1 100.00%</i>	<i>1 100.00%</i>	<i>1 100.00%</i>
Total (n=58)	38 65.52%	46 79.31%	33 56.90%	33 56.90%	37 63.79%	41 70.69%	44 75.86%

Below in Table 6: *Q2 Summary Differences by Donor Population* is a breakdown of each program interest. Each program interest was ordinarily configured to show differences between ally donors and LGBTQ donors, with the most extreme examples in the far left and right. Any negative numbers represent areas where ally donor sentiment was stronger than LGBTQ donor sentiment for each of the different types of initiatives that One Colorado champions.

Table 6

Q2: Summary Differences by Donor Population

	<i>More important to ally donors</i> ←————→ <i>More important to LGBTQ donors</i>						
	Safe Schools	Trans-gender Equality	Racial and Economic Justice	LGBTQ Youth	Health Equity	Political Priorities	Civic Engagement
	-27.35%	-7.26%	3.42%	4.70%	5.56%	17.95%	27.35%
LGBTQ	61.54%	53.85%	58.97%	76.92%	66.67%	84.62%	71.79%
Ally	88.89%	61.11%	55.56%	72.22%	61.11%	66.67%	44.44%

The most notable program interest difference that LGBTQ donors focused on versus ally donors was regarding Civic Engagement (educating pro-equality voters). LGBTQ donors were more likely to say that this was important, at 71.79%, versus 44.44% of ally donors, a difference of 27.35%. This focus on education contextualized by one interviewee, who shared, “I think digestible education that helps people understand why they should care goes a really long way ... there’s groups that don't even realize how marginalized [the transgender] population is and how many health disparities they have in comparison to other populations and how few resources there are. And so, I think education goes really far because I think most people care when you dig and dig and dig” (Interviewee 331A).

LGBTQ donors also felt very strongly that the donations should go towards Political Priorities (advocating for pro-equality policies, legislation, and elected officials), at 84.62%, versus 66.67% of ally donors, a difference of 17.95%. Interestingly, each of the four LGBTQ interviewees worked in politics: two in law (Interviewees 324A and 424A), one in public policy (Interviewee 331A), and one in lobbying (Interviewee 428A). The small sample size of the qualitative interview pool made it difficult to extrapolate the correlation between sexual orientation and profession, though this was of interest and noted by the researcher.

Regarding Political Priorities, one of the LGBTQ donors stated, “I see [One Colorado] as the number one LGBTQ advocacy organization in the state. You know, I think they initially were very narrowly focused toward equity and civil unions, at least when I first started with them and then that rapidly shifted into marriage [equality]. That is the reason we got involved with them” (Interviewee 428A). Other donors brought up same-sex marriage in their responses as one of the first reasons why they became involved with One Colorado, “the legalization of gay marriage has been directly correlated to decrease in suicide and how if people are less marginalized, they tend to better health outcomes, which is no real surprise there” (Interviewee 331A). For LGBTQ donors, they see the fight for pro-equality policies and legislation as the primary reason to donate to One Colorado.

On the reverse, the top priority for ally donors was Safe Schools (training educators and administrators on addressing bullying). Of the ally donors that responded, 88.89% indicated interest in having One Colorado work on Safe Schools, versus only 61.54% of LGBTQ donors. Of all the donors interviewed, the two ally donors discussed children and the youth the most. They were also the only two who brought up having children. “Children are very, very important. And so, if I see a kid selling for school or football or choir or whatever, I give money to that all

the time” (Interviewee 330A). Both interviewees had gay children, one transgender and one lesbian.

When asked “when you think of donating to One Colorado, where do you wish your money to go?” one respondent answered in the context of children,
...to promote safety and well-being and probably education for people around transgender issues... I think it would be beneficial to have an organization that took more educational opportunities to introduce the concept to the general public... being transgender doesn't make you a monster. In my heart, my kid is the same kid that she always was. And I think the stigma around it needs to be diluted because so many people don't know that these kids are just the same kids as their children, gay or transgender, they're real people with real lives and real hearts and it's just something that maybe if they knew more about it, they wouldn't be so afraid of it. (Interviewee 319A).

This personal story showed the struggle transgender children, and their parents have, and how they viewed education as a solution to their lived experiences. Unfortunately for these ally donors, the issue of safe schools wasn't as high of a priority for other donors as it was for them. One LGBTQ donor perfectly summed up the differences when asked a similar question: “[One Colorado] got into safe schools. They got heavily into trans issues. And trans issues are important. I wouldn't say they are as high on my list of importance as marriage equity was” (Interviewee 428A).

Areas that both groups tended to agree were Health Equity (ensuring LGBTQ people have equal access to health care that meets their needs), Racial and Economic Justice (addressing barriers for LGBTQ people of color and low-income individuals), and LGBTQ Youth (empowering our next generation of LGBTQ youth by expanding One Colorado's Gay-Straight

Alliance network). Surprisingly, there was a 7.26% difference on the topic of Transgender Equality (Expanding protection for Transgender Coloradans), with 61.11% of ally donors wanting One Colorado to use their donation to Transgender Equality, versus 53.85% of LGBTQ donors. Further dissecting the LGBTQ population, 85.71% of queer and transgender donors thought this was important. Only 14 of 32 lesbian, gay, and bisexual donors had this as their priority, at a low percentage of 43.75%, the lowest importance on any of these areas. Unfortunately, this shows continued bias even within the LGBTQ community towards transgender rights and protections.

Finding 2

LGBTQ donors and ally donors also have notable differences in their motivation for donating.

To better understand donor motivation, the quantitative survey asked each donor to describe themselves against statements on a Likert scale. The framework for these questions followed the work of Misje et. al. (2005) originally used to understand donor motivation for blood donors but found to have many parallels to this study's research question of donor motivation. These were tied to Question 4 of the quantitative survey, where respondents were asked to assess their sentiment for the following (Likert Scale - Strongly Agree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree, N/A). Below in Table 7: *Q4 Donor Motivation Descriptive Statistics* showcase the Likert scale responses from each of the nine donor motivation statements:

- Q4.1: Charitable giving is important to me
- Q4.2: Charitable giving to an LGBTQ organization is important to me
- Q4.3: I tend to donate to organizations that help people like myself

- Q4.4: I am motivated to donate to right a social injustice
- Q4.5: I donate because I feel compassion towards those who receive it
- Q4.6: If I don't contribute, no-one else will
- Q4.7: My colleagues and friends think it is important that I donate
- Q4.8: My partner or significant other thinks it is important that I donate
- Q4.9: Whenever I see the One Colorado logo or an advertisement for donation, I get a good feeling

Table 7

Q4 Donor motivation descriptive statistics by mean

Question	Statement	N	Mean	Standard Deviation
Q4.2	Charitable giving to an LGBTQ organization is important to me	50	4.62	0.878
Q4.1	Charitable giving is important to me	50	4.48	1.074
Q4.4	I am motivated to donate to right a social injustice	48	4.37	1.044
Q4.5	I donate because I feel compassion towards those who receive it	47	4.3	1.061
Q4.9	Whenever I see the One Colorado logo or an advertisement for donation, I get a good feeling	49	4.27	1.016
Q4.8	My partner or significant other thinks it is important that I donate	35	3.46	1.521
Q4.3	I tend to donate to organizations that help people like myself	46	3.11	1.14
Q4.7	My colleagues and friends think it is important that I donate	41	3.05	1.139
Q4.6	If I don't contribute, no-one else will	49	2.39	1.057

The above N represents the number of actual answers received on the Likert scale. The mean was calculated from strongly agree (5), agree (4), neither agree nor disagree (3), disagree (2), strongly disagree (1), and N/A (omitted). The standard deviation showed the variation from the mean. The most agreeable statement across all donors was Q4.2: *Charitable giving to an LGBTQ organization is important to me* with the mean of 4.62 and the smallest standard deviation of 0.878. The least agreeable statement was Q4.6: *If I don't contribute, no-one else will* at 2.39.

To compare the differences between these two independent groups (1: Ally, 2: LGBTQ), the Mann-Whitney U test was deemed ideal as the scale was ordinal but not normally distributed. This question, with all nine statements (Q 4.1-Q 4.9 above) acted as the gateway to better understand donor motivation, which helped bridge the gap from donor motivation (desire) to donor retention (behavior), to better understand how donors see themselves and how nonprofit organizations could best meet their donors closer to where they are at.

Interestingly, one of the least agreeable statements, Q4.3: *I tend to donate to organizations that help people like myself*, at 3.11, showed a discrepancy when distinguishing the 46 respondents between LGBTQ donors and ally donors. The mean for LGBTQ donors was 3.47, whereas for ally donors was 2.44, signifying that LGBTQ donors do factor social identity more into their philanthropic giving decisions than ally donors. Further dissecting the LGBTQ donor population down to the 25 gay respondents, the mean increased to 3.79. This statement showed the strongest link between gay men and their social identity, that they had a stark difference between their motivations versus the motivations of ally donors. This was also cataloged in the qualitative interviews, when a lesbian donor was asked whether or not she thought she fit the mold of most donors, she answered, "Sorry. No, I don't. It could be totally

misconception on my part, but I feel like One Colorado is mostly older gay men” (Interviewee 424A). If the percentage of gay men from the quantitative survey pool was indeed representative of One Colorado’s donor base, then this would indeed be true, as nearly half of all donors in this research identified as gay.

While much of social identity theory in this capstone project focused on the links between LGBTQ identity and giving to an LGBTQ organization, one ally donor provided meaningful insight into their motivations for donating to One Colorado that are tied to their unique social identity. This study found that 16 of 18 ally donors specifically donate money to benefit the Safe Schools initiative to prevent bullying. The initial hypothesis was that these ally donors did so because they had children who identified as LGBTQ and may have wanted to help make schools safer for their kids. However, one donor shared, “I’ve always believed that education is very important, and I also know how people can be bullied and if you’re not the norm, whatever that norm is. I moved a lot when I was a kid, and I was usually the recipient of bullying” (Interviewee 330A). According to social identity theory, humans self-categorize into groups that they belong to and this statement provided insight into this person’s social identity formation. Funding anti-bullying is seen against the context of being bullied herself and identifying as a bullied child. The motivation of this particular donor to help those who have been bullied was because she shared similar negative experiences as a child, an insight that wouldn’t have been known without the qualitative interviews.

This data showed how a subset of social identity theory could play a role in donor motivation. Gay men donated to One Colorado more because they believed that their donation helped gay men like themselves. Similarly, at least one ally donor donated because One Colorado helped create safe schools that helped eliminate bullying, an experience that she went

through as a child. Below, Figure 8: *Q4 Mann-Whitney Test Ranks and Test Statistics* show how each statement was ranked across the two groups (1: Ally, 2: LGBTQ).

Figure 8

Q4: Mann-Whitney Test Ranks and Test Statistics

Mann-Whitney Test

	Ranks			
	Group	N	Mean Rank	Sum of Ranks
Q1	1	17	24.94	424.00
	2	33	25.79	851.00
	Total	50		
Q2	1	16	21.88	350.00
	2	34	27.21	925.00
	Total	50		
Q3	1	16	15.84	253.50
	2	30	27.58	827.50
	Total	46		
Q4	1	17	23.91	406.50
	2	31	24.82	769.50
	Total	48		
Q5	1	17	25.32	430.50
	2	30	23.25	697.50
	Total	47		
Q6	1	17	29.65	504.00
	2	32	22.53	721.00
	Total	49		
Q7	1	12	20.42	245.00
	2	29	21.24	616.00
	Total	41		
Q8	1	12	16.33	196.00
	2	23	18.87	434.00
	Total	35		
Q9	1	17	25.15	427.50
	2	32	24.92	797.50
	Total	49		

Test Statistics ^a									
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Mann-Whitney U	271.000	214.000	117.500	253.500	232.500	193.000	167.000	118.000	269.500
Wilcoxon W	424.000	350.000	253.500	406.500	697.500	721.000	245.000	196.000	797.500
Z	-.247	-1.619	-2.917	-.248	-.558	-1.731	-.213	-.721	-.058
Asymp. Sig. (2-tailed)	.805	.106	.004	.804	.577	.083	.832	.471	.954
Exact Sig. [2*(1-tailed Sig.)]							.854 ^b	.503 ^b	

a. Grouping Variable: Group

b. Not corrected for ties.

Ultimately, every donor had a set of unique reasons for donating. The reasons to donate were multi-faceted and varied based on the current political climate. A comment from one gay donor showcased the varied nature as to why he donated, spanning nearly every initiative that One Colorado worked on:

You know, I've based on other things I've done like I've seen discrimination ... Another thing I did once was some volunteer work. I was doing a little. I would occasionally see LGBT youth kicked out of their homes, when they were, or they'd aged out of foster homes and [have] no place to go. Also, the workplace, to a lesser extent, some trans rights. When I lived in California, there were a couple of initiatives against gay rights, Prop 8... it's just a need that I see something and fear I can, I can help. (Interviewee 424A)

While this may be the case, it was important to recognize that LGBTQ donors had different needs and wants than ally donors, and it would benefit One Colorado to adjust their approach based on what donors they are trying to influence.

Finding 3

Storytelling has a profound effect on making donors feel that their contribution directly impacted the organization.

Testing impact philanthropy theory in the quantitative survey provided the most concrete answer of the study. When asked “Do you believe your donation makes a difference in our mission?” 96.6% of respondents answered, “Yes,” 0% answered “No,” and 3.4% answered “Unsure.” Only two respondents wanted to learn more; the rest knew or believed that their donation was making a difference in the mission. This corroborated with the existing research that impact philanthropy was very much an important sentiment among donors, at least among One Colorado donors. Understanding that there was such a correlation between current donors and their feelings that their donations were making an impact on One Colorado’s mission affirmed with the organization how important it was to continue to drive this sentiment with donors.

Given that nearly 100% of donors believed they had an impact on One Colorado, a follow-up question on motivations to donate on a recurring basis was asked to understand any links between impact philanthropy to recurring donations, One Colorado’s goal. Relating back to Kelly’s (2001) four elements requiring the attention of fundraisers – *reciprocity*, *responsibility*, *reporting*, and *relationship nurturing* – the goal was to understand whether any of these were more important than the other. The answers scoring the highest were “reporting,” such as sharing a story about the impact their donation made (58.49%) and “responsibility,” such as whether the organization had demonstrated through their actions that they were worthy of supportive attitudes and behaviors (49.06%).

During the semi-structured qualitative interviews, several open-ended questions were asked to understand what factors would influence a donor’s future actions, and therefore donor retention. Among these were:

- Do you believe all organizations are as efficient with your donation dollars?

- What relationship do you have with One Colorado?
- What would make you trust that your money went towards a positive cause?
- How do you distinguish between those that you want to donate to and the ones you end up not donating to?
- What would make you stop wanting to give to One Colorado?

The information gleaned from these questions helped confirm the importance of both “reporting” and “responsibility.”

“Reporting” keeps donors informed about developments related to the organization through communication. Donors were quick to elaborate on the effect storytelling had on their actions. One donor shared:

...Stories do have power. They definitely do... For me personally, and it's not so much about, like, you know, Billy had this experience. And I'm like, okay, good for you, Billy. But I think quantifying it in some way like we had a summit, and we were able to reach this many people. And after having this impact, here's sort of what we think the downstream impact will be, or we were able to give scholarships to this many people, and One Colorado already does this like really keeping track of [legislation] bills and how they directly or indirectly influence bills and sort of the wins ... So, it's not, it doesn't feel like the intentions to create a feel-good story, but it's really like we want to let you know what the impact is. And by the way, that happens to feel good. And that those are the things I think that resonate with me and actually demonstrating impact rather than just saying it's happening. (Interviewee 331A)

Another donor mentioned:

Just hearing the kid’s stories of how these organizations have saved their lives and provided them with hope. You know, it definitely touched me to want to give more money or to want to advocate for them more.” Furthermore, this donor quantified the impact, mentioning, “Here’s a perfect example – The Ally Awards dinner right, never heard of One Colorado. I went because it was a gay event that I wanted to go to, paid \$150 to just go to the event and then the trans girl got up and told her story about fighting for her trans, you know, for her rights and all this stuff. And the next thing I know, I made a \$1000 donation. It’s like, you have to get me to the event, and you have to tell me a story that touches my heart and then I will open my wallet. Is that fair? (Interviewee 424A)

“Responsibility” was defined differently among donors. Several donors described their verification process to ensure nonprofit responsibility, each citing a resource that they used to identify nonprofit organizations that fit their expectations. One shared, “I am pretty picky about making sure there’s solvency in the organization and that they’ve had a history of success and making things move forward with their causes” (Interviewee 319A). Another recalled back to their first time donating to One Colorado, “I’m sure I did a little research on the organization before I donated the first time and so I probably went to Charity Navigator, saw the numbers... so I have that confidence” (Interviewee 324A). Yet another used an interface called Colorado Donor Network, which helped identify progressive organizations for donors to give to, essentially providing a filter of reputable organizations to make donations to. While each donor shared a different means of assessing a nonprofit’s responsibility, each has demonstrated this element’s importance through their actions shared above.

Although on the lower end of the spectrum, information regarding reciprocity and relationship nurturing also helped provide the full picture of what donors expected out of their relationship with One Colorado. Relationship nurturing, at 22.64%, was the importance that nonprofits had genuine intentions to build a relationship with the donor. One Donor helped provide insight into relationships, conveying, “Everybody at One Colorado in Denver does a really good job about just being appreciative and being respectful and having conversation. Once they get a check where it's not just about getting a check, you know, they'll call me to do things like this, or they'll reach out if they have a special project” (Interview 319A). Recounting a time where she didn't feel that a representative of One Colorado appreciated their relationship, she added:

A lack of appreciation. And have calls not returned or not, you know, never having effort being strong enough to actually put something together. That's off putting to me, and it makes me not feel as good about giving money to them as I -- although I do, although I do, I try to support them, and I continue to try to go to their events when I can. And I still have yet to sit down and meet with the person that's up here as their representative and I can't tell you why she's either too busy or she's not interested or she's shy or she's not, you know, I don't know what, I don't know how to explain that.” (Interviewee 319A)

Finally, with reciprocity at 3.77%, it was the lowest of the elements and wasn't explored much in the qualitative interviews.

While each part of Kelly's (2001) relationship management theory is important, the element that was most important to donors both through the quantitative survey and the qualitative interview was “reporting.” One interviewee summarized it best:

I think when there's a story behind anything, it makes it more real and it makes the issue come to light in a deeper sense and stories, especially success stories that can be shared, I think really help people realize that they're having impact and that their money is being used wisely and that it's really doing something rather than just supporting the administration of a program ... I am in fact, most likely to give money when I know it's helping somebody or when there's a story behind what it's being used for, what it's needed for and you can make a direct connection with an outcome.” (Interviewee 319A).

The importance of reporting or storytelling shows that a focus on this could result in higher recurring donations – One Colorado’s goal.

Finding 4

The executive director’s reputation had a large effect on the feelings of donors and could influence donations in a positive and negative way.

During the conversations with donors, an unexpected theme emerged. Several donors shared that they felt a strong connection to the executive director, to the point where they would consider staying more loyal directly to the executive director than to One Colorado. One donor painted a picture:

I feel so strongly about Daniel and know that he's really a great leader and they're making progress in Denver. So, I continue to support them, but I don't know. You know, honestly, I don't know if I would continue to do that if it weren't for Daniel. I know Daniel. I think that their executive directors have a lot to do with whether I will support

them and continue to support them, because I think the leader at the helm has a lot to do with where the organization will go and what they will accomplish. (Interviewee 319A)

Another donor shared:

Daniel, you know, I consider Daniel a friend. And you know he is good about calling when we haven't come through with a sponsorship, he's good at calling and reminding me of what they're working on and he's, he's good at that. So, you know, again, this is where there's a relationship, the relationship is important.” (Interviewee 428A)

Furthermore, the executive director himself shared the importance of cultivating relationships as their top priority. This was because donations had declined prior to them taking the role and nearly put the organization in jeopardy (D. Ramos, personal communication, October 8, 2019). The relationship nurtured between donors and the executive director could present a risk to the organization if the wrong person was at the helm of the organization.

Recommendations

Following the connections of social identity theory and impact philanthropy theory, and considering the framework of relationship management theory, the following are recommendations of policy and practice to promote donor retention at One Colorado. The below are the interventions recommended to One Colorado.

Recommendation 1

One Colorado should segment its donor base to appeal to the separate program interests and donor motivations of LGBTQ and ally donors.

While all donors to One Colorado are important, segmentation may help One Colorado focus on disparate program interests and motivations of their donor base. Finding 1: *LGBTQ donors and ally donors have notable differences in the initiatives they wish to fund* and Finding 2: *LGBTQ donors and ally donors also have notable differences in their motivation for donating* provide evidence that these two populations are more separate in identity than previously considered. In order to maximize individual donations from both parties, it is important for One Colorado to understand the similarities and differences between these two populations and appeal to them separately.

For LGBTQ donors, One Colorado should continue to focus on their political priorities of advocating for pro-equality policies, legislation, and elected officials, as well as empowering the next generation of LGBTQ youth by expanding One Colorado's Gay-Straight Alliance network. These are two areas that speak to the LGBTQ donor base and should be highlighted to them. To best appeal to ally donors, One Colorado should focus its efforts on addressing safe schools,

which helps train educators and administrators on addressing bullying. This may be because ally donors to One Colorado are more likely to be parents of bullied LGBTQ youth and therefore are more important to this population. More research should be done to better understand this population, as the sample size for ally donors was less statistically relevant than LGBTQ donors.

Ultimately, this study supported a recommendation of a targeted approach to donor retention. A one-size-fits-all blanket strategy to address donor retention would likely be less effective than understanding these unique populations. By engaging with LGBTQ donors and ally donors separately, One Colorado may see marketed improvement in their mission speaking to the donor, and thus may provide a bigger return on their investment of time and resources. One Colorado should continue to collect this data during the donation soliciting process after this capstone project. The survey to understand donors could be placed on the donation website, urging donors to share more information about why they wanted to give money to the organization.

Recommendation 2

One Colorado should integrate storytelling and reporting into communications it sends out to increase recurring donations.

Reporting, or storytelling, was found to be particularly impactful on donor retention and donor charitable giving. Both the quantitative survey and the qualitative interview suggested that when an organization appears to the donor as answerable to donors, they are more likely to be motivated to donate repeatedly. Nonprofits need to keep their donors informed about developments related to the opportunity or problem for which support was sought. To do this,

consistent communication of wins and losses and next steps help donors feel that they are involved with the organization. It is also important to donors that they feel that their donation is needed and that their donation has an impact on the initiative that matters to them the most. Not only should donors receive copies of the organization's publications including its annual report, but they should receive feedback relating to progress on initiatives as they progress. Hearing stories about individuals that have benefitted from the work that has been done has also been acknowledged as particularly impactful.

One Colorado hired a development and communications coordinator in early 2020, at the start of this capstone project. The recommendation is that this coordinator specifically focus on storytelling during the process donor prospecting and retention to best show stories of the impact that donors made. The recommendation would be to start cultivating stories on the three most important program interests, Political Priorities (advocating for pro-equality policies, legislation, and elected officials), Safe Schools (training educators and administrators on addressing bullying) and LGBTQ Youth (empowering our next generation of LGBTQ youth by expanding One Colorado's Gay-Straight Alliance network). The development and communications coordinator should also partner with youth and schools program manager to get stories of the impact on Safe Schools and LGBTQ Youth specifically. One Colorado could present stories guest-written by the GSA Leadership Council (biographies publicly available on the One Colorado website <https://one-colorado.org/>) to get these stories in front of donors more often. Targeting donors at the Ally Awards and in frequent email communications could help build on the great work that the organization is already doing as well.

One Colorado does have a presence on social media and should use these platforms for more storytelling. The development and communications coordinator should craft donor

stewardship presentations and communications in conjunction with the GSA leaders to gain new audiences and appeal to wider audiences. They can also come up with new ways to share the impact donations have, such as creating fundraising milestones and obtaining testimonials from those most positively impacted. Finally, One Colorado should utilize events that generate hype, such as Pride celebrations and National Coming Out Day to maximize their message to donors.

Recommendation 3

One Colorado should invest heavily in choosing a replacement executive director that best exemplifies relationship building.

In June 2020, the executive director announced their departure from One Colorado, effective August 1, 2020 to pursue their next endeavor after seven years at the organization. Given that they are no longer a part of One Colorado, the organization should invest heavily in choosing a replacement executive director that best exemplifies relationship building. As of early Fall 2020, a replacement has not been named yet. Meanwhile, One Colorado should hire an interim executive director to ensure that this transition does not negatively impact the organization's ability to continue their work. This person should create and lead a transition committee made up of the senior members of the organization's team, as these would be the people helping onboard the new executive director and would know most about the personality type and behaviors that would best fit this role.

Considering how the former executive director had been the "face" of the organization for many years, having this interim director will help continue One Colorado's mission while the board of directors is able to conduct a long and robust search for someone who is ideal for the

organization. Part of this hiring process and the transition plan should entail assessing the former executive director's performance and to evaluate what worked well and what could have been better. This can help dictate the type of executive director best for One Colorado.

The recommendation from this research is that One Colorado should put weight into finding someone who exemplifies relationship building and operates similarly to the way the former executive director did in their role. Through the qualitative interviews, most of the respondents thought favorably of the work that done during their time. The former executive director also worked within One Colorado for several years before becoming executive director, so the organization could also use this time to identify or cultivate future leaders within One Colorado that would be fit for this role currently or in the future.

Discussion and Conclusion

This capstone project aimed to answer the following problem of practice: How can a nonprofit increase donor retention for long-term LGBTQ nonprofit sustainability? Two research questions were asked to understand what donors identify as their motivations for giving and based on the resulting identified motivations, the actions that nonprofits can take to retain donors. The findings disclosed that LGBTQ donors and ally donors have notable differences in their motivations for giving and the project initiatives they wish to fund. In addition, findings indicated that donors self-identified as being influenced by storytelling as an action that affects their contribution amounts. Finally, the executive director's reputation had a substantial effect on the feelings of donors and appeared to influence donations.

This study relied on both quantitative and qualitative data to explore donor retention and the effects of relationship fundraising on philanthropic activities. Existing research on LGBTQ nonprofit donor retention was limited, especially as it related to any changes after the 2015 ruling of *Obergefell v. Hodges* allowing for same-sex marriage across the United States. This study provided recommendations for further research to understand the art of LGBTQ donor retention and relationship fundraising on nonprofit revenue streams. The study design could be replicated by other LGBTQ organizations to add to the literature and understand any differences between One Colorado's donors and donors of other LGBTQ nonprofit organizations.

Limitations

The limitations of this study, which may be threats to the study's internal or external validity, were specific to the study's research design and implementation timeframe. The COVID-19 pandemic altered the study in several ways. First, logistical impacts included the

pivoting from doing in-person focus groups to one-on-one Zoom semi-structured qualitative interviews. Of the 13 who agreed to the qualitative interviews, only six ultimately participated. The attitude and behavior of donors during this time may have been influenced by the overall pandemic environment, as participant drop-out rates were higher than expected. For instance, several participants declined at the last minute due to the pandemic's effect on their available free-time and/or mental bandwidth to participate in this study. The qualitative interview pool also may have been skewed towards people who are retired or unemployed, because of more availability, or people who are more tech-savvy, because they are not daunted by doing video conferencing. Overall, the time limitations of this design are aligned with other studies that occurred during the pandemic timeframe of 2020 that impacted the type of data that could be collected and analyzed.

Two questions in the quantitative survey also may have limited the study. When the survey was initially sent out, there was a two-hour window where survey respondents could only choose each of the following once: strongly agree, agree, neither agree nor disagree, disagree, strongly disagree, or N/A for Question 4, which asked about donor motivation. This was fixed as soon as it was reported, but there were 12 respondents who did not answer each of the sub-questions. This caused a discrepancy between each of the above questions, with some having a low of 35 responses, with the most at 50 responses. Since any donors that marked N/A for a response were not included in the descriptive statistics, there would be missing responses irrespectively. There was a consideration about excluding this group of people from the survey analysis but seeing that this group represented 20.7% of the responses, consequently it was determined that their responses were essential to the analysis of the data and associated findings. Finally, most of the N/A responses were associated with Q4.8: My partner or significant other

thinks it is important that I donate, since some people did not have a partner or significant other during the time of response.

Funding was limited, as One Colorado opted to use an existing Survey Monkey account for the quantitative data collection that was limited to 10 questions based on cost and longstanding reporting from the survey. In regard to compensation, this was also an unpaid study, which may have affected the number of respondents and interviewees that we were ultimately able to court. Since no rewards or incentives were offered for completing the quantitative survey or for participating in the semi-structured qualitative interview, this limitation may have negatively impacted the number of respondents to both. The research findings were only representative of One Colorado donors and not necessarily representative of all types of LGBTQ donors on various levels (geography, in-state/out-state).

Delimitations

In terms of delimitations, only past donors to One Colorado were surveyed. This participation criteria excluded any participants who had not previously donated to One Colorado or was not named as a donor, such as a partner or a child of the donor. Future studies are highly recommended to select a more diversified group of individuals. There were a significant number of non-respondents from the original survey pool, which may have had a critical influence on the sample and the generalization of the findings. For future studies, a more diversified group of respondents would help ensure that data from this research is representative of donors to LGBTQ nonprofits and is not an outlier.

A revision to the survey instrument would also be recommended for Question 6: *Which of these would motivate you to consider donating on a recurring basis (Check all that apply)?* The

intention for the data collected was to understand donor retention related to relationship management. However, the question confused several respondents due to a tiered-question association with recurring donations. A ranked order survey question is suggested, asking for donor respondents to rank according to the following options: reciprocity, responsibility, reporting, and relationship nurturing, in relation to one another. This way, the findings would be able to identify the most beneficial option to this donor profile. To overcome the impact of the confusion related responses on the quantitative survey, an inclusion of the question was made during the qualitative interviews. The findings related to the relationship management inquiry were associated more with the qualitative interview analysis than from the quantitative survey results.

Conclusion

The purpose of this capstone study was to shed light on the motivations and philanthropic behaviors of individual donors to LGBTQ organizations within the western region of the United States. The significance of the findings helps drive the intervention recommendations that will guide sustainable business practices for LGBTQ nonprofit organizations and their causes. Moreover, this qualitative improvement study may have downstream effects of a more fair, equitable, and safe Colorado for LGBTQ citizens. The findings from this research will provide One Colorado with the ability to better engage and retain their individual donors. By better understanding their donors' motivations for donating and impactful methods of storytelling, One Colorado will hopefully be able to continue its LGBTQ equality work for years to come. As the organization goes through an executive director transition during the COVID-19 pandemic, the findings of this qualitative improvement study may help provide insights to how One Colorado

can cultivate the necessary leadership talents needed in a successful executive leader. The findings within this capstone project transcend professional roles and specific cause-related sectors in regard to the effect that the executive director may have on fundraising. The recommendations of this research will enhance the efforts of One Colorado to improve their long-term sustainability as a nonprofit.

Finally, this study offers significant contribution to numerous nonprofit organizations that could also benefit from the study findings and recommendations. Understanding what drives donor retention is of interest to nonprofits, not just LGBTQ cause-related organizations. Due to the limited research on donor retention specifically to LGBTQ organizations (and especially after the 2015 passing of the same-sex right to marry), additional research on this topic will help provide significant contributions to this unique subset of organizations. Future research will help practitioners like One Colorado and similar organizations fine-tune donor retention strategies as a primary fundraising technique rather than as a supplemental revenue source. This will also help researchers better understand the importance of donor retention and relationship fundraising on nonprofit revenue streams. The literature on fundraising for LGBTQ organizations began to pave the path for important work which will hopefully help improve LGBTQ nonprofits' chances at long-term sustainability. The findings here add to the literature in the field that would be of interest to all nonprofits: How can nonprofits convince donors to donate again?

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Appendices

Appendix A: Recruitment Language for Quantitative Survey

On Survey Monkey:

Dear Donor,

Thank you for your gift to One Colorado. We genuinely appreciate your support!

To better understand our donors, we have partnered with a doctoral student at Vanderbilt University. We are inviting you to participate in a research project about donors to lesbian, gay, bisexual, transgender, and queer (LGBTQ) nonprofits.

As a partner to One Colorado, your feedback is important to better understand your investment in our work advocating for LGBTQ Coloradans and their families.

Your participation is completely voluntary and your responses to this survey will be kept confidential. You will also have the option to not respond to any question if you choose. Participation or nonparticipation will not impact your relationship with One Colorado. Agreement to participate will be interpreted as your informed consent to participate and that you are at least 18 years of age.

If you have any questions about the research, please contact the Principal Investigator, Alexander Yu, via email at alexander.w.yu@vanderbilt.edu or faculty advisor, Dr. Tracey Armstrong at tracey.m.armstrong@vanderbilt.edu. If you have any questions regarding your rights as a research subject, contact the Vanderbilt Institutional Review Board (IRB) at (615) 322-2918.

Please print or save a copy of this page for your records.

Appendix B: Quantitative Survey Format

Below is a description of the 10-question survey sent to donors.

Note that in a research practice partnership world, there was mutual capitalization on this data collection opportunity to gather information that is useful for the client as well. There was no way to identify the respondents who did not volunteer information in the last question. Please note that anything with an asterisk * after the question is to specifically denote One Colorado specific questions requested for inclusion, and did not impact anonymity of the survey and did not influence the data analysis

One Colorado was eager to gain insight into several data points:

- What programs are donors most interested in their donation funding?
- How many of their members would be interested in an estate gift to One Colorado?
- Do donors have employers that match their philanthropic gifts?
- What is the preferred means to be contacted by One Colorado?

It was decided to try and integrate these questions along with the questions designed for this study. In the spirit of cooperation and collaboration, the questions were included. While they did not directly help answer the research questions in this study, it is important to note that this capstone project is meant to help a nonprofit organization in need. Without compromising this research, any opportunity to assist One Colorado with their own agenda was met with optimism.

1. How do you identify?

- a. Gay
- b. Lesbian
- c. Bisexual
- d. Transgender
- e. Queer
- f. Ally
- g. Prefer not to say

2. Which of One Colorado's program areas are you most interested in your donation funding? (Check all that apply) *

- a. Health Care (Ensuring LGBTQ people have equal access to care)
- b. Safe Schools and LGBTQ Youth (Training educators and administrators and expanding the existing GSA network)
- c. Political Priorities (Electing a pro-equality majority and pro-equality Governor)
- d. Transgender Equality (expanding protection for Transgender Coloradans)
- e. Racial and Economic Justice
- f. Civic Engagement (educating pro-equality voters)
- g. Other

3. Do you believe your donation makes a difference in our mission?

- a. Yes

- b. No
 - c. Unsure
 - d. Yes, but I would like more information about how you are using this donation
- 4. Please answer the below (Likert Scale - Strongly Agree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree, N/A):**
- a. Charitable giving is important to me
 - b. Charitable giving to an LGBTQ organization is important to me
 - c. I tend to donate to organizations that help people like myself
 - d. I am motivated to donate to right a social injustice
 - e. Donating makes me feel important
 - f. I donate because I feel compassion towards those who receive it
 - g. I donate because it's important to help other queer-identifying individuals, like myself
 - h. If I don't contribute, no-one else will
 - i. My colleagues and friends think it is important that I donate
 - j. My partner or significant other thinks it is important that I donate
 - k. Whenever I see the One Colorado logo or an advertisement for donation, I get a good feeling
- 5. Would you consider making an estate gift to One Colorado? ***
- a. Yes
 - b. No
 - c. Unsure
 - d. Yes, but I would like more information about planned giving
- 6. Which of these would motivate you to consider donating on a recurring basis (Check all that apply)**
- a. Public thanks for your donation on our website
 - b. Information on how your donation was used responsibly
 - c. Stories of the impact your donation made
 - d. Additional communication on One Colorado initiatives
 - e. Other (please specify)
- 7. Does your employer match your current giving to One Colorado? ***
- a. Yes
 - b. No (my employer does not match charitable giving)
 - c. No (my employer offers charitable matches but is not currently matching my One Colorado giving)
 - d. Unsure
 - e. One Colorado already receives a matched gift from my employer
 - f. Other (please specify)
- 8. How do you prefer to be contacted by One Colorado? (Check all that apply) ***
- a. Phone call
 - b. Text message

- c. By email
- d. Direct mail
- e. Other (please specify)

9. If you want to get more involved in One Colorado’s work, how would you get involved?

- a. One-time donation
- b. Recurring donation (Monthly)
- c. Volunteer (Make phone calls, march in Pride)
- d. Serve on an advisory committee (Fundraising, event planning)
- e. Join the One Colorado Board of Directors
- f. Serve on government-appointed board or commission (Board of Health, Board of Human Services)
- g. Host a community building and/or fundraising event on behalf of One Colorado in your home

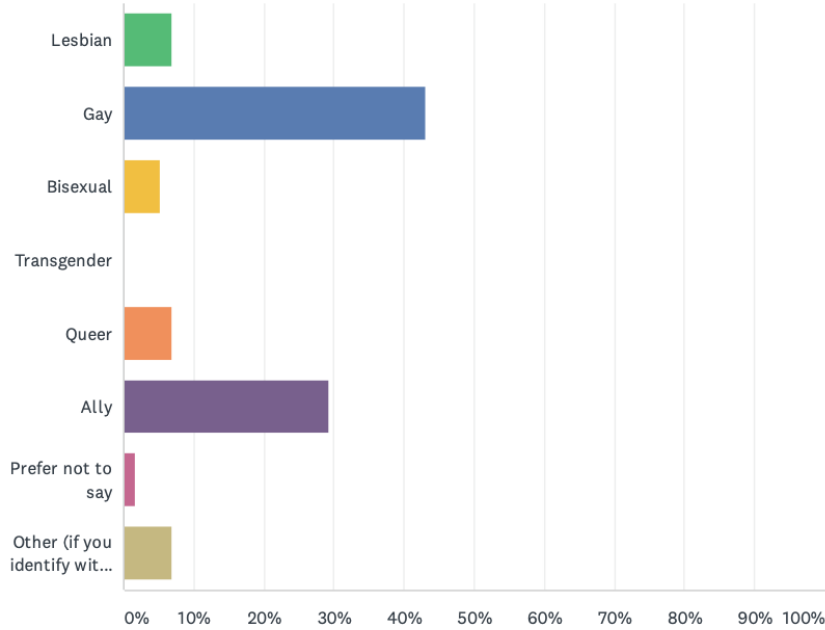
10. (Optional) If you are interested in a follow-up interview (via phone call, Zoom video conference, or in person at the One Colorado office) please fill out your name and contact information and we will reach out to you to schedule a 20-30 minute interview. Your participation in this study is extremely important and will assist in building long-term sustainability for One Colorado and all of the work advocating for lesbian, gay, bisexual, transgender, and queer (LGBTQ) Coloradans and their families.

- a. Name
- b. Phone Number
- c. Email
- d. Best way to reach you?

Appendix C: Quantitative Survey Responses

Q1 How do you identify?

Answered: 58 Skipped: 0



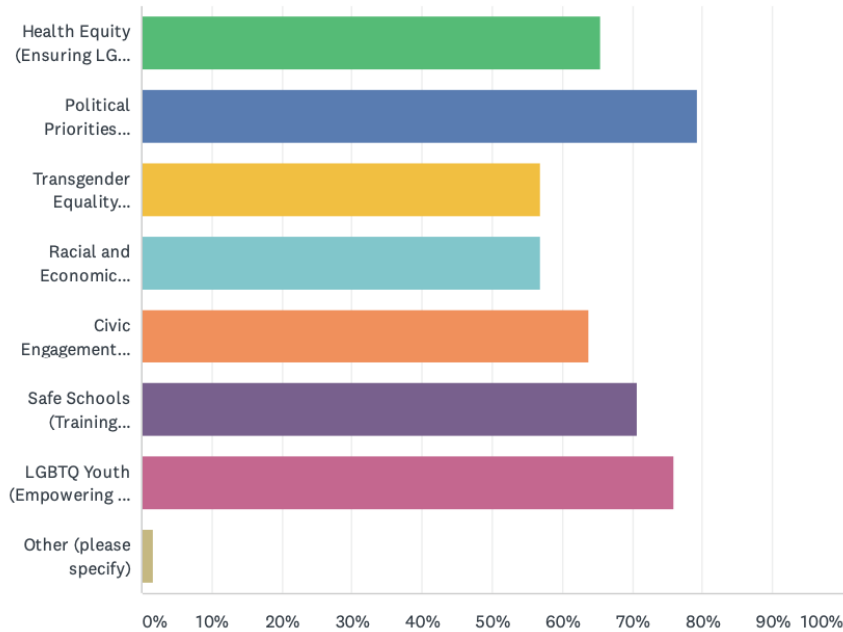
ANSWER CHOICES	RESPONSES	
Lesbian	6.90%	4
Gay	43.10%	25
Bisexual	5.17%	3
Transgender	0.00%	0
Queer	6.90%	4
Ally	29.31%	17
Prefer not to say	1.72%	1
Other (if you identify with more than one or none of the above, please specify below)	6.90%	4
TOTAL		58

Researcher notes:

- Four identified as other, as “Queer/Transgender,” “Trans/Queer/Pan/Bi/Lesbian,” “Parent,” and “Pansexual;” reclassified to +2 Queer, +1 Transgender, +1 Ally
- The demographics of the study are 6.9% Lesbian, 42.1% Gay, 5.2% Bisexual, 17.2% Transgender, 10.3% Queer, 31% Ally, and 1.7% Decline to Say

Q2 Which of One Colorado's program areas are you interested in your donation funding? (Check all that apply)

Answered: 58 Skipped: 0



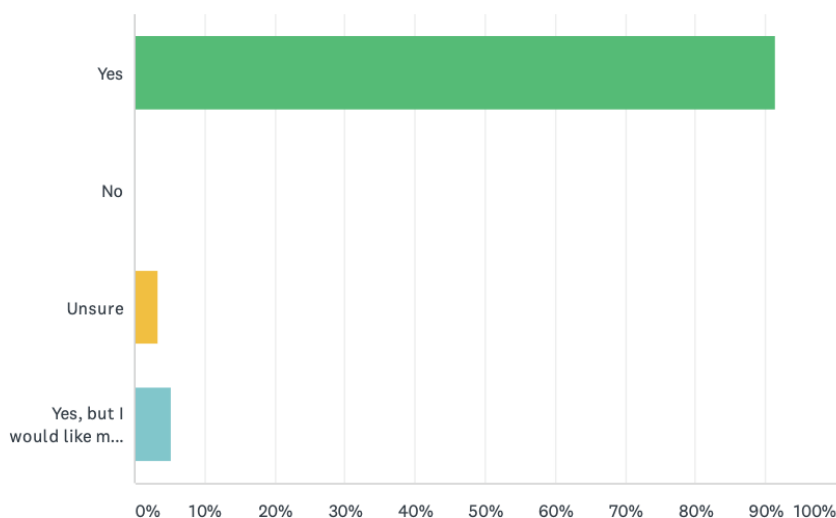
ANSWER CHOICES	RESPONSES
Health Equity (Ensuring LGBTQ people have equal access to healthcare that meets their needs)	65.52% 38
Political Priorities (Advocating for pro-equality policies, legislation, and elected officials)	79.31% 46
Transgender Equality (Expanding protection for Transgender Coloradans)	56.90% 33
Racial and Economic Justice (Addressing barriers for LGBTQ people of color and low-income individuals)	56.90% 33
Civic Engagement (Educating pro-equality voters)	63.79% 37
Safe Schools (Training educators and administrators on addressing bullying)	70.69% 41
LGBTQ Youth (Empowering our next generation of LGBTQ youth by expanding One Colorado's Gay-Straight Alliance network)	75.86% 44
Other (please specify)	1.72% 1
Total Respondents: 58	

Researcher notes:

- This question was requested by One Colorado
- This will ultimately prove helpful in feedback loops with the donor to suggest their donation directly impacted the program areas that they were interested in specifically funding

Q3 Do you believe your donation makes a difference in our mission? One Colorado is dedicated to advancing equality and opportunity for Lesbian, Gay, Bisexual, Transgender, and Queer Coloradans and their families.

Answered: 58 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	91.38%	53
No	0.00%	0
Unsure	3.45%	2
Yes, but I would like more information about how you are using this donation	5.17%	3
TOTAL		58

Researcher notes:

- This question is intended to measure the pervasiveness of impact philanthropy mindset and to understand whether there are any donors who don't think their donations are making an impact
- This is the most concrete answer in the quantitative survey. 96.55% of respondents answered Yes. 0% answered No. 3.45% answered Unsure
- Only 2 respondents wanted to learn more; the rest trusted that it was making a difference in the mission
- Follow up through the semi-structured qualitative interview will help identify whether or not each donor feels that their donation "makes a difference"
- Questions will be asked about how they know their donation makes a difference, and whether or not different types of information would make these donors feel differently

Q4 The following statement describes me...

Answered: 58 Skipped: 0

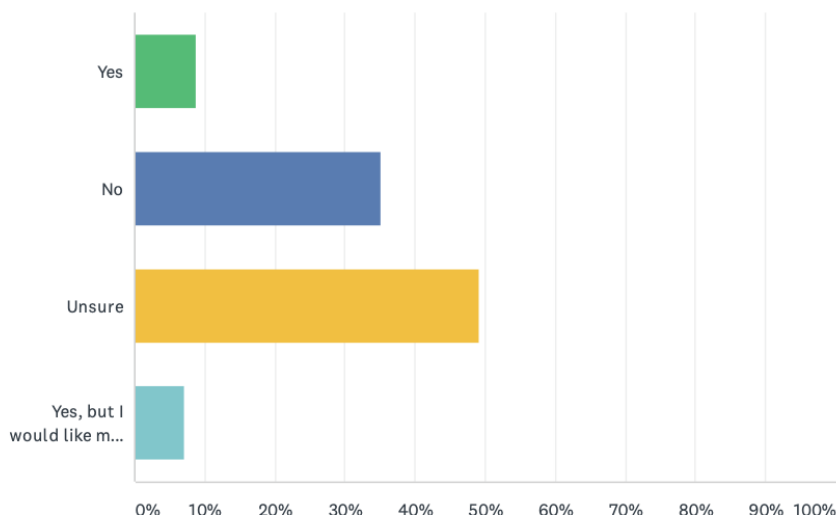
	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	N/A	TOTAL	WEIGHTED AVERAGE
Charitable giving is important to me	5.88% 3	1.96% 1	1.96% 1	17.65% 9	72.55% 37	0.00% 0	51	4.49
Charitable giving to an LGBTQ organization is important to me	3.92% 2	0.00% 0	1.96% 1	19.61% 10	74.51% 38	0.00% 0	51	4.61
I tend to donate to organizations that help people like myself	6.12% 3	24.49% 12	30.61% 15	22.45% 11	12.24% 6	4.08% 2	49	3.11
I am motivated to donate to right a social injustice	6.12% 3	0.00% 0	4.08% 2	30.61% 15	59.18% 29	0.00% 0	49	4.37
I donate because I feel compassion towards those who receive it	6.25% 3	0.00% 0	6.25% 3	31.25% 15	56.25% 27	0.00% 0	48	4.31
If I don't contribute, no-one else will	23.53% 12	31.37% 16	31.37% 16	7.84% 4	3.92% 2	1.96% 1	51	2.36
My colleagues and friends think it is important that I donate	10.64% 5	10.64% 5	42.55% 20	14.89% 7	10.64% 5	10.64% 5	47	3.05
My partner or significant other thinks it is important that I donate	14.29% 7	6.12% 3	6.12% 3	24.49% 12	22.45% 11	26.53% 13	49	3.47
Whenever I see the One Colorado logo or attend an event I get a good feeling	3.92% 2	1.96% 1	9.80% 5	29.41% 15	52.94% 27	1.96% 1	51	4.28

Researcher notes:

- The purpose of this slate of questions is to understand donor motivation
- This was to see what direction to best continue the study towards, altruistic theory, social identity theory, justice motivation theory, etc.
- This particularly helped refine impact philanthropy theory, compared to Q3, where ~96.55% shared they believed their donation impacts One Colorado, but had the lowest weighted average for “If I don’t contribute, no-one else will,” meaning that it’s not about being the only donor, but being a donor whose donation matters
- This also disproved the idea of social identity theory playing a major role in philanthropy, and helped highlight justice motivation theory

Q5 Would you consider including One Colorado in your will through an estate gift?

Answered: 57 Skipped: 1



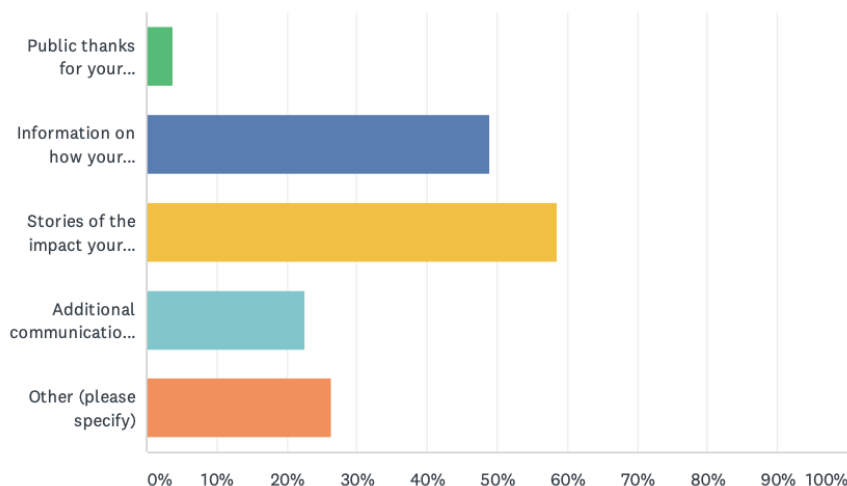
ANSWER CHOICES	RESPONSES	
Yes	8.77%	5
No	35.09%	20
Unsure	49.12%	28
Yes, but I would like more information about planned giving	7.02%	4
TOTAL		57

Researcher notes:

- One Colorado is particularly interested in “estate gifts” or “planned gifts” which occur after an individual passes. This type of donation is given through the reading of a will or execution of an estate.
- An estate gift in the mid-2010s all but saved One Colorado from facing bankruptcy, and so investigation into estate gifts was of interest to the organization.
- Estate gifts are known to have tax advantages for the donor and could potentially result in a larger gift to the organization.
- However, one major pitfall is the uncertainty of timing for such a gift, and it could be so far forward into the future that the organization is no longer around to receive the gift.

Q6 Which of these would motivate you to consider donating on a recurring basis? (Check all that apply)

Answered: 53 Skipped: 5



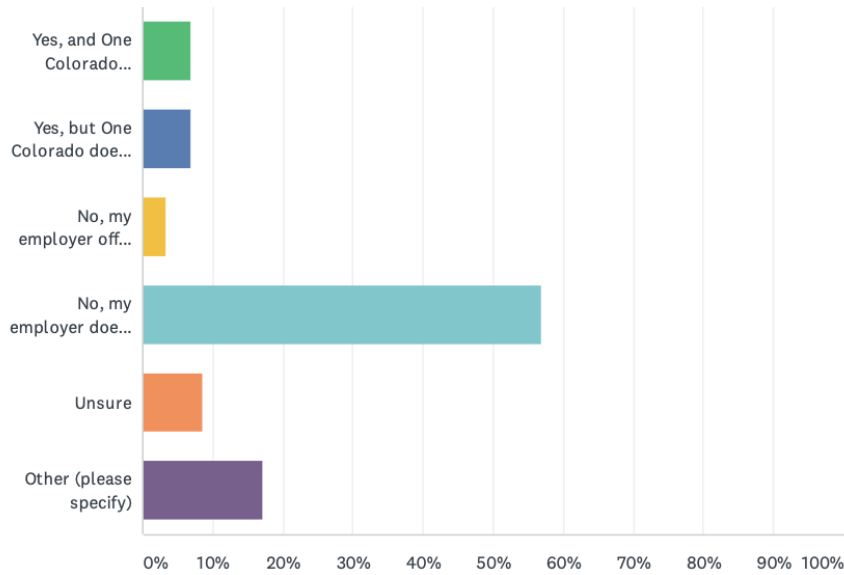
ANSWER CHOICES	RESPONSES	
Public thanks for your donation on our website	3.77%	2
Information on how your donation was used responsibly	49.06%	26
Stories of the impact your donation made	58.49%	31
Additional communication on One Colorado initiatives	22.64%	12
Other (please specify)	26.42%	14
Total Respondents: 53		

Researcher notes:

- This question is directly related to Kelly’s four elements requiring the attention of fundraisers: reciprocity, responsibility, reporting, and relationship nurturing
- Among the highest in relationship management were reporting (58.49%) and responsibility (49.06%).
- Improvement for future surveys is to unlink donor retention to relationship management and just ask what would make them feel connected to the organization
- Of the 14 people who answered “Other (please specify), 5 people shared that they already do, 3 said they would if they had more funds, 2 answered none of the above, 1 answered “more intention on specifically supporting LGBTQ BIPoC in your work”, 1 answered “recurring (monthly) is a way to make larger gift over the year and more convenient”, 1 answered “previews of things coming up that other people don't know about”, and 1 answered “continuing to do amazing work”

Q7 Does your employer provide a match for charitable giving?

Answered: 58 Skipped: 0



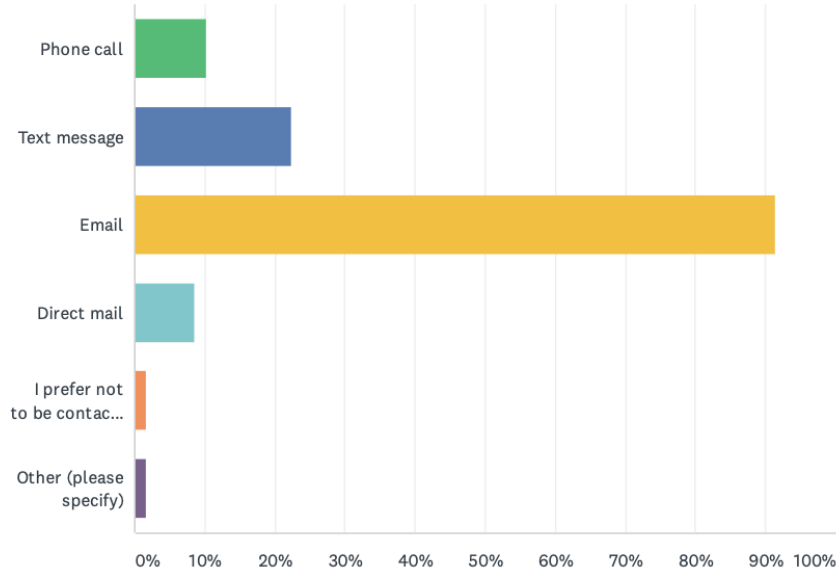
ANSWER CHOICES	RESPONSES	
Yes, and One Colorado already receives a matched gift from my employer	6.90%	4
Yes, but One Colorado does not receive a matched gift from my employer	6.90%	4
No, my employer offers charitable matches but is not currently matching my One Colorado giving	3.45%	2
No, my employer does not match charitable giving	56.90%	33
Unsure	8.62%	5
Other (please specify)	17.24%	10
TOTAL		58

Researcher notes:

- This question was requested by One Colorado

Q8 How do you prefer to be contacted by One Colorado? (Check all that apply)

Answered: 58 Skipped: 0



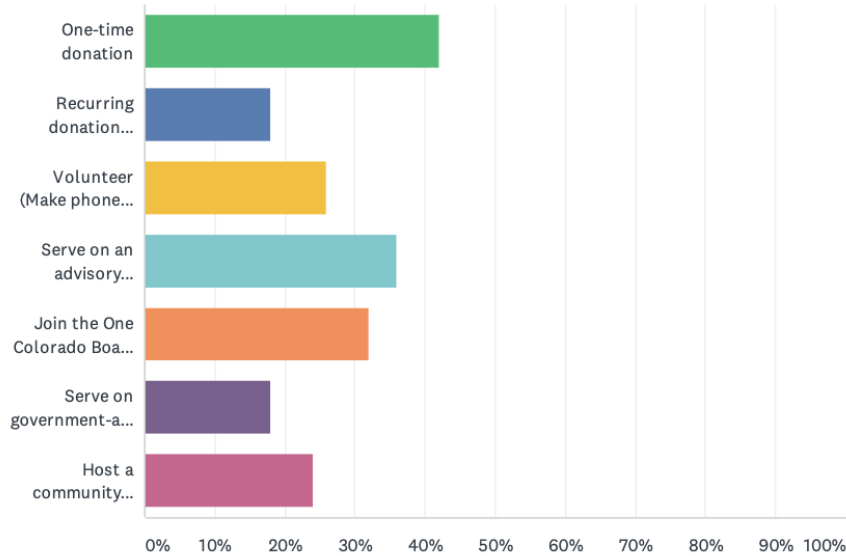
ANSWER CHOICES	RESPONSES	
Phone call	10.34%	6
Text message	22.41%	13
Email	91.38%	53
Direct mail	8.62%	5
I prefer not to be contacted directly	1.72%	1
Other (please specify)	1.72%	1
Total Respondents: 58		

Researcher notes:

- This question was included to better understand how a majority of donors preferred to be contacted

Q9 If you want to get more involved in One Colorado's work, how would you get involved?

Answered: 50 Skipped: 8



ANSWER CHOICES	RESPONSES
One-time donation	42.00% 21
Recurring donation (Monthly)	18.00% 9
Volunteer (Make phone calls, march in Pride)	26.00% 13
Serve on an advisory committee (Fundraising, event planning)	36.00% 18
Join the One Colorado Board of Directors	32.00% 16
Serve on government-appointed board or commission (Board of Health, Board of Human Services)	18.00% 9
Host a community building and/or fundraising event on behalf of One Colorado in your home	24.00% 12
Total Respondents: 50	

Researcher notes:

- This question was requested by One Colorado

Q10 (Optional) If you are interested in a follow-up interview (via phone call or video conference) please fill out your name and contact information and we will reach out to you to schedule a 20-30 minute interview.

Answered: 13 Skipped: 45

ANSWER CHOICES	RESPONSES	
Name	100.00%	13
Phone Number	100.00%	13
Email	100.00%	13
Best way to reach you?	69.23%	9

Researcher notes:

- This question serves as the catalyst to the semi-structured qualitative interviews
- Only those who replied “Yes” by providing their Name, Phone Number, and Email were reached out to
- 45 people did not respond, and thus they were not included in the pool of people to reach out to
- A subset of donors also answered how to best reach them, with 6 preferring email, 1 preferring a phone call, 1 preferring texting via SMS, and 5 with no preference in which I emailed them to remain as standardized as possible.
- Had we not received enough of a sample size initially, the plan was to have outreach from the executive director or have a more targeted approach with the most frequent donors, but we wanted this to be a self-selecting group to have as unbiased of an approach to surveying as possible.

Appendix D: One-on-One Semi-Structured Interview Talking Points

Hello and thank you for joining in today's interview. My name is Alexander Yu and I am conducting research for my doctoral capstone study at the Vanderbilt University Peabody School of Education on Increasing LGBTQ Donor Retention for Long-Term Nonprofit Sustainability.

I am in the stage of data gathering for my dissertation. This portion requires a qualitative understanding of my topic, which is why I have organized an interview today. I appreciate each of you lending the following hour for research on LGBTQ donations, in particular, to gather information on what your motivations to give are, how they are influenced by your identity and values, and what amounts and in what frequency you give to nonprofit organizations. Do you think this is possible? (*If no, ask why. If yes, then ask the following...*)

As a reminder, participation is of course entirely voluntary and your information will be kept confidential. This session will be approximately one hour in duration and will be recorded. During the interview, I will ask a series of questions pertaining to your experience as an individual donor. Note, all the names of the participants in each session will be confidential and not listed in the final capstone project.

Though your participation is greatly appreciated, you will not be compensated for your participation. Also, an informed consent form is attached for your perusal should you choose to participate in this research. Please sign this consent form now, and let me know if you have any questions.

Questions to ask (semi-structured interviews, if applicable, would be conducted in order to seek clarity of qualitative interview responses):

- Why is charitable giving important to you?
- Is charitable giving to an LGBTQ organization important to you?
- Think back to your previous donations, what would you say compels you to donate?
- You think that donating to a good cause rights a social injustice?
- How does donating make you feel?
- How does compassion play a role in your donations?
- Do you believe queer people need more help from charities?
- Do your colleagues and friends think it is important that you donate?
- Does your partner or significant other think it is important that you donate?
- When you have donated in the past, what makes you want to donate again?
- Do you believe all organizations are as efficient with your donation dollars?
- What relationship do you have with One Colorado?
- What would make you trust that your money went towards a positive cause?
- What would make you stop wanting to give to One Colorado?
- Why did you donate to One Colorado?

Appendix E: Recruitment Language for Qualitative Interviews

Email Attempt 1:

Hello [Donor Name]!

On behalf of One Colorado, thank you for your continued support!

I am reaching out because you have expressed interest in a follow-up interview from a recent Donor Survey. Your feedback is important to better understand why you chose to invest in our work advocating for LGBTQ Coloradans and their families.

You have been selected to participate in a one-on-one interview to share your thoughts on donating to One Colorado. The interview will last approximately 20-30 minutes and can be scheduled at your convenience, utilizing Zoom, an easy to use video conferencing platform.

To confirm your participation, please reply to this email (to: alexander.w.yu@vanderbilt.edu) or call (917.403.2611) with your availability over the next two weeks. Following your reply, our researcher, Alexander Yu from Vanderbilt University, will reach out to confirm your interview time and additional details.

Thank you again for your engagement and participation!
One Colorado

Email Attempt 2:

Dear [Donor Name],

I hope your week has been going as well as possible. I wanted to follow up to see if you were still interested in having a conversation about One Colorado as a Donor. I can be as flexible with your schedule as possible!

Much appreciated,
Alex

Via Text:

Hi [Donor]! My name is Alex, texting you on behalf of One Colorado. I hope your week is going as well as possible, all things considered. I am reaching out because you have expressed interest to participate in an interview following a recent Donor Survey. I'm happy to share that you have been selected to share your feedback with us, and I'd love to set up time to interview you and share additional details!

Appendix F: Consent for Participation in Research Interview

One Colorado Donor Survey
Capstone Research Project
Vanderbilt University
alexander.w.yu@vanderbilt.edu

Consent for Participation in Research Interview

1. I agree to participate in a research project conducted by Alexander Yu for the purposes of his EdD capstone project at Vanderbilt University.
2. I have received sufficient information about this research project and understand my role in it. The purpose of my participation as an interviewee in this project and the future processing of my personal data has been explained to me and is clear.
3. My participation as an interviewee in this project is completely voluntary. There is no explicit or implicit coercion whatsoever to participate.
4. Participation involves being interviewed by a researcher from Vanderbilt University. The interview will last approximately 20-30 minutes. I allow the researcher to take notes during the interview. I will also allow the recording of the interview and subsequent transcription of our conversation. It is clear to me that in case I do not want the interview and dialogue to be taped I am fully entitled to withdraw from participation.
5. I have the right not to answer questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview and ask that the data collected prior to the withdrawal will be deleted.
6. I have been given the explicit guarantee that the researcher will not identify me by name or function in any reports using information obtained from this interview, that my confidentiality as a participant in this study remains secure.
7. I have carefully read and fully understood the points and statements of this form. All my questions were answered to my satisfaction, and I voluntarily agree to participate in this study.

Name: _____ Date: _____

Signature: _____

Appendix G: Semi-Structured Qualitative Interview Transcripts

The below transcripts are from the semi-structured qualitative interviews. There are six total. Areas that have been omitted due to non-related conversation due to the natural cadence of the conversation are denoted by bold and italics. For reading simplicity purposes, filler words such as “um,” “uh,” “like,” “you know,” and duplicate words have been removed if they do not provide contextual information.

Interview 319A

319A	
Alex Yu	Okay, this will be locked away and nobody will be able to access it. I will pull a transcript. However, so okay, the transcript will only show. And we'll go from there. Sounds good, right.
Interviewee	So you did get my consent release form right?
Alex Yu	I did so, I do want to verbally, just walk through it one more time just to make sure you're okay with it. But essentially, I'm Alex and I'm currently a doctoral student at Vanderbilt University working on my doctorate in education. My focus is currently on nonprofits and how they work with donors. And so working with One Colorado, I've been working with them over the past year. I'm currently at the stage where I am collecting data, and I'm doing a semi-structured qualitative interview with all the donors that are interested in talking to me. So first and foremost, thank you so much for your time. I just want to make sure that this, you know, is sufficient information for you about my research project ultimately. Your participation as an interviewee is completely voluntary. And all personal data used will be kept as confidential as possible, meaning that I will have the ability of matching up your interview ID number with your name, if needed, but I'm not going to be sharing any data aside from general themes with our One Colorado counterparts.
Interviewee	Okay.
Alex Yu	I hope you know that I do plan on taking some notes, both written and typed up so please let me know if that becomes distracting by any stretch. And if you want me to change that I definitely can. And you have the right not to answer any questions if you feel uncomfortable at all. You can ask to withdraw from the interview and all the data collected will be disposed of. Okay. Um, do you understand everything I just said? I know that you signed everything we just want to make sure that you are good to go.
Interviewee	All clear, good to go.
Alex Yu	All clear. All right. Um, okay. So part of my research is to understand why people donate to nonprofit organizations. So I kind of wanted to start off, it just quickly in your words. Can you describe One Colorado's mission for me what it means to

	you?
Interviewee	One Colorado. And my understanding is an organization that promotes the legislative support and arm of LGBTQ issues and supports the LGBT community in passing legislation that will be beneficial to their livelihood and well being. And then they do a lot of advocacy in the community to promote, the um, the same.
Alex Yu	Yes. Okay. Yeah. And what that's one of the things I love most about, you know, this organization. Why is that important to you?
Interviewee	It's very important to me because I have a transgender daughter who is 22 now. Came out about my gosh, how many years ago now? Four years ago, and how we've been struggling with her authenticity and finding her path and trying to navigate resources in the community and trying to promote legislation to make sure that she's protected and safe.
Alex Yu	So when did you first find One Colorado or become aware of One Colorado?
Interviewee	You know, it's, let me think back. I used to do a lot of work with marginalized youth in Denver. I worked with the City and County of Denver and you develop workforce development programs. And then I worked with... I also worked with goodwill and their adult workforce placement programs. And I'm thinking, I met Daniel Ramos, and I don't know if somebody connected us, but I think it was probably about the time that M first came out, so it was probably 2018 or so. And I sat down and met with him about what they needed and what I could do to help support, um, knowledge, education and legislation around LGBTQ issues.
Alex Yu	When you think of donating to One Colorado. Where do you wish your money to go?
Interviewee	To promote safety and well being and probably education for people around transgender issues.
Alex Yu	And would you say that prior to M coming out, would you have donated to One Colorado before that?
Interviewee	Probably. I tend to have a pretty bleeding heart for youth and the challenges that you face in the current social economic situation which has gotten much more concerning over the last three years than it was before.
Alex Yu	Well, on behalf of One Colorado. I do want to thank you for being a donor. I think that the world needs more people who can be empathetic and sympathetic to other people's situations and provide an opportunity for them to get as many resources as possible.
Interviewee	Right there are another number of other nonprofits that I have supported over the years that were also around youth issues. Oh, and teaching teachers and education.
Alex Yu	I love that because that actually is one of my other questions. So, if you don't mind, digging a little bit more into that. What other types of organizations do you donate to. So you said it's for youth. Do you mind expanding on that?

Interviewee	Yeah, I have donated in the past to Urban Peak, which is a -- <i>I'm going to shut my door because my husband's turned on the TV</i> -- Urban Peak, which is a homeless youth shelter.
Alex Yu	Our organization works with them as well. My day job organization works with them.
Interviewee	Okay, who do you work for? Who's your day job?
Break	<i>Discussing my current employer.</i>
Interviewee	Okay, okay, I've also been on the board with an organization called Smart Girl, which I think is defunct now but they used to provide soft skill development, training to assist girls through adolescence, around bullying issues and self esteem issues, things of that nature. And I've also sat on the board and supported an organization that's also now defunct which it breaks my heart called Raft Resource Area for Teachers, which was a community based organization that was really cool. It was a warehouse that took donations from corporate America and individuals to materials and goods that can be used in or converted into use for educational purposes. So, um, yeah. I spent, I don't know, three or four years on their board. I've worked with... I volunteered at the College Readiness Center when I was in high school to assist kids in career pathway understanding and access. And let's see. I'm trying to think who else I've given money to over the years. Boys and Girls Clubs. I think that may be some services de La Rosa, which was a community based organization that's still in Denver that serves youth and various communities in various capacities.
Alex Yu	That is a long list of organizations that have benefited...
Interviewee	And a few like NPR and you know, PBS and that kind of stuff as well.
Alex Yu	So this goes along with my next question, which is, there are obviously a lot of organizations out there. How do you distinguish between those that you want to donate to and the ones you end up not donating to?
Interviewee	You know, that's a good question because I think a lot of people need to really look at that. because I am pretty picky about making sure there's solvency in the organization and that they've had a history of success and making things move forward with their causes. I know Daniel. I think that their executive directors have a lot to do with whether it will support them and continue to support them, because I think the leader at the helm has a lot to do with where the organization will go and what they will accomplish
Alex Yu	Do you feel you have access to most of the executive directors of the organization's you donate to?
Interviewee	Yes. Oh, I know there's another. The other big one that I was involved with was the Colorado "I Have A Dream" Foundation. When I was on their board I gave them money and tutored in their classrooms and worked directly with a lot of their kids there and they're still in Denver, but they have a new executive director. So yeah, I think it's important. I've always been kind of a hands on contributor. I

	usually get involved with an organization on many levels when I believe in them and want to help them for their success.
Alex Yu	Do you ever find yourself donating to organizations one off if they're at a parking lot somewhere and you've never heard of them?
Interviewee	Yeah. I only laugh because I did that just recently over Christmas, they were selling backpacks for kids.
Alex Yu	I did the same thing. I'm literally thinking about them outside of Cheba Hut, and I'm like, Yeah, right. Like, here you go. You're a couple backpacks.
Interviewee	Yeah.
Alex Yu	So it sounds to me, if you're okay with me thematically looking at this, you have been very open with your ability with supporting different organizations. I want to also be open with you. I'm trying to suss out what makes somebody want to donate and what makes somebody want to donate more on a recurring basis versus a one time basis. You know kind of getting to the question of that is, how do you distinguish between a one time donation and an organization you continuously want to donate to?
Interviewee	I think that's an important question. And I think that as a donor and as a board member and as a participant and an organization is important to feel like you're appreciated, and I think it's important to feel like you're heard. And I think Daniel and Garrett and everybody at One Colorado in Denver does a really good job about just being appreciative and being respectful and having conversation. Once they get a check where it's not just about getting a check, you know, they'll call me to do things like this, or they'll reach out if they have a special project or they'll connect with me like I had, I had an automatic donation going in for a while. A couple years ago, and all of a sudden they quit going in and I didn't realize it wasn't happening because I had it automatically deducted and then Garrett didn't realize it was happening either, but we had a when we finally figured it out. We had a long conversation now he's been really good and open and helping you know just genuine interest in being appreciative for what they're receiving and the continued support that they get from us. I think it is really important. And I think the organizations that I've been involved with on a board level. Giving money and time. The frustrations, the benefit, the privilege, or the self satisfaction I've gotten from those are based on really feeling like they valued my input and my time and my money that it wasn't just a check that was coming in from somebody.
Alex Yu	Would you say the most important part is, you know, receiving feedback on that or is it the appreciation of it?
Interviewee	I mean it's kind of both, together. For me, anyway. I like to hear that their number one it's nice to have an acknowledgement they're receiving the funds. And it's nice to have somebody say thank you.

Alex Yu	Okay, I want to share with you, part of the theory that I'm working on is relationship management theory, along with impact philanthropy theory which, for relationship management theory. There's four parts to it. One is what you've already touched upon which is reciprocity. You know, receiving gratitude for the donation, which it sounds clear to me that Garrett and Daniel have done a really good job at that. The other three parts of that you know is responsibility, using the donation responsibly, which I haven't necessarily heard you say yet. Reporting which is openly sharing information about demonstrating accountability and then finally relationship nurturing engaging in a communication on a regular basis. So it sounds to me more like reciprocity. The first one in the relationship nurturing the last one. But do you think that those two are the most important to you, or now that I've mentioned reporting and responsibility does that kind of strike a note with you at all?
Interviewee	Yeah, those are all important things. I mean, I think it all kind of comes together in the package.
Alex Yu	In your answer in this survey, it did say which one of you which one of these would motivate you to consider donating on a recurring basis more and it says stories of the impact your donation made, can you can you please tell me a little bit more about that?
Interviewee	Yeah, you know, I think there's, I think when there's a story behind anything. It makes it more real and it makes the issue come to light in a deeper sense and stories, especially success stories that can be shared, I think really help people realize that they're having impact and that their money is being used wisely and that it's really doing something rather than just supporting the administration of a program. So the stories when I worked for the city. We did a really unusual project where I ran a project that was competences to work and I was able to raise money from private the private sector to fund government programming and a big part of our solicitation and where the stories that the kids would tell about how they connected with the individuals or how their experiences made them more successful. And I think that really pulls at people's heart strings and it makes them and I kinda lubricates their wallets to I think people are more likely to -- I am in fact, most likely to give money when I know it's helping somebody or when there's a when there's a there's a story behind what it's being used for what it's needed for and you can make a direct connect with an outcome. Does that make sense?
Alex Yu	It does. Yeah, so, um, what would make you stop donating to One Colorado?

Interviewee	<p>A lack of appreciation. Let me tell you a little story because I think this will kind of illustrate this for you. I moved to Grand Junction a couple years ago and I immediately wanted to get involved in it. I am retired and wanted to get involved in the community here and I've always found that volunteering as a good way to get connected. So I reached out to a certain number of the youth organizations here in town. One Colorado was one of them, they also have a division here, which has been a different kind of experience than the Denver one but I went to the homeless shelter here that's run by a gentleman that's been in the Valley for a long time and I went to him. First of all, I could, I mean, I really had time, money and the desire to help and I went to him and it took me a long time to get good enough like even an appointment with this guy. I mean, he had somebody call me. I mean, this is a nonprofit organization that's a one man shop with maybe a couple volunteers. I'm not sure even how much me if he has staff. But anyway, he had this illusion or created this illusion that he had a staff that was supporting him and that I needed to speak with his staff to schedule an appointment with him so that I could see him, which I thought was a little off putting. And then when I finally did meet with him. He took me around and showed me everything that they were up to and what they were doing. I basically said to him, I would love to help you and and I literally said to him, I have time, and I have money and I have the desire to have to help you have some impact in this community and he said, great, I'd love to have you on my board and was interested in some of the work that I had done and then I never heard from him again. So we got lost in the holidays or whatever. And I literally. He was supposed to call me back and get me in touch with one of the other board members so that we could talk about me participating on the board and he never called me. I mean, he literally never called me back. And at that point I was frustrated enough with the situation that I felt like you know I'm not so sure this is the right fit for me and he then for the curious thing is that I saw him at the One Colorado awards banquet that was here last year. and he didn't remember who it was. So after I spent a whole day in his car driving around with them. So that is very off putting. So, you know, either being too busy, being too important or, you know, not following up on what you're supposed to be doing with a donor is well I think in any business any business or any you know any pursuit of anyone for funding is really bad. So that would be how I would illustrate what not to do.</p>
Alex Yu	<p>Yeah, I think just the respect for individuals is important. It doesn't really matter what title, you're at, you know, are you both going for the same cause, and if so, should be working together. I really appreciated that story. Thank you so much. I realized I'm jumping around a lot, because I'm being very motivated by some of the things that you're saying. You know, that's interesting about what would make you stop donating. So if, if the relationship will have changed between you and the executive director in any of his staff. I think that that's interesting.</p>

Interviewee	<p>Wait, wait, wait. I'm going to give you a little bit of input, because I think this is important. I've talked to Daniel about this a little bit. They have a, Grand Junction's a really weird little community and apparently there's -- as I'm learning after being here for almost two years, there is a tendency of people to be a little bit shy of people from other places or being from, you know, being on the outside or what. I've had a really hard time breaking into the One Colorado portion, the Grand Junction representatives up here, and I know part of it because they're busy and it's getting better. Now I'm starting to make a little bit of headway, but it's been very frustrating for me to call the representative up here and say, "Hey, let's chat, I want to know what I can do for you. Let's have coffee. Let's have you know take a minute and catch up." And have calls not returned or not, you know, never having effort being strong enough to actually put something together. So, um, and that's off putting to me, and it makes me not feel as good about giving money to them as I -- although I do, although I do, I try to support them and I continue to try to go to their events when I can. And I do give them money for special -- like I just recently gave him a few hundred bucks to sponsor some kids to go down to legislative day and you know I reached out to them and said, "What can I do to help?" And I still have yet to sit down and meet with the person that's up here as their representative and I can't tell you why she's either too busy or she's not interested or she's shy or she's not you know i don't know what i don't know how to explain that. So it's, um, I feel so strongly about Daniel and know that he's really a great leader and they're making progress in Denver. So I continue to support them, but I don't know. You know, honestly, I don't know if I would continue to do that if it weren't for Daniel.</p>
Alex Yu	<p>Yeah, that's, that's really important. Typically through this. I won't share any feedback that can get back to a particular person, however, would you like me to share in maybe like a week or so after I've analyzed and have more interviews that I actually share this specific feedback to him.</p>
Interviewee	<p>I don't, you know, no, I don't feel comfortable.</p>
Alex Yu	<p>Okay.</p>
Interviewee	<p>I think that I'm still working on this relationship and I wanted you to know that as a donor. That's very, it's frustrating. I mean, it's hard to give. There's a lot of different organizations out there that want your money. I don't, I mean I don't donate a huge amount of dollars to these guys, but I try to give them whatever I can. And I tried to consistently be supportive. And it's just you know it it's so important for people to understand that, you know, we had. There's a lot of different choices out there. And once you have a donor that is committed to you. It's important that you nurture that. So, and, and by not getting back in touch with people or by, you know, being too busy or too important to return a phone call. Or to whatever I don't know how whatever else excuse there could be, I think that's how you lose donors.</p>
Alex Yu	<p>I absolutely agree with you. And I think my research will show that as well and I think that'll be a defining thing. You know, based on some of the data. I've already collected that that might be true and that would be an important thing for Daniel to</p>

	note broadly. I would definitely encourage you to continue letting him know.
Interviewee	But thank you I appreciate that. But I definitely will. Take it on myself. I'm working on it and I, you know, I'm trying to, it's a Grand Junction is a weird community that's all I can say. It's different than being in the big city, and people are a little wary of outsiders. So from that perspective now.
Alex Yu	I've only been there a couple times. Did you end up feeling the earthquake?
Interviewee	No, I didn't. And you know, that's funny because a couple last year we had one somebody who was fracking and threw a bunch of water into the valley, and I felt that one, but I didn't feel that one.
Alex Yu	Okay, I'm glad I'm glad you didn't then. Probably better. It's for the best and I know we are at I want to I would love to ask, maybe a couple more questions, if that's okay.
Interviewee	Yeah, you're good. Thank you for respecting my time. I appreciate that.
Alex Yu	Of course, absolutely. Um, so, you know, you mentioned you know how you are a hands on contributor. I'd love to know a little bit more like do you think you fit the mold of most donors.
Interviewee	Oh, you know, that's a good question. No, I think most people just like to give their money. And now, well, you know, I think there's different kinds of donors, I shouldn't say that. So I probably there probably are other people like me. Probably not as many as just the people who just give money, those people are busy. You know, people are busy. So I have time, and even, you know, even when I was working full time I made time to, because it was important to me. And I'd like to make direct contact with the kids and I get more enjoyment from that than I do from writing a check.
Alex Yu	And you know, you mentioned that you are retired now. Did that change anything for you in terms of being more involved in nonprofits?
Interviewee	It gave me more time. Yeah. Right, yeah. Yeah, so. And I have more money now. So I'm a little more generous than I used to be. I used to be a single mom, you know, I was working a lot and that's when I think I did a lot of volunteering then because I couldn't give money. So I gave my time and now we're in a position where I can give a little money and give and give a lot of time -- I'm working with the local hospice group now and and their youth programs and you know, I just like to, I like to be doing something to give back because I've, you know, I've been I've had my trials and tribulations in life. But I've also been very fortunate and I feel like you need to give back in this world.
Alex Yu	Yeah. A lot of people depend on it. So again, thank you. If you don't mind me asking you about the backpack organization. I wonder, did they also ask you, would you be willing to donate on a monthly basis?
Interviewee	They did not.

Alex Yu	Okay, if they had, would you have done that?
Interviewee	Probably.
Alex Yu	Okay. Um, do you defer to recurring donations?
Interviewee	No -- for to do a recurring donation. I really have to believe in the organization. And, you know, after I gave that money to those backpack kids, my daughter and I went home and looked them up online to make sure they were legitimate.
Alex Yu	Same. I did the same!
Interviewee	Exactly. So anyway, we're yeah so I wouldn't when they look like they were legit and they look like a good organization. I, you know, I just have a bleeding heart for youth and I think a lot of kids don't get the same shake in this world that that we've been privileged to or I've been privileged to and I like to help. Yeah.
Alex Yu	If they were you know for animal welfare, would you have donated?
Interviewee	You know, yes, I have this conversation with my cousin all the time because she will support any animal organization and won't support any human organization so, I have, however, supported the Humane Society, and I actually donated one year to ASPCA which I will never do again because they were -- I mean, they, they were like trying to motivate through guilt. I think all those sad stories of all those poor, starving animals and beaten and abused and whatever. I understand all that but I didn't. I was very uncomfortable, seeing that all the time. So once they got a hold of us and they started to exploit that. I felt less likely to support them. Yeah. So yeah, but I am you know I have a bleeding heart for you for kids and animals and people who are having a hard time, just in general.
Alex Yu	So part of my research is figuring out if social identity theory also comes into play. And that means "do I feel connected to the people who need my help?" And you had mentioned a little bit about M. And, you know, that was kind of one of the primary drivers for you. Do you mind if I asked you how you identify in terms of the LGBT spectrum?
Interviewee	I am a cis-gender. I get nervous even trying to even get the right terms. I'm a female, my pronouns are she, hers, and her whatever. And yeah, so I am straight and heterosexual and but I have open mind and I don't have any judgment against anybody you know you love what you love and that's that's doesn't make any difference to me.
Alex Yu	Do you feel like it is important that you have somebody close to you, who is LGBTQ, and that's one of the reasons why One Colorado is on your list?
Interviewee	You know, I probably came onto my radar because of that. Would I have supported them other than that? Maybe, you know somebody would ask me, and had a good scenario for what the money was being used for he probably would have done it anyway. But you definitely because I'm so connected to it. I mean, it's a very personal connection. So it certainly makes it more important to me to be donating to something that will have some impact in her life.

Alex Yu	That absolutely, yes, that is that is very important. My second last question. Would you, what would you like to see more or less of from One Colorado?
Interviewee	Well, what I'd like to see more or less. I don't, I don't know. Maybe more educational opportunities for the community. So that, because I think there's such a stigma around transgenderism and I think it would be beneficial to have an organization that took more educational opportunities to introduce the concept to the general public... being transgender doesn't make you a monster. In my heart, my kid is the same kid that she always was. And I think the stigma around it needs to be diluted because so many people don't know that these kids are just the same kids as their children, or gay or transgender, they're real people with real lives and real hearts and it's just something that maybe if they knew more about it, they wouldn't be so afraid of it.
Alex Yu	Just building on that, you would think it's something that One Colorado could host, would it be a webinar or would it be something that they could engage with the community. Like, how would you see that transpiring?
Interviewee	I think it could be webinars or it could be I think it'd be nice to have real life people in the community in some sort of maybe a panel or discussion group or you know, a lot. There's a lot of adult education like not, it's like nonprofits that run adult education programs. And there's one in Denver that I used to go to. And there's one here in Grand Junction, that'd be nice to see some classes being offered you know even, I don't know if they're classes or open discussions or how you would frame it but it'd be nice to see some experts and some people who have lived a life and love and love to experience or, you know, live experience come so that it can be desensitized a little bit. So I think webinars are great, but I think people also that I don't know how many people would show up, but I think we've got to start somewhere, the gay community in Grand Junction is very kind of under the radar. They're kind of still in the closet. And, and I think that, you know, some of it may be fear based and be for a reason. But I think the more conversation we start to have around it, maybe less frightening, it will be for the general population of here.
Alex Yu	I agree. My very last question is do you have any feedback for me on how this interview went, how this was set up, anything I can do to improve what could have improved this situation for you or maybe other interviewers down the line?
Interviewee	No, no, I think you've done a great job and I really appreciate the questions that you formulated, I think it's been very thoughtful and it's made me think a little bit more about why I do what I do and no, I think you're doing a great job. It'll be interesting to see. Are you going to share your results with everybody?
Alex Yu	You know what, I haven't got to the point where I know what I'm going to do with my ultimate capstone paper, but for, you know, just I had actually written it down. Another question, which is, like, how can I thank you for your time. So, maybe follow up after everything is approved by my faculty board and share the paper, or at least the presentation or something? I definitely intend on sharing it with Daniel, but I think something that just came to mind is, I should absolutely share with the

	people who gave me their time.
Interviewee	I would love that. And that would be exactly what would be a great thank you for me is to actually see what you know what you've put together and how you present it because I think it would be very insightful for all of us to understand what you find.
Alex Yu	Yeah, I will definitely make a note of that for sure. It's gonna be 100 pages long.
Interviewee	So maybe a white paper
Alex Yu	I just wanted to say it's been such a pleasure talking to you. If I do have any additional questions as I continue this process. Would you be open if I emailed you?
Interviewee	Great. Awesome.
Break	<i>Interviewee asking about personal life.</i>
Interviewee	Thank you for doing what you're doing to it's all, it's all important work and I am available anytime you need anything from me and I will continue to support One Colorado and and do anything we can in this world to make it a safer place for my daughter. And for the rest of the LGBT community.
Alex Yu	Yeah, absolutely. And, you know, best of luck with everything as well and I hope you have a wonderful day.
Interviewee	Thanks. Alex. Same to you. Take care.
Alex Yu	Take care, bye.

Interview 324A

324A	
Alex Yu	Alright, looks like we are recording now. So I do want to just make sure that you understood the disclaimers here that I sent you, and that you signed back to me but, in summary, this is a research project that I'm conducting for my doctorate at Vanderbilt University. I currently also volunteer with One Colorado and was introduced to One Colorado through The Center. For this, my primary role is to look at donor retention and why people want to continue working with nonprofits and providing financial support to them. I do want to share with you that your participation as an interviewee is completely voluntary, there's no coercion to participate and this participation will likely last about minutes. I want to be very respectful, for your time, so I do have a timer here for and you may go over if you'd like to continue the conversation. And you also have the right not to answer any questions, and if you feel uncomfortable in any way during this session, you

	have the right to withdraw from this interview and make sure that and ask that any of the data collected would be deleted as well. And I will not identify you by name or function to those at One Colorado that we work with, though I know that you are even closer than most of our donors to One Colorado and you can, of course, share your experience with Daniel and Garrett and Sheena, and other people as well. Do you understand or have any questions about this before we get started?
Interviewee	I understand. No questions.
Alex Yu	Great, Thank you so much, [donor name, redacted]. So I do want to start by just asking, can you describe in your own words what you believe One Colorado's mission is and what it does?
Interviewee	Um, it's pushing for the rights for the LGBT community in Colorado.
Alex Yu	Great. And by the way, I will be typing some notes, if there are any pauses there. Yeah. So when did you first become aware of One Colorado?
Interviewee	I don't know, within the last two or three years I guess - probably the last three.
Alex Yu	Okay. And can you recall when was the first time you donated to One Colorado?
Interviewee	No. Sorry.
Alex Yu	Okay. No, that's okay. Um, when was the last time you donated One Colorado?
Interviewee	I think, um, I know I've sent a check, since the first of the year, but I can't specifically say when.
Alex Yu	Okay. And so with that, the check that you sent in, if you could pick one thing that One Colorado would do with it, where would you want that money to go?
Interviewee	Wherever they thought it could be best used.
Alex Yu	And so that there is an inherent trust there, right, that they are using your money and other people's money to make the most use of it. Where do you think you've developed that trust from?
Interviewee	Um, well, one, I'm sure I did a little research on the organization before I donated the first time and so I probably went to Charity Navigator, saw the numbers, then, of course, as you mentioned, I've met Daniel and some of the other people. So I have that confidence.
Alex Yu	Got it. Um, do you typically meet an executive director or somebody in leadership with nonprofits that you work with?
Interviewee	Sometimes yes, sometimes no. I mean, there's like some national organizations HRC, SPLC, ACLU, you know. But even with the ACLU, I've met local people. But, so it depends on the organization and... but I would say overall on most of the LGBT giving I've done, I've known or met them, partly because of where I've lived

	where I've been giving.
Alex Yu	Okay. And how long have you been living in Denver for?
Interviewee	Four years, this time.
Alex Yu	Four, years, cool. I'm also a recent transplant. You mind if I ask you (this is not part of the interview) where did you move from?
Interviewee	Well I was in... I'll just give you a brief. I was here in the 80s, then transferred to San Francisco and Northern California, and then was in Tulsa, Oklahoma for three years and then moved here in 2015, so I got around.
Alex Yu	Yeah, for sure. And you think you're going to stay long term?
Interviewee	Yeah.
Alex Yu	Very cool. Well, very nice to meet you on, and looking forward to, maybe, you know, meeting you in person one day, if we get out of our homes and everything as well. So, you know, you mentioned you donated to LGBTQ organizations in the past locally. What do you think drives you to donate to LGBTQ organizations?
Interviewee	Um just their mission, you know, and being gay and seeing the need.
Alex Yu	Do you mind expanding a little bit more on the need piece?
Interviewee	Well, I see the need on a number of levels. You know, I've based on other things I've done like I've seen discrimination, I worry about, you know. Another thing I did once was some volunteer work. I was doing a little. I would occasionally see LGBT youth kicked out of their homes, when they were or they'd aged out of foster homes and not not be no place to go. Also the workplace, to a lesser extent, some trans rights, but mostly it's just you know. Well then, when I lived in California, there were a couple of initiatives against gay rights , Prop 8, and some of the other so you know, it's just a need over that I see something and fear I can, I can help.
Alex Yu	Yeah, I think that's really important. And thank you on behalf of, you know, everybody as well.
Interviewee	And then on a level, I noticed that it was easier to meet guys sometimes if you were donating and because I didn't like the bar scene. So it was a way to meet. Yeah, maybe not the best way, but a way to meet people.
Alex Yu	And have you found a lot of success with that? Meeting people?
Interviewee	That's where I met the guy I divorced, but still...
Alex Yu	So tell me a little bit more about the social aspect, if you don't mind.
Interviewee	You know, you go to two functions, you meet somebody there and something may or may not happen or you just even on another you meet other people who have kind of your same goals of helping the community, have kind of a different set of values say then, then the bar scene or something like that, you know. You meet people who are concerned about their community.

Alex Yu	<p>And yeah, it definitely seems like you are able to at least create or see some similarities with each other that you care about the social justice issues as well. I do want to take this time to share a little bit of my research because the next couple of questions will go along the lines of some, some of the things that you've already mentioned, but also expand it a little bit. So part of my research is to look at the intersection between three different theories and whether or not they end up having people want to donate to causes. So number one is identity theory, primarily social identity theory. So identifying as LGBTQ, gay. Somebody who can donate, a philanthropist, etc. And that explains kind of behaviors in relation to yourself and how you see yourself in society. Number two is impact philanthropy theory, that donations are really driven by the fact that you believe that there is an impact to the money that you are giving - otherwise you wouldn't do it. And number three is relationship management theory, which is what I want to actually go to first based on what you were talking about with the social aspect. How can an organization give back to you? So either in terms of reciprocity. So sharing with you a little bit about the way that they are using the money, right, either reporting also sharing that as well. Also, giving you, you know, like this was in the interview, but kind of saying like, "Thank you David for your generous contribution," and making that public somewhere, for example. So those are ways that you, that organizations, can have relationship management theory. I kind of want to go back to this idea of the social aspect. How many One Colorado events have you attended?</p>
Interviewee	<p>I think two for sure. Essentially, I get my organizations mixed up and can't be always certain who has gone and who sponsored it, because a lot of times you'll see, for example, I'll see Daniel at somebody else's meeting and I'm - and same thing. I'll see somebody from another organization at a One Colorado meeting, so two I can fairly say. One I know for sure. And another one. I'm fairly certain. So no, I can think of two.</p>
Alex Yu	<p>And I know this will be digging into the memory bank a little bit. Do you recall if you had attended a meeting or an event first before you donated or did you donate and then part of, you know, knowing that you are a supporter, you went to an event or were invited?</p>
Interviewee	<p>I donated first.</p>
Alex Yu	<p>Donated first. Okay. So let's see, just want to double check. So your motivations for donating to One Colorado. We talked a little bit about the mission and kind of being gay and seeing the need. There are also other organizations, nonprofits, and charities that exist in Denver locally. So, do you also donate to other LGBT organizations in Denver, or is One Colorado the only one?</p>
Interviewee	<p>No, I donate to The Center, the gay and lesbian center on Colfax. And well, yeah, I've done, there's an HRC group here and I donate to HRC, and then because I lived in San Francisco I donate to NCLR and occasionally Horizons Foundation. Less so now that I live here. I tend to go more with One Colorado and The Center.</p>
Break	<p><i>Dogs began barking, break from conversation while relocating to another room, non-related interview chatter</i></p>

Alex Yu	Okay, so. Going back to this. You have noted that you donate to a lot of different organizations. I see that a lot of the ones that you have noted are either LGBT focused or legal rights focused. What other types of donations or organizations do you donate to, or are those primarily that?
Interviewee	Those are the primary ones, things like that. You know, and then something will come up specific that maybe a friend is mentioned. And I'll do that. But yeah, those tend to be the ones.
Alex Yu	Okay. Um, so I'm going to use the information that I have, which is that you have dogs and I'm also a dog owner and lover. Why do you donate to organizations like HRC, and The Center and One Colorado and CLR versus like ASPCA?
Interviewee	Um, I guess partly it was because I started giving to them before I had dogs and just continued.
Alex Yu	Okay. All right. So one of your first organizations was LGBTQ focused.
Interviewee	Right, I would say probably the first, you know, other than just minor donations would have been to Horizons and NCLR.
Alex Yu	Do you mind, if you're comfortable with this, quantifying what a minor donation is?
Interviewee	You know like \$200 or \$300. Anything over \$1,000, I consider, you know, thinking about.
Alex Yu	Okay. Do you mind sharing with me - do you recall, like, what you did donate to One Colorado recently?
Interviewee	I'm pretty certain it was \$1,000.
Alex Yu	Okay. By the way, this is a semi qualitative - semi structured qualitative interview. So I'm going to ask a question that just popped into mind. Considering if you only had \$2,000, to donate to all the organizations that you love. Would you mind sharing with me a little bit of your thinking process? If you know what you would do with that \$2,000?
Interviewee	Um, Well, I would probably base it on... one, the fact that I have a personal relationship with Daniel, know him and two, exactly what the organization is doing. So yeah, there are organizations where I fully support what they're doing but I may not see it as urgent as what some other organization is doing. So considering right now that, with everything that's going on, somebody that's focusing on helping LGBT youth deal with not having jobs or are youth people and in the community dealing with the virus. To me, that might be a little more urgent than, say funding a lawsuit on some issue, depending on the lawsuit.
Alex Yu	Okay. If Daniel were to leave One Colorado, would you rethink your donation?
Interviewee	It would turn on how he left. For the reason, you know, if it was because they -- say they got a new board and changed what they want to do, and he left because they did that, that might change that. But yeah, I expected normal turnover in an organization. So it's not... let me put it... having grown up in a religious family, it's kind of the difference between Catholics and Baptists. Catholics will stay in their

	church, even if the priests change and they don't like him. Baptist will start a new church.
Alex Yu	I love that.
Interviewee	And that in fact, let me just put this out there... one of the the faults I had with gay giving and when I lived in San Francisco is how often they were Baptist in that, I mean, they would get a little upset and start a new organization kind of doing the same thing. But then there's another executive director, so I. One of the other things I look for is I don't like particularly small single issue groups. If you've probably seen in New York in the pride parade the number of individual organizations, just the number of different -step organizations that splinter off. So I look for some continuity.
Alex Yu	Okay. So, I would love to talk a little bit more about what it is specifically that Daniel is sharing or doing that is promoting loyalty to One Colorado?
Interviewee	Well, let me backup. As I mentioned, I've moved around. So I've been seeing other organizations and so Daniel's building a little bit on, or building One Colorado a bit on... Because when I lived in California, there was Equality California. And then I lived in Oklahoma. There was Equality Oklahoma. So I'm seeing, you know, this is kind of a continuation. The Colorado version of things I've already supported and you know the events I've been to and what I see on Facebook and some of the emails. It's just they kind of keep me informed and it's things I like to see them doing, but it's also consistent with what I've been involved, supported in the past.
Alex Yu	So, can you expand on that a little bit more. I want to dig a little bit deeper into what is the "Je ne sais quoi" about Daniel that makes you feel connected to One Colorado - or his staff too?
Interviewee	I think it's kind of the reverse. It's One Colorado makes me feel connected to Daniel, you know, he and I met him as a result of One Colorado and I like what they're doing. So I see him, to me he seems to be the one driving it and right now, and so it kind of it's both Daniel and the organization because I haven't spent time with Daniel - I think I've had coffee with him once and seen him at a couple of events. So it's just I like the organization. I like their goals, some of the things that they've accomplished.
Alex Yu	Can you tell me how you ended up having coffee with Daniel?
Interviewee	At one point after I've written a check. He emailed and said, you want to have coffee?
Alex Yu	Got it, okay.
Interviewee	I don't think we'd met before then or at least if we had, I don't remember it.
Alex Yu	And in this coffee chat. Like, did you just get to know each other? Were you able to share what you want your money to go towards? Did he seem receptive? I'm curious about the one-on-one interaction.

Interviewee	It's just kind of "Hi, how are you?" and a little bit about us. Obviously I knew more about him than he knew about me. But it wasn't a whole lot about this is what I expect from the organization or anything like that.
Alex Yu	Did he ask for any additional support after that or was that like, thank you for the support you had just given?
Interviewee	I'd say it was kind of a thank you and more "I want to meet my donors, you know, donors have a certain level" and it's a little bit like I used to work for a corporation and you know, if you own two shares of stock. They didn't pay much attention to it. But if you were a hedge fund you got more attention so he's got time to take you can take a little more time to meet somebody who might donate a little more so.
Alex Yu	Yeah, so, um, let me ask you a question about recurring donations. So part of this is for a lot of nonprofits, the ability to budget monthly is really helpful. And so a donation that comes in. At \$1,000, you know. Equally, it could have come in at \$83- \$85 a month. Do you see a difference in that for you? Do you prefer one over the other?
Interviewee	Yeah, I tend to to donate a couple of times a year. And it's based on when my money comes in.
Alex Yu	Do you mind if I ask, is it kind of like a paycheck for you or contract work or, you know, based on your own. Like, what do you mean when you say, based on when money comes in for me?
Interviewee	I'm retired. And I have a pension and social security, but at least for the past few years, I've had options. And so I would get an amount of money, depending on how many options. I had and what the market is like the last ones I've got and not worth anything right now. So, you know, I would wait and see what it looked like. And then make my decision.
Alex Yu	Very interesting. Okay, so it's more about whatever might be cashing out. And then, okay.
Interviewee	I do have a couple that I do monthly.
Alex Yu	Is One Colorado one of them?
Interviewee	No.
Alex Yu	Can I ask which ones are the ones you do monthly and why?
Interviewee	They're not ones I mentioned. I did, I've done this twice. Now I've gone on a tour and then ended up donating. Two years ago, I went to Cuba and then they had one of our stops at a local charity for children with mental disabilities. And so I, through the guide I got them money, monthly, and then I just did another one. And somebody on the tour has an organization that helps young women of color in an educational center. So I've set them up for a monthly donation for a year.
Alex Yu	So, first and foremost, we are at 30 minutes. I do want to be respectful and just ask, is it okay if we go over?
Interviewee	A couple of methods and over since I had to break it off.

Alex Yu	No, I, I really do appreciate it, David. This is kind of the meat of some of my research, which is what is the difference between an organization that you donate, you know, a decent some to say \$1,000, versus monthly donations. Do you mind sharing with me the monthly donations and how much you think those are
Interviewee	Well each of those I did \$100 a month for a year.
Alex Yu	Okay.
Interviewee	So the one I just started is the one. So there's only been one payment so far, but my intent is I put it, I set up an automatic payment for a year at my bank to just mail it out. Well, I don't have to think about it.
Alex Yu	Nice. Um, so why those monthly? Why not give \$1,200 dollars at once?
Interviewee	Well, the one in Cuba was a little special. Just because getting the funds there was kind of tricky and because it had to go through this guy who had taken from Miami and and so I just, in fact, at the end, things got, so I just wrote one check for like the last six, seven payments and had him take it all at once, and then this new organization. I haven't told them that they're getting it for a year and I didn't want to look pushy, I guess. So it just trickles in. The woman who runs it is African American, there's, you know, there's, I don't want this kind of white privilege thing to come through there and so I just and partly well the other reasons I don't as a close friend is connected with her her organization. And so just a multitude of things went into deciding to do it.
Alex Yu	Okay. You know, as I've been doing research with nonprofits. I think most of them do prefer the monthly donations, which, but I think it's interesting that you're utilizing the monthly donations as something to avoid the spotlight, so to speak.
Interviewee	Most of them prefer a charitable request if you're dead, but still.
Alex Yu	That too. Yes. Keep that was one of our questions on our questionnaire here, which I don't recall what you had answered.
Interviewee	I don't know. What was the question?
Alex Yu	It was -- would you consider an estate gift?
Interviewee	Yeah, I mean I haven't. I have, I last wrote my will before I met up with one Colorado. So I'm not certain, who gets what now, but...
Alex Yu	I mean that that's definitely of interest for people, but it's also a very touchy subject, as you can imagine. So yeah, do you think you fit the mold of most donors?
Interviewee	I don't have any idea.
Alex Yu	Okay. Um, let's see. For the donations that you provided the one in Cuba and the one on your other trip. Are you excited, you know, What would, what would make you want to renew your year with them? So not only you know you're not necessarily signing up for, like, I'm going to donate for months but you're doing it kind of clandestine in a sense, like they just are receiving it. Would you do you expect anything in return. Do you get any marketing materials and he reports any

	requests for coffee or even virtual webinars or something like that?
Interviewee	The one in Cuba, as I said, was very different. It was a local parent led organization. No, you know, we were on. I don't think they even hit us up for money on the tour. It was just something I wanted to do and I had a contact who could get the money to them. You know that just the whole relationship doing anything in Cuba is very different. So I wouldn't even, that one's just kind of out there, something, the one that I just started I've only done one. See if I hear anything. You know, it's not a big organization and they're pretty specific. And so yeah, I've already. I've already had coffee with the executive director because she was on the tour so...
Alex Yu	Got it. It's kind of a one on one connection to somebody who is a part of it important to you?
Interviewee	Well it obviously helps you know if I have somebody that I, like you like NCL are and I've donated a fair amount over the years. I met Kate Kendall at something she gave a presentation and I was very impressed and looked at what they do. And so, you know, I've met her at a number of events and bought tables at their banquets and so, by the way, if you ever get a chance to go to the NCL our banquet. It's the best event you go to.
Alex Yu	Yeah. Do you have to make a fun trip of it every year?
Interviewee	I did last year. This year I doubt they'll even have it but...
Alex Yu	Yeah.
Interviewee	It's just too bad because it's their 40th anniversary, no wait, that's somebody else's anniversary. But they have a new executive director, so...
Alex Yu	Yeah, it breaks my heart. You know, seeing how LA Pride is postponed and you know, I'm thinking about a lot of the nonprofit's because, you know, our primary focus as a society is thinking about small businesses right now. But you know as you had mentioned like your options might not be worth as much as before. And therefore, it might change your behavior. I worry about the viability of some of our nonprofits. It kind of keeps me up at night, a little bit. So, uh, I guess I want to just scan through the rest of my questions here. What would make you stop donating to an organization that you had previously donated to?
Interviewee	Well, if they did something I really disapproved of. I'm trying to think what that would be, well, for example, if one Colorado came out for conversion therapy, that was a good idea. Or, you know, even the best organization -- I don't know if I'd stop -- but even the best organization sometimes gets somebody in a position that's not good. Whether or not they're abusive to staff, whether or not there's malfeasance in the books or something like that, that could certainly have an effect.
Alex Yu	How would you find out as a normal donor?
Interviewee	Um, well. Yeah, let me move out of the LGBT community, but like Southern Poverty Law. You know, it's just had -- and I've donated to them for a few years and they've had an upheaval -- I'm still donating but it's something that came out in

	the press.
Alex Yu	Uh huh.
Interviewee	So yeah, that makes a difference.
Alex Yu	Do you, do you ever follow or set up a feed or something about the organizations that you work with, or donate to or do you just, happenstance, like something came up with the organization.
Interviewee	Happenstance. You know, I would want -- if an organization, say, stopped cooperating with Charity Navigator. And if I thought their administrative costs were exceeding what I thought was reasonable that that would have an effect. So, you know, there are too many charities that just benefit the executive director and his family.
Alex Yu	They're just paying the bills for them to be in that position.
Interviewee	Kinda like the Trump Foundation.
Alex Yu	Do you look at financial statements from the organization's you donate to if applicable?
Interviewee	Now, generally what I would look to as Charity Navigator to see what percentage is spent on...
Alex Yu	Okay. Is Charity Navigator your primary source?
Interviewee	Other than, you know, news articles or something like that.
Alex Yu	Yeah, I recently actually went on Charity Navigator. I was at Cheba hut, and there was somebody in the parking lot, trying to get donations for things like backpacks and stuff. And I, you know, gave them money and then walked away and looked it up and was like, Oh, Thank gosh, you know, like that. That what I just did was for somebody that was reputable. Um, but I should probably do that beforehand.
Interviewee	If it's more than \$20 yeah.
Alex Yu	Yeah, of course. Right. Yeah, it was kind of like, here's what I have in my pocket here.
Interviewee	The other thing is I never donate over the phone.
Alex Yu	Yes. Do you, I guess, in a building, it's less likely, but we just donated to somebody who just came knocking on the door yesterday, too. So I'm just, I'm I've been thinking a lot about this as it's like as if I am a donor. And as I'm studying donations as well. Okay so uh I do you want to take just a couple of moments in the survey that you filled out, it probably was a little confusing. I don't know if you remember this, but we did ask a couple of questions of whether or not you agree or strongly disagree, and it only allowed you to select a couple and I had changed it after you had answered so I didn't want to follow up on a couple of these just your sentiment about donation. So can you let me know from strongly disagree disagree, neither agree or disagree agree and strongly agree, the following statements? Charitable giving is important to me.

Interviewee	Strongly agree.
Alex Yu	Charitable Giving to an LGBT organization is important to me.
Interviewee	Strongly agree.
Alex Yu	I tend to donate to organizations that help people like myself.
Interviewee	What was the middle one?
Alex Yu	Neither agree or disagree.
Interviewee	Yeah, neither agree or disagree because I've got other places I donate to.
Alex Yu	Got it. And I am motivated to donate to right a social injustice.
Interviewee	Strongly agree. Strongly I do. Yeah.
Alex Yu	Okay I donate because I feel compassion towards those who receive it.
Interviewee	Strongly agree.
Alex Yu	If I don't contribute, nobody else will.
Interviewee	Neither agree or disagree.
Alex Yu	My colleagues and friends think it is important that I don't.
Interviewee	Agree.
Alex Yu	Partner or significant other things that are important that I donate.
Interviewee	Not Applicable.
Alex Yu	Okay. Whenever I see the one Colorado logo or attend an event I get a good feeling.
Interviewee	Yeah, I agree.
Alex Yu	Okay, those are those questions. My, my last question is, what would you like to see more or less from one Colorado?
Interviewee	I like what they're doing. I think the management knows what they're doing. And I don't have any ideas.
Alex Yu	Okay. Do you have any feedback for me on how this process went for you obviously had a little bit of a date mix up but that's that's on me, but just this experience was this, you know, any feedback for me personally?
Interviewee	No, I thought it went very easily. You know, you made it easy to talk to you and you put up with me having to deal with the dogs so
Alex Yu	Well, it's the least I can do for your time on. Is there anything that I can do to thank you for your time as well.
Interviewee	No, just continue the good work.
Alex Yu	Okay.
Break	<i>Asking about Nashville</i>

Interviewee	All right. Good luck.
Alex Yu	Thank you so much.
Interviewee	Have a great day. Bye.

Interview 330A

330A	
Alex Yu	<p>Alright, so it looks like we are now recording. I do again want to thank you for joining me today. So the waiver will be sent to me later today and it's okay if it's typed, but I will read out some of the disclaimers and just make myself available. If you have any questions about it. So as the form states, I am a doctoral student at Vanderbilt University. I am working on this as part of my EdD capstone project and I mentioned to you earlier, it is about donor loyalty for nonprofit long term sustainability. For you, I'm open to answering any questions you have about this project and your role in it. The purpose of this participation as an interview, we have this project and you are selected because you filled out a donor survey form and you had agreed to an interview about your donor habits and your feelings about One Colorado. And any future processing of your personal data will be explained to you that this process. Your participation is completely voluntary and I'm so thankful for that and there is no explicit or or implicit coercion for you to participate. The participation will last about 20 to 30 minutes outside of this disclaimer. And, you know, if you are comfortable, I'd love to take notes during this interview but I have also recorded the interview. But if you do not want to be a part of this interview and no longer want to participate in the dialogue, you have the right to be removed from this participation and you can share that with me verbally at any time. You also have the right to not answer any questions. And if you feel uncomfortable at any point you have the right to withdraw. Um, you have been given the guarantee that you will not be identified by name. Henceforth, your number here (330A). Any information obtained from this interview and that your confidentiality as a participant will remain secure and that you understand all of these points and statements. Do you have any questions about this?</p>
Interviewee	No, I get it.
Alex Yu	All right, and do you volunteer to participate in this interview?
Interviewee	Sure, yes.
Alex Yu	Great. Thank you so much. So I do want to start off. And please, if it's helpful for me to share any of my personal information, I'd be more than happy to do so on and you can ask at any time. But I thought it'd be really good to start off this interview by simply asking can you describe your own words what One Colorado's mission is and what it does?
Interviewee	I believe they are a policy group, the group that helps develop policy for well right now mostly local and state. In Colorado. And they, their focus is on LGBTQ rights.

	And that's what I think.
Alex Yu	So when did you first become aware of One Colorado?
Interviewee	You know, I was trying to think about that. It's been quite a few years. It feels like not long after they were formed and I'm not even sure that I remember how I remember going to one of the early lobby days so I don't even remember how I found out about them.
Alex Yu	Okay, and I can ask you why you were at one of the lobby days?
Interviewee	Well, it's kind of interesting. Life is always interesting isn't it. So way back when, in Colorado, there was this amendment two. I think that's what it was. Amendment 2, this is what they will call on us the hate state and all that. And it was, it was, um, you know, actually the supreme Colorado Supreme Court got rid of it. But anyway, at that time. I was just horrified that such a thing was going on. So I got a little bit involved and, you know, and just different things about LGBT rights and at the time I didn't know it, but my daughter is gay but she hadn't come out yet. So it's kind of interesting that I felt pulled to that.
Alex Yu	That's really interesting. A lot of my research is about social identity theory. Either you know if it is somebody who identifies as LGBTQ or is an ally or family member of somebody who is so if you don't mind, I'd love to dig a little bit deeper about that. So I'm at that time when you think you first were involved in One Colorado, can I ask how old your daughter was?
Interviewee	Um, how old is One Colorado.
Alex Yu	One Colorado is about 10 years old.
Interviewee	Okay, I feel like I must have gotten involved... They have lived here six years and it was before that I feel like I got involved eight or nine years ago. So my daughter would have been about 22 I think 23 and she came out when she was in college, though. I feel like she was 20 or 21 I can't remember exactly. Okay.
Alex Yu	So your daughter came out beforehand?
Interviewee	Or yeah, I think she may have come out before I joined One Colorado, as I was saying before that I worked on this effort to about Amendment Two, our hate state. And that was what got me. And that's what got me interested in the politics about it. I guess my daughter probably had come out and maybe that's why I noticed One Colorado.
Alex Yu	So during the time you found out about One Colorado was that the first time you donated or did you volunteer?
Interviewee	I started out volunteering, I think, Well, I went to the lobby day. I don't think I became a recurring donor until maybe a couple years ago. I mean, I would give them money here and there but eventually became a recurring donor.
Alex Yu	Can you tell me a little bit more about what made you want to switch to becoming a recurring donor?

Interviewee	Well, so, because I've gone to a couple of the lobby days. And then also, interestingly enough. My son and daughter went to the University of Colorado Boulder and they met Daniel there and felt like they were great friends. But actually, so I but actually I didn't know that connection until one day when I brought my kids to an event. So that was kind of strange but I think working with them working with One Colorado or volunteering with them and then seeing the kind of bill that they were trying to... the policy they were trying to move forward. You know, and then the fact that my kids and my attention. And I was impressed by him. Actually, I've been impressed by everyone, because that was before Daniel was the, what's the call the executive director or whatever it's called. Now I just thought I just felt trust with the folks there and the other thing, and I've told this to Daniel and Garrett and I don't know the truth or not, but this is what I believe. I believe that the types of things that they do, the types of policy they try to get past while a lot of it is focused on LGBTQ it spills over to the rest of the population, it's right.
Alex Yu	Interesting. So you mentioned trust so, can I ask what builds trust for you as a donor?
Interviewee	Well, I mean, my kids had met Daniel but they weren't his best friend or anything. Um, I feel like the way they handle themselves and the way they present themselves. I trust them, because of the way they present themselves. I trust that they're trying to do the best for One Colorado and they're quick to say this is what we do. This is what we don't do, they don't pretend to be everything for everybody and I think that's important too. And there's so much to know I can't know it all. I can't follow everything that's going on. I mean, right now, I work a full time plus job. I mean, it's one job but it's a lot of hours so I think it's important that I can learn from them about the various pieces of legislation that are going on and the various legislators quite a act.
Alex Yu	Um, so you've mentioned policy legislation. I looked back at your survey and you had mentioned some of the program areas that you're interested in your donation funding racial and economic justice, as well as political priorities. Can I ask, do you feel like a very political person in your day to day?
Interviewee	No, not as much. I mean, what do you mean by that. Do I volunteer for a lot of other things?
Alex Yu	So I'm curious to know if your day to day if your work is, you know, as a lawyer or if you feel like you're very involved in the politics of Colorado why specifically the policy piece is you know what you're choosing to mention a couple of times? Or at least was top of mind?
Interviewee	Yeah, maybe. Maybe I'm using the wrong word. So I'm IT director at a company that processes travel data. And so, I guess by policy. I mean, trying to get bills passed through the state. To provide equality to people and I'm not sure I get the question, sorry. Am I political I mean I donate to candidates here and there and I, you know, attend my caucuses and stuff like that. I think I just got I think I just became a precinct captain, but everything just fell apart. So I don't know if I'll be

	doing that for nothing.
Alex Yu	I mean that is pretty telling and it's great that you're involved politically for me. By the way, this is kind of a semi structured qualitative interview, meaning that I do predefined questions that I've written. And I also have the go ahead from Daniel and Garrett to kind of follow where the questions go right and the answers, leave me. And so I just thought, you know, it sounds to me what you were saying was a lot about policy -- you started at a lobby day. So I was wondering if that was something that you felt very strongly about, versus, you know, somebody could be really interested in the Safe Schools initiative because they're also a teacher, right. And so where are the circles, the social circles and whether or not they impact what you're hoping One Colorado uses your money for?
Interviewee	Okay, so that I get the question. So I give part of my money to the Education Fund because a million years ago, I was a teacher and my daughter is now a teacher. And I've always believed that education is very important and I also know how people can be bullied and if you're not the norm, whatever that norm is I used to. I moved a lot when I was a kid and I was usually the recipient of bullying. I wasn't the norm, I guess. So I feel like the work that's been there. It's very important I donate more money to the political side. And for that, I know that. Since I said, I don't think I can keep up with who every candidate is with everything that's going on. So because I said I trust them. I trust them to do with my money. The right thing instead of me trying to give a piece here and and there.
Alex Yu	Do you mind if you share with me? Do you know how much money you donate to each side?
Interviewee	Yeah, when you set out as philanthropic it didn't doesn't really feel like that. I feel like it's a very small amount. I give \$50 a month to the education funding \$100 a month to the political fund. And then if they have events and such I if I can I try to support those also. Okay.
Alex Yu	So I'm curious, why not \$75 to each?
Interviewee	Oh, at one point I asked Daniel or Garrett which - I said I wanted to -- they let me know that they needed more money on the political side, at least at the time.
Alex Yu	That's really good context for me to know as a researcher.
Interviewee	On the political side, you don't get to take that off your taxes.
Alex Yu	Is that a huge incentive for you if you are a donor to other places as well. The taxability?
Interviewee	Um, no. I mean, no.
Alex Yu	What are some other organizations that you donate to?

Interviewee	I donate to the MS Society and that my, my mom and brother both passed away from them. So it's a family thing. I donate to my daughter's school by buying snacks for the kids because they often don't have you know they need some snacks and I also, there's just something they need I'll donate probably every month I give somewhere from \$50-\$ 100 to her. I donate to the domestic abuse fund when I'm doing my Colorado tax and donate to my daughters in a community choir and LGBTQ community choir called Harmony. I donate to them. And let's see, And then I think kids are very important. Children are very, very important. And so if I see a kid selling for school or football or choir or whatever, I give money to that all the time.
Alex Yu	That's great. Thinking about the organizations that you donate to which by the way is fantastic just seeing the list here. If you were a third party person looking at your donation habits and knowing everything about yourself, do you see that there are any trends to that? Can you identify a string of reasons why these are the organizations that are receiving some of your philanthropy?
Interviewee	Well, obviously there's family connection right to one because my daughter's gay, to One Colorado. And then the MS Society. It is interesting, though, when I donate to the MS Society kind of them, and I don't do it. The only recurring donor I do is One Colorado. That's the only occurring donor I do, the rest are you know, but I do donate to them every year, but I don't do recurring. So if I didn't mean to mislead you if I made it sound like that. And then my kids, you know, I used to be a teacher myself and children are very important. So anything that raises them up into a good thing, I think. People do have trends. They donate to what they think is important to them, probably to their family. Oh, but what I started to say when I donated to the MS Society, I feel like it's a black hole. And I feel like I do it out of... I don't know why I do it actually.
Alex Yu	Thank you for being very open and candid and honest about knowing what you donate to what you feel about this. I think this is really important. I'm hoping that none of this impacts how you want to donate either to Ms or to One Colorado or anybody else. But I do have some questions. I'd love to peel the layers back just a little bit more if you're okay with that. You mentioned the, let me see, where do I want to start here. What would make you stop donating to One Colorado?
Interviewee	Well, I brought up trust several times. If I saw them do something I totally disagree that I thought was unethical or totally wrong. You know, just that would make me stop. Of course there, they've gone through various different leaders. I remember the first person I met there wasn't even Daniel it was James and James moved. You know what quite a while ago. But I was so impressed with him and you know, so then when he left. I was like, oh, and then what was it, Brett Clark or somebody was the creative director. But then I and then Daniel was doing the GSA is, I think, and then when Brad left I think Daniel became director, so I feel like the people they've always been pretty transparent about what's going on. So if I felt like they were starting to high jump in, I guess. I don't know. Or if I just totally disagreed with something, but I don't know what that would be right this minute, you know, they said that, oh, on the LGBTQ, people can have something and no one else can,

	that would make me stop.
Alex Yu	Okay. That's very interesting. So you've brought up a couple of times that they're doing what they're doing work that is part of what the world should be doing, not specifically doing work, just for LGBTQ individuals and their families. And this is kind of a follow up question to that, you know, if Daniel were to ever leave One Colorado, would that change your donation?
Interviewee	I'm not in an instant. I would watch. But I also have a lot of trust with Garrett too. I know people come and go. But I've met. You know, I think one of the things when you talk about building trust is that I feel like when I get introduced to people who work there, they try to remember my name and they try to acknowledge me you know and that's good, I think, and are willing to answer my question. Talk to me.
Alex Yu	Yeah, and I feel like that also leads to what you were talking about with transparency. So I'd love to talk a little bit about that. What are some ways that they feel that you feel like One Colorado communicates with you that is very transparent or how do you know what gives you the sense of transparency?
Interviewee	Well, for example, when they were studying, you know, well, they've done a lot of studying or research into health. You know, they keep you, it's interesting. I was cleaning out my email yesterday, you know my personal email and there's these organizations they email me every day, every time I can't stand this and I don't get that from One Colorado. I get real email with real information.
Alex Yu	How often do you get emails from One Colorado?
Interviewee	I don't know, maybe once a week, every other week, not every day. Maybe it's one. Come on. I don't know if there's an event, you know, we'll get information. I'll get that. I feel like they're very reasonable in their email.
Alex Yu	I think Garrett would be ecstatic to find out that his communications are along par with what you're expecting. I would love to ask a little bit more about the types of information that come to that are what you would expect to hear so I'm part of relationship management theory. I do want to share a little bit about this with you, it's about what an organization can do in order to build more of that trust with you and kind of the more of the relationship with you as a donor. So there are actually four tenants of this that I find really fascinating. I'm trying to build my project off of so you know, part of that is reciprocation. So if you look at providing information to you or sharing information back to you. Part of that is responsibility. So looking at, you know, do you find that they're actually being accountable for the work that they're doing right. Part of that is being thankful and kind of promotion of the work that you've also helped with. So is it a public share of information. Thank you Ann, for your monthly donation on their, you know,

	<p>website or something like that. So I'm curious to know when you're donating to an organization, especially in contrast to the MS organization, what sort of response are you hoping for? Is it a story about the impact that your, your money made directly? Do you feel like your \$50 that month can make a tangible difference, and if so, would you like to hear about it.</p>
Interviewee	<p>Um, well one thing is like I get, you know, a form email essentially every month from Daniel thanking me for my donations enough to go there.</p>
Alex Yu	<p>So okay, so it's an automated response?</p>
Interviewee	<p>Yeah, which is fine. I mean better, you know, lets me know, I think, it would be kind of fun. I feel like they send out emails about the legislative actions they're taking and describe them. So, I mean, it makes me feel like they're doing a lot of work. So, I don't know if I hear as much about the Education Fund, they send me emails, if they're going to have a GSA summit or something like that. So I like that. I don't really need my name to be on a website. I have no idea if my name is on a website anywhere. I know sometimes when I donate to my daughter's singing group they put it in the little book. Oh, I was gonna say I do appreciate it, once in a while, they'll invite donors to an event and present information and I do actually appreciate those quite a bit and then meet your legislator and stuff like that. They'll have like a little happy hour, whatever those things are. Those are nice for me.</p>
Alex Yu	<p>Yeah, the donor briefing is what I think you're referring to. Yeah, I visited one of those as well. And it was really interesting, you know, Daniel presented, you know, what your donations did? What your \$600 to the Education Fund did. So for example if Daniel ran some numbers and he found out the cost of putting together a GSA for a school in Colorado, that needs one is \$600 a year. Is that more impactful for you to know "I did this for this school, or is it simply good enough that you know that your money went to where Daniel thinks it's best going?" Do you like the idea that it goes to a lump sum that they can do whatever is the best for One Colorado and its constituents or would you kind of want to know a tangible like my money got this?</p>
Interviewee	<p>I feel like in a way, I'm more happy for it to go in that fund because I think that's assuming that that's all based on trust. Right. But I think the reason for that. I'm a director. Okay, so I'm, I'm not that you know directories to be high up but I report to a vice president, you know, so, I'm a little bit up the ladder and there are things that people that worked for me might think or know think they know but they really don't. They don't have the whole picture. So I might say to you, oh I want all my money to go to this school or whatever. And yeah, that might benefit that school and that may be there was a bigger picture that I don't know about. And so I guess I kind of think about that, but that is all based on trusting that they're doing. What you know that they're that they're being ethical and fiduciary about the</p>

	money.
Alex Yu	Can I ask you a hypothetical question?
Interviewee	Yeah.
Alex Yu	Imagine that you know they shared information saying, “hey, [donor name, redacted], did you know that for \$700, we can do this thing for the Education Fund,” would that ever make you want to change your donation to match something like that?
Interviewee	Yeah, I might.
Break	Conversation about coronavirus and retiring.
Alex Yu	So let's see. I do want to ask a little bit more about what you mentioned about the MS organization and going into a black hole, if you don't mind. You know, so what makes you still want to donate for an organization where you don't know where your money is going? Or it is not about that trust?
Interviewee	As I'm going into retirement, I'm going to have to be more thoughtful about where my money goes. I think it's been a guilt thing. I don't know if guilt's the word or, you know, but yeah, I don't know. I donated to it for years. My brother died in 1991 and my mom died in 1998 so I've just always contributed to them. I think in the last couple years I've gotten more thoughtful about knowing and understanding where the money goes and who's running with and such.
Alex Yu	It's a very personal donation in this situation.
Interviewee	Because then I can say in honor of my brother and honor my mother. But I yeah, getting to know the folks that One Colorado kind of makes me more want to donate to that type of thing. But then again, there are, you know, national organizations, maybe they need money so I don't.
Alex Yu	Yeah, I will share that some people have the same predicament. You know, they really loved the local aspect of One Colorado. The access to an executive director, somebody who knows your name, if you walk into the office, some struggle with the idea. Well, is my money helping the most people possible? Is it truly utilitarian in the fact that I need donating to a bigger national cause? I know why you continue to donate, but I'm just going back to your recollection of like the first time you wanted to donate. Was it just, was it the mission? Was it the people?
Interviewee	It was the mission at the time. I mean I think that's what makes you do your first donations. But then why do you keep doing it? Yeah. Except for my MS example isn't very good. I know. I think it's an emotional thing instead of a thoughtful one. It's an emotional thing. It's not a thoughtful, rational decision. Sometimes we do irrational things.

Alex Yu	I think if you don't mind, I would love to look through my remaining questions. Is there a feeling that you get when you think about One Colorado at all? Like if some of a colleague totally separately brought up One Colorado. What would your reaction be?
Interviewee	Um, One Colorado makes me feel hopeful.
Alex Yu	Hopeful for?
Interviewee	A better tomorrow.
Alex Yu	I love it. And then I think, I think that is it for me. My, my last question is would. Is there anything you'd like to see more or less of from One Colorado?
Interviewee	I think they've kind of got it. They figured it out. Don't start sending me emails every day that say nothing.
Alex Yu	I will absolutely make sure they don't, haha. Do you have any feedback for me personally, not about One Colorado. How is the scheduling, how was this experience, anything that you'd like me to know before I talk to more people?
Interviewee	No, it's good. I appreciate them being included. I wish you a lot of luck. Maybe one day we find out what your research shows us. Do you think you'll ever let us see that?
Alex Yu	I would love to actually. I intend on sharing it with Daniel and Garrett and maybe it'll be a part of one of those weekly emails so you can all see.
Interviewee	We can do a little event. Yeah.
Alex Yu	I'd be more than happy to share as well. That'd be really neat. [Donor name, redacted] I just wanted to thank you so much for your time, your honesty and sharing information with me. If there's anything that I realized is so crucial to my research, would you mind if I emailed you quickly and asked a question or two?
Interviewee	No, I wouldn't mind at all.
Alex Yu	And I think we'll go from there. But thank you thank you thank you so much for your time and I hope you have a great rest of your day and happy early retirement.
Interviewee	Bye bye.

Interview 331A

331A	
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Alex Yu	Great. Okay. Looks like we are recording now. I know you signed the disclaimer, the interviewee consent form, but I do want to just run through a couple of items for you so you know, I know you received the donor survey. And so the survey is actually something that I'm using as part of my doctorate research at Vanderbilt University. I'm working on Colorado about donor retention and donor loyalty. I'm hoping that some of this research can be applicable to all nonprofits, but primarily an LGBTQ rights on profits for now. You know in your, in terms of your involvement with this project. I just want to state very clearly it's voluntary. You can stop the point and you can tell me that you know you don't want to allow this recording or any subsequent transcription of this conversation. During this time, I will be taking notes. I hope it's not going to be distracting whatsoever, but if it is please let me know and I can switch to writing or, you know, I can review the recording in general. Yeah, sorry, this is kind of the tenuous part of this process. You also are not coerced into this and you are doing this completely voluntary. This should take about 30 minutes. We can go shorter or longer, as you see fit. And you have the right now to answer any questions in the right to withdraw from the interview. So that's, those are all the things I just want to make sure you hear it verbally.
Interviewee	Yeah.
Alex Yu	Well, thank you so much for joining on. So I do want to start off by just quickly asking you, you know, can you describe in your own words what One Colorado's mission is to you and what you think it does.
Interviewee	Um, I think One Colorado's mission is really to have a good lay of the land as far as the LGBTQ community in Colorado and its needs and then to advance initiatives in service of that, but also to block any initiatives that may undermine needs. And so really pulling levers around research to inform community needs and policy initiatives, but also working a lot on the policy front because otherwise there's nobody really advancing those things in that area so they definitely fill the policy are we in our other groups aren't.
Alex Yu	Yeah, absolutely. And can I ask you, when did you first become aware of One Colorado?
Interviewee	Oh my god, um, I think maybe like five, five or six years ago.
Alex Yu	Okay. And do you recall how or what sparked your interest or where did you see them?
Interviewee	Oh, gosh. I have, I'm not really sure. It may have been... might have been Facebook. I think I knew of them before. But one of the first events I went to was, I think one of the road shows and then followed by... they did like a little series of how to get involved on boards and commissions. So I'm not sure exactly, but I think it was probably Facebook.
Alex Yu	And can you tell me a little bit more about why you were attracted to One Colorado versus other nonprofits that might exist in Colorado?

Interviewee	Um, I think if I had all the money I would give to like everybody who I thought had a good mission. But I don't. And so I think there's a lot of different groups in Colorado that provide community based services, but there's not a group that really focuses on policy and I've always tended to lean more towards groups focused on policy, because then the impact is a lot broader, and if there's not a group individually like organizing individuals and you just don't ever have the impact and so that ends up being really critical for things like hate crimes or health equity just basic civil rights and if you dig deeper, as long as those things exist, people are going to be disproportionately impacted have greater needs. And so the better those things are, in some ways, less needs people will have and so it just seems like a really important thing. So I think policies are just so foundational.
Alex Yu	Yeah it, you know, it really sets the future. Right. So if you set down policy in place you're protecting future generations based on what your beliefs are that they should, you know, obtain in terms of rights. I absolutely understand that. Can I ask you, what other organizations do you donate to either types or names?
Interviewee	Yeah. Um, so CPR. Because they do a lot around education and provide unbiased reporting and sort of across the full spectrum of things, including things that are culturally relevant?
Alex Yu	Can you expound CPR. What is that?
Interviewee	Colorado Public Radio.
Alex Yu	Okay, cool.
Interviewee	And HSUS, the Humane Society of the United States. So kind of like One Colorado, they have, um, they do some community work, but almost entirely focused on national policy and then state level policy. So big animal lover. And um, RIHEL, which is local in Denver. So it's the Regional Institute and Health and Environmental Leadership and so they do a lot to support people in public policy, whether it's health or environmental policy. And so they do a lot of scholarships to support people in development and those fields, which particularly nonprofits often don't have much of a budget for professional development or nothing substantial anyways. And so... I'm trying to think. And then like the local humane society that I volunteer for, I think, I think that's it.
Alex Yu	Okay, that's a very healthy amount and it's great to, you know, one of the best parts doing these interviews is really picking the brains of people who are really generous and, you know, doing good philanthropy, regardless of whatever the amounts are and who they donate to. I just love talking to people who want to give back so thank you for sharing. So I do want to ask a little bit, you know, can I ask what your occupation is?
Interviewee	Yeah. So I work in policy. So my backgrounds in Psych, and they worked with adults with developmental disabilities for a long time and then worked in behavioral health for at Fort Carson and then now I work for the Department of Health Care Policy and Financing, so I oversee Medicaid operations and we'd actually worked with you guys on your most recent health report. And have your

	<p>data actually. We had been working with Kara Cheevers before she left, looking at the Medicaid specific side to look at population health for a group that was not being looked at. And so that's what I do. A few different things like access to care and member appeals and all kinds of stuff.</p>
<p>Alex Yu</p>	<p>Yes, so, I do want to take this time during the interview to share a little bit more about my research, considering you're also somebody who looks into policy. And so right now. My research is focused on how I can best help nonprofits, you know, share their vision but also obtain the funding that's necessary to work on to actually do their advocacy work. And so part of that is an intersection between social identity theory. Do people identify with the people, so you mentioned animal lovers. And you also mentioned the animals right and so, you know, do you identify with the people that that's helping, or the animals, or the specific areas? Impact philanthropy theory, on whether or not you truly believe that your money goes and helps something, right, makes an impact versus not. And then also relationship management theory, which is the idea that the nonprofits that you donate to have to be able to engage with you in a way that allows you to feel the benefits of that as well. So, and that's four pronged there's reciprocity, which is exhibiting gratitude for your donation. So do you get a thank you email to get a call? Responsibility, do you believe that they're using the donation responsibly? Reporting, are they openly sharing that information on what policy work they're doing, and then relationship nurturing, are they engaging with you on a regular basis? So knowing all of that information. I kind of wanted to ask you, does any part of that, like, particularly resound to you at this point?</p>
<p>Interviewee</p>	<p>Yeah, I mean, I think there's also another one I donate to which is rescue that works directly with shelters who can't handle medical care and that's needed. I think the biggest thing is because I have to sort of be selective because if I had it my way I'd probably donate to like 50 every month and I look at what has the biggest impact on the things that are most important to me. And so I've... and it directly intersects with my voting, like in the platforms. I think are most important and which have tended to be like civil rights, especially for the LGBTQ population, but also animal advocacy. So I think the things that, like I kind of look at it as like what hurts my heart the most and what's like the biggest bang for the buck of, like, who what groups can have the biggest impact and advanced things the farthest, the quickest because it is a gradual thing. So even though I'm also like an HSUS district leader for Colorado Springs, they talked about how even for simple wins and policy sometimes it's a multi-year process of like you plant the seed you kind of massage it a little bit with legislators and that's a tough group, especially when there's a lot of ignorance or lack of understanding and how do you sort of guide them to like come closer to where you're wanting things to be in really aiding in that and I think One Colorado's done a great job with that and like having, you know, things like lobby days, helping people understand, here's where we're really leaning in, here's why, and here's the ways we're going about it. Here's our wins. Here's our losses. Here's the strategies and really having a plan and like a really good. Like, why are we doing what we're doing and why is this work so important and how will it be impactful and even things like, I can't remember what</p>

	<p>group sent it out, but how the legalization of gay marriage has been directly correlated to decrease in suicide and how if people are less marginalized, they tend to better health outcomes and which is no real surprise there. But finding ways to quantify the impact whether one is detrimental or beneficial goes a long way and so I think really having a strategic plan that's cohesive and sustained that really resonates with people I think is important. So when it's so broad, like "we just care!" and you're like, that's great. Um, I do too. But I think that those are the things and I think in the policy realm, which I don't think people understand is, there's, I think nonprofit space a lot more issues because there are 504Cs, or five, whatever it is, before and where it's not tax deductible for donations and people are so far removed from policy, they don't understand why it's important and they don't understand how many barriers these groups face trying to advance any policy of any kind. Even for instance like conversion therapy, there's a mountain of evidence of how bad it is and how it has absolutely no positive outcomes. And I think that failed Colorado legislature and then until Denver passed it, then people are like, well, I mean maybe, so I'm just having a group that's really strategic around that is important because I think there needs to be statewide and national groups that are really hitting it hard, because if nobody's watching, then a lot of things happen behind closed doors, a lot of really shady stuff gets... they sneak it into bills. And so, and there's a lot of um, sometimes propaganda and all these shadow groups like they have a nice name. That seems like it's pro like animal...</p>
Alex Yu	Coalition for families... and then all the sudden...
Interviewee	<p>And all sudden everything's against it! And it's funded by these really not great groups and so the average person isn't going to know those things or be able to necessarily change those things without a group kind of leading them and saying, here's how you can have an impact. Here's your legislator, here's what you should be telling them. Here's what you really need to know about this bill. And so it's such an unmet need, and if no one's doing the work. People sometimes think that like the status quo will remain the same and they don't realize that there's always groups that are actually trying to make things go backwards all the time and so, protecting what's currently in place as well as moving things forward is critical. And that's, those are the things that like resonate with me on a policy front, I try to look at state and national level groups that are really focusing on policy and then sort of like very locally. Look at the groups that kind of touched my heart the most, whether it's like my local Humane Society, and I try to do non-monetary things like, I volunteer as a wildlife transporter, I tutor foster kids, I am on like the community animal response team. And I even coach clinicians, as I am a professional coach and I coach clinicians. And so even looking at I think here's all the ways you can contribute to something that matters to you. And I think the humane societies done a great job of just us of like There's a bunch of different ways. And here's like whether it's like a two second thing, whether it's a one time thing, whether it's you want to kind of keep out all the time. Kind of finding Like whatever way makes sense for you to contribute. Here's your options and there's bound to be something that fits. That's always been Something meaningful to me. And so I try to contribute monetarily and non momentarily. Even though my time</p>

	translates even money soThose are the things I look at
Alex Yu	Yeah, very, very, very interesting how you are kind of thinking through it. Can I ask, are you aware of One Colorado having two separate funds? So one is the education fund and one is the policy fund. Can I ask you which you donate to?
Interviewee	I don't even know (laughs).
Alex Yu	Okay.
Interviewee	If I was forced to choose at a donation point I'm guessing I would have chosen policy, but I feel like it was just like a general one. Although both are super important, I will probably always lean towards the policy of people doing things that I can't do myself necessarily.
Alex Yu	And the only, the primary difference here. Well, I mean, there are many differences. But a lot of people are worried about, or they donate because they also have a tax benefit. So the policy, one does not give you the tax benefit and you are obviously aware of that. That doesn't make a difference to you?
Interviewee	Correct.
Alex Yu	Yeah, okay.
Interviewee	No. And also I mean because the tax benefit ends up not really being realized, unless you're donating like really substantial amounts and so for me, because I have claimed to like my donations and nothing moves so it's pointless anyways. So, um, and, again, I think I still think it's more important, and I think more broadly, people think that if it's a nonprofits automatically tax deductible anyway. So no, it doesn't matter to me because I just think work is so important.
Alex Yu	Yeah, you know, and usually for it to really be worth anything you do you need to follow through during tax season and everything, which I think most people don't do. So, let me just jot that down. Do you happen to know how much you donated the last time you donated to One Colorado?
Interviewee	Um, I have it in a spreadsheet for my budget. It may just be like \$20 bucks a month or \$10 bucks a month. I don't know. It's nothing.
Alex Yu	But it's recurring?
Interviewee	Yeah.

Alex Yu	Okay. Can you talk to me a little bit about why you opt in for recurring donations?
Interviewee	Because it's a recurring issue.
Alex Yu	Okay. Um, can you expand on that a little bit more? Do you think that most things are recurring issues
Interviewee	Yeah, I mean I think the need for One Colorado to get out there, educating, and doing research, and being in policy is never going to end or at least for like a lot of decades. And so it's not a one time issue, like I sometimes, like there's an animal rescue that I do very frequent one time donations to, so I donate more than once monthly to them, but they're for specific cases -- where this dog has this issue and we're trying to raise this much for this care -- and so it's an issue that has a specific scope and kind of like it's almost like a project with a beginning and an end. So, and those cases I do one time donations or like even if you think of the, I donate every year to like the trees for foster kids you get gifts are like you provide money so they can get gifts and again, that's like a a set thing with a beginning and an end in a very specific goal. So anything else where it's just an ongoing initiative, I do recurring.
Alex Yu	Okay. If you receive an email saying, hey, we're trying to set up a GSA, a gay straight alliance, in a school and the amount that it takes is to, you know, for each school's resources. It takes \$200 bucks. Is that something that would compel you to want to donate \$200?
Interviewee	Potentially. If there is, like, here's what we're really trying to do, we need a one time donation and here's why, I would be far more compelled. There's one element that you guys don't have control over which is sort of like, donation request fatigue. Sometimes just getting stuff in my inbox, I'm just like, enough already! And not from you guys, but like if there's specific things happening in the world. It can kind of be a lot or during the lunch session. And sometimes they just get hit with so many different groups that I'm just like, I can't even right now. It's sort of like turning my brain off. And so that's definitely so yes to your question, absolutely would compel me there's just this other mitigating factor that sometimes makes my brain shut down.
Alex Yu	Sorry, I just want to type this in before I move on to my next question. So can I share a hypothetical with you? So imagine you don't have this fatigue and you are in a giving spirit and imagine that you do have \$100 you want to, you actually are, like, how can I donate this would it be more helpful to hear from One Colorado. Hey, we're looking to raise \$5,000, for this thing that you care about more is it better to even break it up into more meaningful chunks saying for \$50, this is what you wouldn't be making an impact on and for \$100, this is what you'd be making an impact on. Do you want to understand your dollars at work or do you want to understand the broader priorities in play?

Interviewee	I mean, I guess, it sort of, for me, I want to just understand sort of what we're really going for in the why, but I do think that sometimes saying for this much... You're like, you know, like you're just actually donated the other day, and they're like for \$20 you feed two baby squirrels. Like oh, two baby squirrels! Okay. So I think it recently had to bring a baby bunny to rehab so I donated a lot out of guilt. But it is compelling sometimes to understand how far your dollars can go. So I think even something like we want to raise this much for GSA but like this amount funds one leader or, you know, like one, whatever. And that can sometimes be compelling for people.
Alex Yu	Would you want to donate more if you knew that this would fund Mary Johnson from this school district to do this thing and apply a name, a photo to it, or is that, is that too much?
Interviewee	I mean, but I do you think that kind of understand your dollars a little bit more so if they're, you know, if you guys say, hey, we're trying to raise \$5000 for GSA people sort of, let me speak for myself, I come up with like this dollar amount feels good to me. Like the right amount, but if it's like hey, maybe it's like \$20. I'm going to give \$20 and then you go and you're like okay I'm going to donate \$20 and it's like hey \$30... helps this. I'm just like, well, okay, okay, maybe \$30. \$30 feels alright now. I'm like, so I think it can. It can sometimes push someone a little bit farther from sort of the arbitrary number they came up with that feels good. Be like you kind of introduce another monetary amount that might be close to what they're thinking, where they're like I can stretch a little bit, that feels alright to me. And so I think it's just introducing another element that kind of challenges them to think about a number that maybe they didn't first introduce on their own. That definitely works on me.
Alex Yu	Okay. Have you ever felt that your donations, if they wanted more would be greedy?
Interviewee	No. Not at all. Um, I mean nonprofits that don't have a regular funding source, it's a huge struggle. So like, you know, a little bit different for like, you know, first of all, the government has like, an endless, endless amount of taxpayer dollars that they squander all the time and then there's nonprofits, like for instance the Epilepsy Foundation. We were funded almost entirely by Medicaid dollars in New York, so there's a regular funding source. So other things like grants or donations sort of augmented that but the majority of it was from a specific source and the well wasn't going to run dry and I think for other nonprofits who are perhaps fully supported or nearly fully supported by grants or donations. That's just a completely different thing and you're not necessarily being funded by person or by service you're giving like other nonprofits. And so I think certain nonprofits definitely face more challenges than others, and they definitely face the most challenges out of the different business types in my opinion. So I will never think that myself. But I've worked a lot of nonprofits and governed everything but for profit. So I definitely understand the challenges.
Alex Yu	Do you think you fit the mold of most donors?

Interviewee	Probably not. I mean, I don't really fit any molds. I think a lot of it has to do with, probably like your work history, at least for me. I think when you've worked in the nonprofit sector, you get it when you, when you've been more involved in policy, you get it. And I don't know if someone who's had a full sales background would know that and someone who's not been super tapped into the legislative process would understand it. And so I do think people who have a variety of backgrounds shape their perspective. So sometimes you have to thread the needle, a little bit more to help people make connections that maybe they wouldn't have otherwise.
Alex Yu	Okay. And I do want to be aware of time. I have the time, but I want to make sure I'm respectful. (Interviewee agrees). I would love to continue and let me know if it gets a little too too much time. Um, so going back to the ideas of social identity theory on do you feel, do you identify as LGBTQ?
Interviewee	Yes.
Alex Yu	Okay. And so, is that an important part of the reason why you donate to One Colorado?
Interviewee	Um, yeah, I think I donate to things that are personally important to me. And again, it's like the things that, I think, are foundational to who I am as a person and almost directly tied to like my morals, values, and integrity and like the things that make me and they're the things that either kind of makes my heart happy or like hurt my heart and that goes to do something you deeply care about, it goes both ways. And so I think even before I identified as being part of the community. I identified as an ally and I was voting that way anyways. It was totally one of those things. I'm like, how could I not put two and two together? (laughs). So, um, yeah. I don't know that I would have had to identify as being part of the community, but it was something that was always deeply important to me and it's not just that, I'm someone who's always deeply identified with any marginalized or underserved community because I'm just really inclusive and kind of see all the stuff is like, oh my god, why do you care? Like if they're not hurting themselves or others like Jesus get over it but I think education has a large part of that. And I think a lot of people... I've had this experience personally with people where they're like it doesn't feel good. I don't want to hear about it, and I'm like, "more of a reason to learn about it!" You know, and there's like I volunteer as a hotline advocate for human trafficking and a lot of people are really uneducated about human trafficking and they don't want to hear about it, doesn't feel good. Same thing with animals and factory farming and there's like "it doesn't feel nice" and I'm like "yes atrocities never do." And so I think a big piece of that. And so any issues with civil rights have always been really important to me, any marginalized communities. And I think for me personally, a big thing has been education. So for instance, I wasn't super well versed in immigration, like, at all. And so I was always like, I'm going to kind of stay silent on and I don't have a clue. I don't have a right to have an opinion and for me that's just my personal perspective on myself. And even doing human trafficking training, I got a crash course and immigration and refugee status. And I was like, I've been so ignorant for so long. And now I get it. And so I think digestible education that helps people understand why they should care goes

	<p>a really long way because I think most people are compassionate and most people care and I had, um, I had a training where sometimes we get stuck at the surface of looking at differences. And if you dig a little bit, you realize that there's this foundational thing that you actually do relate to one another on. And so the guy had picked a really horrible topic, and he's like, I think all strays on the street should be euthanized. And I even knew it was supposed to be an illustrated example, and he was like if someone comes out of the gate like really intense, well, why is that, like, tell me more about that. He's like, well, I just, I don't want strays to suffer. I don't want him to get hit by cars, or attacked, or hurt, or starve, or have disease. I just hate to see animals suffer so I really just want animal suffering to end, and he's like, when you dig a little deeper, he's like, then you realize you relate to one another and that you don't want you love animals and you don't want any animals to suffer. And that was like, fair point. And so I think it's that for a lot of people and it's a lot around education, like I've had to work with a lot of people, even in my own agency when they found out we were doing, looking at population health for the LGBT community. They're like, why are you looking at this population or that population?. I'm like, whoa, I'm not saying all populations aren't deserving. This is just a starting point and maybe you should care. And it kind of highlighted to us too, you were like, oh, even in our own agency, there's other groups that don't even realize how marginalized this population is and how many health disparities they have in comparison to other populations and how few resources there are. And so I think education goes really far because I think most people care when you dig and dig and dig.</p>
Alex Yu	<p>Yeah, so, thinking about the research that I'm doing... And without swaying your opinion or one way or the other. I want to ask two questions here. One, do you think it's more important that you feel like your money makes an impact on the organization or do you feel like it's more important that you can identify with what the organization is doing as a donor?</p>
Interviewee	<p>Um, I would say, it's almost tiered, like first you have to identify with what the organizations doing even consider donating. And then the next thing is you have to feel like your dollars are impactful. But if you don't identify, I don't identify with big cattle associations. No way, no how regardless of their impact am I going to, you know, contribute in any way. I would defund them if I could. Yeah, so I think I identify in some ways, but yeah, so I think finding out how that matches with people's identity or values. For me, would be the priority.</p>
Alex Yu	<p>So I would love to peel the layers back just a little bit more here. So I think that that's that's really insightful what you just said it's not, you know, if you're going to filter, you're going to filter first by what you care about then filter by who you think makes the biggest impact right?</p>
Interviewee	<p>Yeah.</p>
Alex Yu	<p>Working with nonprofits, it's really competitive. So there are actually many organizations that support civil rights, LGBTQ work, maybe not as many in the political sphere. I'm curious to know why you think One Colorado has the biggest impact for your buck? Thinking about the organizations that you could work with,</p>

	<p>I don't know if you know about the Human Rights Campaign... I know you're located in Colorado Springs, but you know here in Denver, there's this center on Colfax which is right across the street from One Colorado. There are plenty of other organizations as well. I'm curious to know how you decipher that One Colorado would make the biggest impact?</p>
Interviewee	<p>So I think on a policy level, groups that are really in the States policy are probably more influential. So compared to like HRC, I will always choose One Colorado and also it's the state level impact.</p> <p>And I do think state level impact is sometimes the most critical and advancing federal changes because the feds, you know no states are really doing anything or advancing the feds are like, no, we'll leave it up to the states and when states start showing movement and it sort of forces movement at higher levels and even we saw that with like conversion therapy of, like, okay, the state's sucking right now like let's like go even level down and have more local impact and that really paves the way. And so I think state level impact is the most important. And like even for HSUS if they were really focusing just at the federal level and there is a state level organization that was good. Like, there's Colorado Voters for Animals, but not quite the same. But they focus really on state level, so it's a national organization doing state level work. And so that, because they've identified that that advances the federal legislation and so that is the reason national versus state. And then I think I'm as far as like The Center and some other groups, which I think are wildly important and they have, it's just different, again as the policy versus like doing community based services, but they can also charge for services, even if it's on a sliding scale. People who have received services may be more compelled to donate and they can also they have a much bigger, they can fish from a bigger pool as far as like funding for like grants, because they're also they're providing community based services that don't have to that are tailored to the LGBTQ population, but their grant sources don't have to be LGBTQ related. And so I think One Colorado has a state level impact, but also I specifically recognize which nonprofits may face greater challenges. And so that's one of the considerations that I make.</p>
Alex Yu	<p>So, I don't know if I'm out of line here, but I don't think you fit the mold of most donors. You know a lot of people don't understand policy diffusion from state to national level, or even lateral state to state level. Thinking a little bit more about the funding resources and how you understand that that the Center can charge for a training One Colorado. I think that's fascinating. So you really do understand the impact philanthropy part of that, that you are you, you are a smaller subset or they have a smaller pool of people that they can go to. I'd love to jot that down. Okay, so I really don't want to take up too much more of your time. I do want to focus a little bit about that relationship piece. So, um, do you, do you actually know anybody who works at One Colorado where you've had conversations with like, do you know who the executive director is etc.?</p>
Interviewee	<p>Daniel Ramos? No relationship. I just know his emails.</p>
Alex Yu	<p>Okay, so no relationship to Daniel. Would your relationship with him impact the amount of money you would give?</p>

Interviewee	<p>Yeah, I mean I think the more broadly, the more connection you have, the more connected you feel to the nonprofit and the more you want to give in different ways. And so yeah, absolutely. I know one Kara was there just through. I mean, it was work related not on a personal level, for me, but that deepened the connection for me just seeing the commitment and I think taking a broader view. And I think also, a big part of the connection is I think One Colorado is really inclusive and it's like, let's bring people in. Let's help educate. Let's have allies. Let's like anyone who's here. Like, let's just all be in this together. And I think sometimes, in really of doing like evidence based policy and evidence based education where some nonprofits sometimes make the mistake of, like, we're good, they're bad, bad bad bad, we have to fix these bad things, and it can end up sort of ostracizing groups, or people that may potentially be partners in the future. But also that can sometimes not be that can be off putting to people. And so I think finding positive ways to educate people and create that connection has been helpful. So I think in meeting Kara, seeing how deeply passionate she was about things and the kind of hearing at a very high level, some of the things that she was wanting to bring focus on or bring focus to was like, whew, like you, the energy ends up being contagious. And so, um, it's hard not to be into it when someone else is really into it.</p>
Alex Yu	<p>And so I want to go, looking at your answers before you had mentioned what would make you want to donate more which is stories of the impact or donation. And additional communication on Colorado initiatives. So can you expand on that a little bit more? Like what would additional communication look like and what would an impact story look like for you to want to change your donation?</p>
Interviewee	<p>Yeah. So I think for me personally, and it's not so much about, like, you know, Billy had this experience. And I'm like, okay, good for you, Billy. But I think quantifying it in some way like we had a summit and we were able to reach this many people. And after having this impact, here's sort of what we think the downstream impact will be, or we were able to give scholarships to this many people, and One Colorado already does this look like really keeping track of bills and how they directly or indirectly influence bills and sort of wins. And even if there are some losses, kind of like One Colorado's like that's okay, we're going to come back from this. We're going to find a way like this is just the first round and I'm really having something concrete. So it's not, It doesn't feel like the intentions to create a feel good story, but it's really like we want to let you know what the impact is. And by the way, that happens to feel good. And that those are the things I think that resonate with me and actually demonstrating impact rather than just like saying it's happening.</p>
Alex Yu	<p>Yeah and some people love to know about Billy or Mary.</p>
Interviewee	<p>I don't. (laughs)</p>
Alex Yu	<p>Tell me more about additional communication. So you just do more about the bills like do you wish that you could sign up for very specific things are there things you don't care about and don't want communication on?</p>

Interviewee	<p>Um, I think, no, I think I like hearing about all of it, I think where I love when they talk about bills. I would love to see more done with that. I think there's some opportunity and of how people can lend more support. So I'd love to see, like, HSUS. They've been at it for a long time, but they will send emails, for instance, and they're like they have a tool where you can say like find my legislator. And it pops up for you and based on your zip code and then it gives you like, here, a call and leave a message that's roughly this like here's a starting point. If you want to say this great if you want to say something else too and it gives people an opportunity to actually lend support through a quick action and where they know directly added value. But like, it's nice, where to get like which One Colorado already does have, like, here's the key points about this bill because those are really confusing. Right incredibly redundant and don't always make the most sense. And sometimes, very long. And just like here's a synopsis. Here's how you can actually support... even Colorado Parks and Wildlife said, hey, we think this bill, we might face a little bit. So if anyone wants to go testify or even if you want to fill the room up to show that there's a lot of support. For people who want to just be present and that can connect people more to the legislative process that can also again is a quick contribution, because recurring stuff can sometimes be hard for people, whether it's monetary or time and like quick actions can be good and then even for the education side of One Colorado. I feel for me like I don't know much about it. I'm like, there's summits and there's some stuff, but I would love to see that grow and really have, like, why is the education part important. What is the impact? Where's the future with that? And even creating more connections. So I think One Colorado does a great job. But I think there's also some additional opportunity, especially in the education side because I feel a little naive on that front. And I, and I think it has more to do with the communications and someone essentially threading the needle for me and helping me understand what's going on and why that's so important.</p>
Alex Yu	<p>Do you feel like you would want to donate more if you got to choose the area that you wanted your money to go to?</p>
Interviewee	<p>Um, I mean, sometimes, like if you're... I mean stories do have power. They definitely do. Um, and I think in instances where I've seen it be impactful on me to compel me to donate is again, in the animal world, but like, hey, this is this particular medical case. Here's what's needed for this particular case, and you can choose to donate generally you can choose to donate to that case. And then it ends up, it all goes... it's also the benefit of the agency. Anyways, and there's the little disclaimer, like if we get up having more than we need, it just goes into our general fund. And anyways. And, um, I think that for me specific stories can be really influential in causing me to do one time donations and I'm choosing to direct those to that specific case or not. So yeah, I think, I think. If it was a compelling story. Absolutely. Because my heart strings, it's not hard to tug on those bad boys.</p>
Alex Yu	<p>And then on the reverse. What is one thing that would make you stop donating to Colorado?</p>
Interviewee	<p>If it ended up being messages of hate or exclusivity.</p>

Alex Yu	Okay. Let me just review some of my other questions, just as I deeply touched on a lot of different things. Okay, final question. Is there anything you'd like to see more or less up from them?
Interviewee	Um, I think, probably leveraging the community more, and having some sort of program where it's like a call to action for people where they can give back in their own way in the ways that fit best for them. So again, like whether it's like signing off on petitions or calling their legislators or even sitting when a bill is you know up for vote or whatever that happens to be like sort of going above and beyond just lobby day and giving people more of an opportunity to really have a voice and influence things.
Alex Yu	Okay. And then finally, any feedback for me personally during this process was this confusing in any way? Do you understand everything that I'm doing? Is there anything that I could be doing better for my future interviews?
Interviewee	Yeah. You're lovely so just keep on doing what you're doing. It was a great experience and easy to understand and very pleasant. I appreciate you doing this.
Alex Yu	Thank you so much. I do appreciate the feedback. And yeah, I look forward to having more conversations with people. If there's anything that I did miss and I ultimately want to go back to all my interviewees, would you be okay if I emailed you a question or two?
Interviewee	Absolutely.
Alex Yu	All right, well thank you so much. I really appreciate it. This has been a really insightful conversation. I think you're the first policy person I talked to who really focused on that piece. And I think that's really interesting. And so I would love to include that in my research as I continue on as, you know, different types of donors and how do you identify them as well. So really, really appreciate your time and you have any questions, anything that you want to ask?
Interviewee	No, I think I'm good.
Alex Yu	Okay. Well, thank you for your, your philanthropy, your time, and your resources. I really appreciate it.
Interviewee	Alright, well thank you. Have a great day.
Alex Yu	You too. Bye.

Interview 424A

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Alex Yu	Alright, so thank you so much for joining me again on you know the purpose of this, I do want to share with you my research is on nonprofit sustainability through donor retention and donor loyalty. So part of my research here is combining social identity theory, you know, do I see myself, you know, in relation to certain social groups. Part of this is impact philanthropy to theory, which is, do I think that my donation has an impact on the people that I'm aiming to reach through my donation and then part of this is about the recurring donation cycle and looking at relationship management theory -- Are the people at One Colorado doing what they need to be doing to be sharing with you the, the impact of your, your philanthropy. Right. So are they sharing reciprocity? Do they seem to be responsible with the money that you have given them? Is their relationship nurturing, do they share information with you as well? And then is there reporting like are there analytics or things that they're sharing that are actually showing you the tangible results of what they are doing as an organization? So that all being said, I do want to start off with a question. Can you describe in your own words what One Colorado's mission is.
Interviewee	Um, I guess I would say that their mission is to defend and protect LGBTQ community rights within the state of Colorado.
Alex Yu	I see in the survey that you self identified as a lesbian. And so my curiosity. Do you, in donating to One Colorado. Are you hoping to -- do you feel some sort of connection to what One Colorado's mission is for the LGBTQ community, specifically because you identify somebody as part of that community?
Interviewee	Um, yeah, I mean, I don't know that I would be an Ally, if I wasn't a member of the community that they represent.
Alex Yu	Interesting.
Interviewee	I know that sounds awful. Now that I say it, but you know there's, there are a lot of causes that I care about and I probably wouldn't be a financial ally, if I wasn't actually part of the community.
Alex Yu	So, do you mind if I ask you what other organizations do you donate to?
Interviewee	I donate to the gathering place which is a homeless shelter for women and children here in Denver. I also donate to the Morgan Adams foundation.
Alex Yu	Can you tell me a little bit more about that?
Interviewee	It's a charity for research for children with brain tumors.
Alex Yu	Okay.
Interviewee	And then on the national scale I donate to HRC. Um, that's probably as much as my regular donations go.
Alex Yu	Do you mind if I ask you, do you feel a sense of community or belonging to The Gathering Place or Morgan Adams, how did you decide that these were the organizations that would benefit from you?

Interviewee	Yeah, no, I was on the board of the gathering place a long time ago and the founder of Morgan Adams was actually a client of mine, so I helped set up the charity and have just always stayed involved.
Alex Yu	Okay. Very nice. So you are more than just a financial donor, but an organizer as well in the nonprofit space which is great.
Interviewee	I have been yeah in the past. Yeah, well.
Alex Yu	And I'm sure your work continues to carry on.
Interviewee	Hahaha, it is a successful foundation. It's grown quite a bit. So, no thanks to me but they've done an amazing job.
Alex Yu	Yeah, well, we all have our, you know what we do to add to the world. Right. We can't expect to do everything.
Interviewee	Yeah, yeah. I mean, my tendency to donate is two things that I -- what's the right word -- it's the things that are personal to me. So, I mean, I do tend to get involved with a lot more children's charities than I do others as far as like board positions I've had in the past and things like that, but, you know, I like to sponsor friends when they do raise money for different races or different activities that they're doing. So I prefer to make an impact on that. I would say that, you know, outside of The Gathering Place, Morgan Adams, One Colorado, and HRC, I don't really give on any sort of regular basis. And even with One Colorado like I'm not -- it sounds bad. Again, like I'm not a monthly contributor, where it's going to hit my pay. It's that, you know, like I don't know. I went to one of the One Colorado events and and the co-author of the book on on on the case to legalize gay marriage and You know in in the US was there and they had one of his books. And so I donated a couple hundred bucks to get that book and have it autographed by him. You know, and obviously the face value of that book is not \$200 but I care enough about the cause and they didn't even ask for it. Like I offered. I was like, can I buy that book for \$200 bucks and you know they're like, oh yeah, of course. You know, I'm not very strategic in my donating. It's very just based on what pulls me. You know with HRC, I tend to donate when I'm at an event or they have a piece of swag that I really want to buy.
Alex Yu	Um, so I would love to know when was the first time you became aware of One Colorado was that the event that you were talking about or before that?
Interviewee	Um, awareness. That's hard. That's a hard one to answer because I don't know. Like I lived in Denver years ago. Moved away and came back just recently. I would have -- I don't, I got an email about the Ally Awards dinner. That is when I first became aware of One Colorado. Like, I can't tell you if I was aware of it 20 years ago when I lived here like much younger and didn't care much about anything. But, I did go to the Ally Awards dinner. Okay. Um, and that's when I became aware of it. And that's where I made my first donation.
Alex Yu	Fantastic.

Interviewee	And I leave that I found out about that dinner through an LGBTQ organization like whether it was Out Front Magazine or the LGBTQ Bar Association or, you know, I mean, it was some other. It was through an email that I got from one of those organizations that I saw that there was an ally awards dinner and decided to go.
Alex Yu	Okay. Um, and should I presume you are a lawyer. When you say you are...
Interviewee	Yes, I am.
Alex Yu	Ok. Question for you. When you moved away, did you donate to any other local LGBT organizations in your other cities that you lived in.
Interviewee	Yes.
Alex Yu	All right. Um, do you mind sharing what cities? I'm curious.
Interviewee	And now I mean I lived in Phoenix for 10 years and I donated to One in Ten which is their LGBTQ youth organization and I can't believe I'm blanking on the name of that One, Community One or One Community. Or Equality Arizona or something along those lines. So whatever. You know, One Community -- a friend of mine actually organized that. And it was Arizona based just trying to get businesses to understand and appreciate the importance of LGBT community and being an Ally. And they had like an equality pledge that they got all the local businesses to sign and things like that. And then they had Equality Arizona, which I also donated to and then I lived in New Jersey for a few years and honestly, I didn't give anything locally there. I just gave to HRC .
Alex Yu	Okay. And then when you moved back to Denver, did you stop donating to Equality Arizona?
Interviewee	Yeah, yeah. Like I said, I'm not a very organized donor or just because life happens. So I will donate to buy a seat at the table at an event or or or donate in that way. I've never been like, here's my bank account, you know, charge me \$100 bucks a month kind of donor. I think my own personal financial situation has changed much so much over the last 20 years of my career that I've just never been in a situation where I felt like I can make that kind of a commitment.
Alex Yu	So if Equality Arizona still had your email and they just said, you know, would you mind donating for blank. Is there anything that they would share with you that would make you want to donate to them, even if you're not going to see it, or there's nothing that you would go to in Phoenix?
Interviewee	No
Alex Yu	Okay, so I noticed that in your survey, you had mentioned stories of the impact your donation made right. That that you felt like that was the most important part. Can you tell me about a story that you feel like you've heard or something that's resonated with you or or just hypothetically. What is something that would be helpful for you to understand what your donation did?

Interviewee	Yeah, I mean, I can tell you, like the organizations -- I was on the Devereaux advisory board in Arizona for a number of years. And even going to One in Ten event. They're just hearing like the kids stories of how these organizations have saved their lives and provided them with hope. You know, it definitely touched me to want to give more money or to want to advocate for them more. Yeah.
Alex Yu	Okay, do you mind if I peel one level deeper?
Interviewee	You wouldn't be doing your job, Alex if you didn't, right?
Alex Yu	Well, I appreciate it. And of course, like, I appreciate your candor and honesty. So if I want to go back to this. If Equality Phoenix comes to you and says, For \$20, this LGBTQ student is able to go on a day trip to, you know, do something that's important for them. And it's a heartwarming story -- that wouldn't do it for you?
Interviewee	No
Alex Yu	Okay. All right. But it's kind of an after the fact. You want to hear it after the fact.
Interviewee	Like if I was if I was at the -- like if they were trying to get me to go to the events and buy a ticket to go to an event or to give to donate when I'm at an event like I can't tell you how many pieces of art I've bid on that I have no desire of wanting because you know they had kids up on stage, talking about how our money impacts them or how the organization impacts them. So I guess that's what I'm saying. Right. Like, it's not the email that's going to tug at my heart. It's okay, I'm going to pay \$75, \$100, \$150 to go to your event. And then when I'm at your event. Here's a perfect example. The Ally Awards Dinner right, never heard of One Colorado. I went, because it was a gay event that I wanted to go to paid what like \$150 to just go to the event and then the trans girl got up and told her story about fighting for her trans, you know, for her rights and all this stuff. And the next thing I know, I made a \$1000 donation. Right, like that's what gets me so it's not. It's never going to be an email. It's never going to it, like it has. It's like it's a, you have to get me to the event and you have to tell me a story that touches my heart and then I will open my wallet. Is that fair?
Alex Yu	Very fair, by the way. And I just want you to know that in my research. There's so many different types of donors.
Interviewee	Right. Exactly.
Alex Yu	People who want to do it and forget about it, like literally set it and forget it. Like a monthly donation and just to know I'm doing a good thing. There are other people who really want some sort of interaction and understanding that you're making a difference. And that seems to me like a little bit of what you're sharing is the events piece, the, like, yeah, I'll buy your book, but it's really to support you as an artist.

Interviewee	Right, like I wouldn't have bought his book if his story didn't touch me, right? This story touched me and then I was like, okay, I will -- again they didn't ask, and I don't even think I think the books were there for other people that had already donated and I just happened to ask Daniel Ramos like "Hey, can I buy one of these books?" And he's like, "Oh, I think they're for people that have donated." I was like, "I'll give you \$200 bucks," then he's like, "Sold!" You know, like it was, you know, it's one of those things where, like the guy. If the guy's story didn't touch me, I would not have. I wouldn't have done it. But he, but his story touched me so yeah I'm supporting him I'm supporting one One Colorado in the process and that definitely helps.
Alex Yu	Yeah, absolutely. So you mentioned, Daniel. Can you describe your relationship with Daniel?
Interviewee	I don't have a relationship with Daniel, other than talking to him at that event. I mean, shame on me. He has called me a couple of times as a donor as a new donor in one in one, Colorado. He just catches me at the wrong time. And I, and I just never think to call him back. He just seems like a super nice guy, but I have zero relationship with him. Outside of that, I really respect the work that he's doing.
Alex Yu	Very, very interesting. Um, and having been on the board of a, you know, organizations like, do you have an expectation of having access to any executive director that you donate to?
Interviewee	Not at the level at which I donate.
Alex Yu	Okay. Can you tell me more?
Interviewee	Yeah, I think that if i mean I definitely... I'll say this. He's the first executive director to reach out to me after making a donation to make a connection, which is awesome. And I think he even friend requested me on Facebook and like he's definitely a lot more accessible than any executive director I've ever been in contact with or have gotten to know. But it's totally unexpected. If I was giving thousands, tens of thousands, hundreds of thousands to his organization, then yeah I would expect that a little bit more but at my level of, I won't say inconsequential but inconsistent donating. I don't actually I don't have the expectation. But I appreciate the effort. Okay. That fair?
Alex Yu	Yeah. Oh, very fair. This is, this is your perspective.
Interviewee	I really, I'm just, I guess my asking, is that fair, is it more like, does that make sense, I guess.
Alex Yu	Yes, yes. And I would never as a researcher be a qualifier of any of your actions.
Interviewee	Right, right. So I'm not, I'm not looking for validation. I just want to make sure that my answer makes sense to you. Since you're going to have to quantify it in some

Alex Yu	Way it absolutely does. Um, do, do you feel so interesting that he has reached out a couple times, but you haven't gotten back to him or felt the need to You know, for some people. I just want to share. It's about the social clout to right, which is, you know, so would you say that there's any sort of Any part of you that feels like it is important to donate just socially or as your societal kind of right or need to Know, okay, what do you think drives your donations
Interviewee	Um, there's a few things. I mean, one is I'm privileged. I have the money. I don't have children. I don't have debt. I don't, you know, it's something that I know that I can do with very little effort to make a difference in the world. So that's part of it. The other part of it is just purely my upbringing. I mean, one of the foundational pillars that I grew up with, both culturally and religiously is to give to charity. And so part of that giving is driven by what matters to me, which obviously has changed as I've grown and evolved as a person.
Alex Yu	Okay. Um, do you know where your money goes to for One Colorado?
Interviewee	No - hahahahaha
Alex Yu	Do you want to?
Interviewee	No, I don't particularly care.
Alex Yu	Okay.
Interviewee	Like I believe in One Colorado is a cause and and I feel that part of believing in something is... like unless they're gonna put me on the board, I wouldn't donate if I didn't trust the leadership to spend my money in the ways that they think are most prudent for our community.
Alex Yu	So let me talk about trust for a little bit. What establishes trust for you, like, what, what indicators have you seen that says I can trust this organization?
Interviewee	Results. Right, like I mean, I do read the emails of here's what we're doing. And here's what we've accomplished so that definitely. You know their involvement with the LGBT healthcare, education or town hall or whatever that was. You know, like I definitely, I appreciate reading the emails and maybe it's a wrong assumption but I assume that the money that I do give, helps support those various initiatives that they're running. And from that perspective that builds trust if, you know, HRC sends me emails all the time. Call this senator, call that, and I know what they're doing. But with them, really, it's more about the swag. Whereas with One Colorado. It's more about what you're doing locally and that I care about.
Alex Yu	So, just kind of wrap my head around this -- so the emails don't necessarily drive you to donate but you appreciate receiving the communications that might continue to foster your trust in an organization that you might donate to again.
Interviewee	Right. And I think, I mean, now that I say it out loud. I think the one distinguishing thing between One Colorado and HRC, for example, because in a lot of ways, I see them both as having the same mission. HRC, I feel like every email they send me is asking for something. It's either asking for money or it's asking me to call somebody or it's asking me to do something versus the emails that I get from One

	Colorado may ask, but it starts off with here are the things that we're doing.
Alex Yu	Yeah yeah
Interviewee	They're like, here's here the various events. Here's the, you know, here's where you can go for this information. Here's something cool that we're doing and that drives me to, if I had a dollar and I had to pick between HRC or One Colorado, I would give to One Colorado for HRC.
Alex Yu	Let's see, do you think you fit the mold of most donors?
Interviewee	Most donors in the world? Like qualify that for me. Most donors for one Colorado or which is most owners in general?
Alex Yu	Oh most donors for One Colorado. Let's start there.
Interviewee	One Colorado. Sorry. No, I don't. It could be totally misconception on my part, but I feel like One Colorado is mostly older gay men.
Alex Yu	Ah, OK. That hasn't been my experience at the very least, in these qualitative interviews I wanted to share that with you.
Interviewee	Okay, I mean it's and it's purely my experience based on the things that I attend, which tend to be like predominantly and I don't mean older like old, like just like call them middle age 40s, 50s, 60s gay men are every time I go probably three to maybe five to one older gay men to women. So I don't really find anyone at least in the audience of the things that I attend that looks like me. Or that is a version of me right.
Alex Yu	Yeah. And then this is also like a very small sample size of mine too. Your experience is likely more representative of that of that population. So I wanted just, I'm being very honest about the time here, I just want to see if there's any other questions I'd like to ask. If, you know, if you could receive some sort of reciprocity, right. So either establishing gratitude for your gift or anything like that. I mean, I think part of the reason why Daniel called is to express this, you know, thank you. Do you expect anything out of your donations?
Interviewee	No.
Alex Yu	Do you have any questions for me?
Interviewee	Um, I guess the first question is your students are you doing this for One Colorado. Are you doing this for school?
Alex Yu	So I am doing this for school. I'm partnering with One Colorado. So it is a process improvement Capstone for my doctorate, and I'm in organizational theory. In an organizational theory and leadership program at Vanderbilt, so I'm working with One Colorado, I fully expect to share my paper with them and everything, but they've been kind enough to dedicate time, resources and their donor list for me to ask the right questions. And I'm saying, ultimately, I'm just going to share back

	with them. That you know like these are my findings in a generalized form and they won't know who said what but they, I think that Daniel and Garrett primarily will get a lot out of this too.
Interviewee	So why did you pick one, Colorado?
Alex Yu	So a part of the social identity theory is, you know, like I wanted to give back to an organization that I feel like has helped me in some way, shape, or form or the groups that I identify with. I also recently moved to Denver. And so I wanted to work for a local organization. And so I had initially checked in with the Center on Colfax and that actually sent me over across the street to One Colorado and I just loved what their mission was and I thought I could help.
Interviewee	Interesting. Yeah.
Alex Yu	Yeah. Um, well, sure. Well, thank you so much for your time. Uh, but, you know, thank you so much for your time, man. I just asked if I do have any follow up questions and I want to reach out to all the people that I've interviewed with. Would you be okay if I emailed you the question for follow up.
Interviewee	Absolutely. Okay. Yeah, I'm, feel free to call me, we want to set up another time. I mean, this is fun for me. And if I'm available to do it. I'm happy to do it.
Alex Yu	Great. And do you have any feedback on this experience? I'm just like, setting it up or this conversation was it you're wrecking or did it turn out at night.
Interviewee	I didn't have any expectations coming in. So you didn't disappoint or blow my mind. So nothing there. The one thing that the only thing that was confusing was in the invite. Because it had both Google Hangouts and Zoom.
Alex Yu	Huh, huh.
Interviewee	Um, so I was logged into both and I couldn't quite figure out where we were supposed to be. So that was the only piece of feedback I would tell us to pick a venue.
Alex Yu	Thank you. I had Zoom created an invitation. I sent it from my Google account, which I think automatically created again.
Interviewee	Yeah yeah
Alex Yu	I will take that off for future Interviews yeah. Thank you so much. I appreciate you.
Interviewee	And you
Alex Yu	And thank you for donating to on Colorado so
Interviewee	Have a great weekend.
Alex Yu	You too. Bye.
Interviewee	Bye.

Alex Yu	Thank you so much. I appreciate you.
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Interview 428A

428A	
Alex Yu	Again, thank you so much for your help with this as I shared earlier. I am a doctoral student with Vanderbilt University. My project is about nonprofit organizations and just donor retention and donor loyalty. So understanding a little bit more about why people choose to donate, not just to One Colorado, but to other philanthropic organizations. My research right now is primarily rooted in social identity theory. So figuring out if people identify with the groups that they donate to combined with impact philanthropy theory, do you believe that your donation makes a difference and has an impact on the philanthropic organization? And then last but not least, what the organization can actually in turn do for you? So whether or not they can showcase reciprocity, or share responsibility and make sure that they are a responsible organization. Do some reporting like annual reports and updates via email, and then relationship nurturing, what can they do to really make you feel like this is an organization that you want to continue to be a part of. So with that being said, I do have some questions. And as you kind of filled out in the waiver, if there are any questions that I asked that feel uncomfortable, you don't have to answer them. And at any given point, if you want to stop this interview, that's totally alright. And you can let me know if there's anything else you want to share as well.
Interviewee	Sounds good.
Alex Yu	Great. So I do want to ask the very first question I'd like to ask is, can you describe in your own words what One Colorado's mission is?
Interviewee	That's a good one. Good question. Um, you know, I see them as kind of the top number one LGBTQ advocacy organizations in the state. You know, I think they initially were very narrowly focused towards equity and, you know, civil unions, at least when I first started with them and then that rapidly shifted into marriage equity. That is the reason we got involved with them. You know with One Colorado in such a big way. But I think they've transitioned into -- I think they're trying to be an overall LGBTQ advocacy organization, generally.
Alex Yu	When you said you first started working with them for marriage equality, do you recall the first time you became aware of One Colorado?
Interviewee	That's a good question. I remember I had coffee with Brad Clark very early on at a random coffee house, but I'm not 100% sure who connected me to that. I don't think they even had an office. I think he was a -- so If it was --I think it was -- he had I got handed a referred to him, but I don't remember exactly who referred me to Brad.
Alex Yu	Okay. Um, and do you feel like you donate because you identify as gay from your initial survey.

Interviewee	No.
Alex Yu	Okay.
Interviewee	I mean I think -- we don't make -- I don't make donations based on that identity. It was much more of a mission based donation decision.
Alex Yu	I guess if you were to clarify your answer. Maybe let me rephrase this in a different way. What drives you to want to donate?
Interviewee	Um, well, I mean I I think I recognize that I'm a very fortunate privileged white male right and you know, I think I was raised that it's important to give back. So I've always tried to identify charitable organizations that I believe in the work that they're doing and make contributions to. I'm very active now I'm chair of the board for Safe House Denver, which is a shelter for women yourself. Obviously, I am not a female that is experiencing domestic violence, but it's a mission that I think is very, very important. So, you know, I think I'm drawn to. I haven't kind of a belief that it's important to give back, and then select charities based on the work that they're doing.
Alex Yu	Great. Um, do you mind sharing with me outside of Safe House Denver, what other organizations you also donate to?
Interviewee	Sure. So I still give a little to One Colorado. I support the Colorado Independence, the newspaper. I've supported <i>[indiscernible]</i> , I've supported New Era. I think other big, those are probably the biggest organizations that I'm kind of -- Colorado Donor Network CDN. So there are, you know, there are other organizations within their platform that I've given to but I'm thinking of them off the top of my head.
Alex Yu	I will look this up afterwards. But can you share with me what the Colorado Donor Network is?
Interviewee	So if it is a it's an organization that I, as I understood -- you know really not the best explain it identifies high potential, high, high donor potential and and there are levels that you commit to donate to and they have an interface that you're given a password to get on to, and they have programs that are part of their network. One Colorado is one of them. And you can also give to some general a general fund that they use for specific projects. It bundles and sends contributions to kind of identify progressive organizations, so you know. One Colorado, New Era, Colorado Independent, all of those organizations are a part of that. I also give to Project Angel Heart, that's another one.
Alex Yu	Let me ask you a question. I recently went to Cheba Hut (a restaurant) on Colorado and there were people out in the parking lot, asking for donations, Do you ever give just on a one-off basis or do you really try and do the research, understand from like organizations like Colorado donor network, whether or not they're the right organization to give to?

Interviewee	I would say it's 95% curated thoughtful donations. I never give to anyone in a parking lot, any of those, those. There's a lot of good organizations that are out there, and that is their approach. I, I just, that's not my that's not my preferred method. But the one offs will typically be requests from friends or colleagues, or business associates that I respect and it is, you know, it's often as much a gesture of supporting the cause as it's important to them as it is that you don't necessarily need feeling super passionate about the organization.
Alex Yu	Got it. Okay, um, for most of the organizations that you donate to, are they on an annual basis, a monthly basis -- what is the cadence, in which you donate?
Interviewee	Sure, um, a couple are on a monthly basis. Some have fallen into a pattern there around major events. So it could be the Ally Awards for One Colorado. We've been a sponsor for a number of years, the gala for Safe House where you know I do a monthly contribution to Safe House, but we also do a larger spot donation for their gala. And then it's, you know, there's a, I wish I had my list of who I gave last year but, you know, also I will try to budget amount that I'm going to give through my Colorado Donor Network, you know that and make then usually handle contributions at some point to to fulfill kind of the budget that the budget that I've set for contributing.
Alex Yu	On it and in terms of your decision making. Can you walk me throughIf you knew you were gonna donate \$1200 dollars to an organization, what would make you want to do it in one \$1200 chunk or four \$300 chunks or 12 \$100 chunks?
Interviewee	Well that's a good question. I mean, I think. You know, it's probably the rarity that I would give to give on a monthly basis and it's just because you know, I don't know if it's, I mean, I could set it on autopay kind of thing that would happen. But it's just not my style. I don't know if there is, if there is a conscious decision to it. You know with Safe House that you know we have a, you know, we, you know, one of our tools that we use to expand donors is kind of the easy pay approach. And so I was signed up for that really just to kind of as an example, show by example. If that's an approach. And then when I'm speaking on behalf of the organization. I can talk about that. This is, this is my approach to give me. There were a couple of them for a couple years. I did that. Also for One Colorado and it was -- I think it was just -- it was an event. It was at an event. And I don't know if it was Brad, or maybe it was Dave Montez I'm not sure who it was but they were really pushing a monthly donation concept. And got, you know, I think they understand that it's nice for organizations to not be tied around such heavy fundraising, you know, based on events. But that's still kind of the way I end up doing it.
Alex Yu	Got it.
Interviewee	Or sitting down and writing, you know, or continuing for, you know, the four organizations on Colorado Gives Day or for organizations through the Colorado Donor Network interface and kind of just alright I'm here on and make these contributions and kind of checked off the list.

Alex Yu	And make it more of a thing that you're actively giving versus, you know, passively just having taken out. Yeah. Um, so you mentioned that you used to for a couple years donate monthly for One Colorado. Do you recall why you stopped?
Interviewee	Yeah, I mean, I've had, and I've had these conversations with the executive directors. You know, I think the challenge for me was I got heavily involved in One Colorado around the mission of civil unions, right? Yeah, the arc change happens so quickly. That we went from civil unions to marriage equity and then I, you know I had the conversation. You know, what is the mission? What is, what is the mission? They got into safe schools. They got heavily into trans issues. And trans issues are important. I wouldn't say they are as high on my list of importance as marriage equity was, and I, you know, one thing that concerns me sometimes is duplication of mission. And if you've got an organization. You know, I think it's okay for an organization to have been launched for a single purpose and for them to declare victory and close up, wrap up shop now. He's even not saying One Colorado had to do that or should have done that. I think that the work that they have done, they have become, you know, the state voice for a number of, you know, still remain the voice or number of issues and and I think you know there aren't you know HRC, I think as a group that's kind of got lost sometimes on their mission mission focus and so I have continued to make some contributions. You know, I continue to make, I think, fairly sizable contributions to Colorado, but it's a lot less than it was when they were very focused on an issue that threw me into the organization.
Alex Yu	Yeah, I, I really appreciate you sharing that and I think it's got to speak to you in some way, shape, or form right? And when organizations pivot just naturally due to having accomplished their goals, I think that's, that's something that ends up changing their donor base.
Interviewee	Sure. Our relationship, my relationship to One Colorado chain is changing, you know, it evolves, just like your, you know, personal relationships change or your work relationships change and it can be for a variety of reasons. It doesn't mean that I don't still love One Colorado.
Alex Yu	Right, yeah. I mean, clearly, you're dedicating some of your personal time right now for it. So I would love to know do you typically have access to the executive directors of the organization's you donate to?
Interviewee	Oh, yes.
Alex Yu	Okay, can you tell me, is that an expectation of yours? I mean, obviously, maybe not an organization like HRC... unless you're a multimillion dollar donor.

Interviewee	Local organizations I think it all depends on, you know, here's the thing. I think there's a point to where you donate at a certain level. And yes, I think there should be access. And I also think that -- I don't know what the level of the right level is. But I also think that maintains a relation, you know, is this ensures a more important relationship between the organization and the donor. Donors appreciate that opportunity. I was very irritated, talking about One Colorado, very irritated. I think they did a terrible job of transitioning between Brad Clark and Dave Montez and they lost track and we didn't hear from people. And I think that was, you know, there was just, you know, it was the board. I think it was that trying to transition and it got, you know, they got their hands around it, but there was no handoff from between, you know, the two executive directors for, you know, for major donors. Other organizations that I give to, you know, if I picked up the phone and wanted to call Susan Green at Colorado Independence she returns my call. And I think I get invited to participate in donor updates and things, and I don't partake in them necessarily, but I like getting them. Yeah, the donor briefings are getting invited. It's as much knowing that they attempted to invite you, right. Or they wanted, you know. And it was, it wasn't just a form, you know, a form letter thanking you for the invitation. But the fact that someone calls. One Colorado has always been great about that Daniel's really great about just calling checking in. And whether we set something up or not that is kind of secondary. It's the fact that they took the time to check in.
Alex Yu	Yeah. Can you tell me a little bit more about your relationship with Daniel?
Interviewee	I mean, shoot. He's been a part of the organization for so long. I first met him when Brad Clark was executive director and I think he was doing some safe schools, just some work in one region, if I recall correctly, and I think he's grown into you know to be a real voice for LGBTQ issues both Colorado and nationwide. I think he's seen as a real leader we're darn lucky to have him. I think he understands the whole concept that I talked about earlier of, you know, pivoting and mission mission creep or you know what, you know and I know he's had, you know, we've talked is he's we've had conversations about donations, and you know what level, we would come in at. I know that, you know, Gill Foundation and other major funders of, you know, they pivoted or moved towards other priorities. And Daniel's done a good job, I I bought at least I believe so, identify. You know folks to backfill that are perhaps more interested in the work that they're focused on now. So he's I think a good job, maintaining this budget.
Alex Yu	Great. That does lead me to a question, but I want to make sure I don't forget this one. You mentioned that there's a point where you donate at a certain level, and you should have access. Can you monetize that point for me?
Interviewee	That was afraid to ask that. Gosh, I don't know. I think it really depends on the organization.
Alex Yu	True, let's say, with One Colorado and, of course, by the way you again. You don't have to answer any question that you don't want to.

Interviewee	I mean,I don't know. \$2500. You're kind of at a level that it's more than, you know that it's a, that's a significant check to an individual donor to write.
Alex Yu	Thank you for sharing that. I appreciate it allows me to frame things in ways for me personally. You mentioned that Daniel does a good job of budgeting, do you care exactly where your money goes to, or what it funds?
Interviewee	Think I think in a micro setting. No, probably not. I think it's more of... do I feel like the organization's kind of primary mission is in alignment with what is, you know, an issue that at the moment I'm feeling very strongly about. You know when it was marriage, and they were very focused on marriage equity, you know, I didn't care how they divided up my contribution because I just assumed the organization overall and I knew that somebody you know they were still working in safe schools and doing some other work and that money was going to those programs also. But in my mind there or the primary mission was working on marriage right.
Alex Yu	Is there a cause right now that aligns with One Colorado's mission that would make you feel as strongly as marriage equity?
Interviewee	As strongly, maybe not. But, you know, immigration rights. Um, that's another area I've given a lot of money to and I guess I should have mentioned earlier, but immigration rights is, you know, is another space that I think it's really important right now in our country. And so I don't know how much, if One Colorado has a deeply involved directly in that, but I know they sit at the table with a lot of organizations that are working and that there are some some really interesting connections to LGBTQ communities that are and that the, you know, the lack of safety in countries where people are immigrating legally or not to the country to the US because of persecution and safety issues.
Alex Yu	Yeah. Yeah, absolutely. Do you expect anything out of the donation?
Interviewee	Well, I better get – if it's a political candidate –I better get a handwritten note.
Alex Yu	Okay, okay.
Interviewee	I hate staffed out notes for contributions. I mean, really, I think, I expect to be a donation to be acknowledged. And it should be a personal acknowledgement. If it's a four digit or you know \$1000 or more someone, someone takes the time to make a phone call to you. It doesn't have to be the executive director, but I think there should be, to me, that acknowledging a relationship you have with the organization and that they value that relationship that we're more than just a person with a checkbook, but yeah that phone call makes a difference to me. I don't really expect, I don't want any parting gifts, I don't care about that stuff.
Alex Yu	And you mentioned the relationship piece, right. So I'd like to dig in a little bit there. Does a phone call do it, or is there more than just one part of that relationship that you're building?

Interviewee	Well, again, I think a phone call is a great start. I think good organizations cultivate donors. I know the culture for Safe House, which I'm so active in right now. I mean Project Angel Heart is really good about this, that you get periodic phone calls from a board member or someone on the development team just checking in and thank you again for being a supporter. And sometimes, oftentimes not tied to you, a recent donation, but they, they've got, we've got a process for, you know, kind of just continuing to cultivate donors and checking in with them and that personal touch. Yeah. And so if they're a donor, that is, has a history of consistent or strong donations, you know, let's continue to cultivate that relationship by a phone call. Checking in and telling them "I wanted to let you know x that we've accomplished this or we're going to be, you know, maybe on the telephone or we were going to be on a news report or whatever so that it's like this insider we wanted you to know because you're important to our organization kind of thing". Yeah.
Alex Yu	Is it ever helpful in those conversations, not only to let you know what's coming up? But for example, if you did donate \$500 that started a Gay Straight Alliance in a high school somewhere in Colorado. And that you have a tangible, tactical thing that you can grasp on to?
Interviewee	Yeah.
Alex Yu	All right. Um, let's see. Do you, do you believe that you fit the mold of most donors?
Interviewee	I doubt it. I mean, I don't really know. That's an interesting question. You know, I'm always surprised at how few of my contemporaries, as far as I know, you know, have a kind of a strong history or foundations that these kinds of donations are important. You know, it's the same with, you know, I'm a regular political donor and I, you know, a lot of times it's like pulling teeth to get friends or colleagues to make contributions and you know, I worry a little bit now about the order all the organizations matter a lot to me about what's the impact of changing tax laws and now COVID-19 -- we're resetting our economy. Yeah, what is that going to do to long-term fundraising at least over the next three or four years and I think it's a slow climb back out and you know what is the impact on so many organizations.
Alex Yu	Yeah, absolutely. Um, I, I've been talking to so many people who share that same concern. And I think it's a time to really look at what we're doing and how organizations are organized. But also, who are we really going to donate to. If you had to choose only one organization to donate half your money to or half of what you currently donate to what would that be and that's a hard choice.
Interviewee	That's right, yeah. So that will be a point where people, organizations that have done a good job historically, keeping in touch with their important donors. There may be a place where an organization needs to cut back in one area and prioritize and other areas. Because we, as donors, may be cutting back and I would appreciate an organization that can self reflect about the time that they're in and acknowledge that maybe this this year we're not going to raise as much. We might

	have to focus ourselves a little more because that's what our donors are having to do.
Alex Yu	I think that that goes back to the responsibility piece of the organization of understanding and assessing like it would be irresponsible for us to try and change the world in three different areas, but instead, I'm going to focus on one
Interviewee	Right. That's right.
Break	<i>Asked about Doctorate and Nashville. Donor graduated from high school in Nashville.</i>
Alex Yu	I'm going to look at my questions here. I guess the, the one that jumps out at me is, you know, it sounds to me like you have a really good relationship with Daniel and One Colorado but you did mention how the transition in the past, really was not favorable to you as a donor and it disappointed you. If Daniel were to ever leave One Colorado, would that change your donation habits at all?
Interviewee	Well, I mean, I suppose it could. Sure. I don't know. I mean, I don't have any relationships so to speak with anyone else over there. I mean, I know a couple names from emails and I have met a couple of folks just at events but there isn't. I used to have a little deeper relationship with more people in the organization. That's partially what I think I'm doing because I'm just not as engaged as I was with them, just because of the reasons that we talked about. But yeah, Daniel, you know, I consider Daniel a friend. And you know he is good about calling when we haven't come through with a sponsorship, he's good at calling and reminding me of what they're working on and he's, he's good at that. So, you know, again, this is where there's a relationship, the relationship is important.
Alex Yu	Oh, absolutely. And if you got a call. So I work with Daniel and I also work with somebody named Garrett. Garrett were to call you, would you be happy to talk to somebody else from One Colorado or would you say would you feel like, oh, but Daniel used to call me now. I've been relegated to someone else?
Interviewee	No, I bet. I just don't know Garrett as well.
Alex Yu	Do you mind if I ask, do you work in the political sphere?
Interviewee	I do.
Alex Yu	Okay, interesting. Very cool. Um, I usually, I feel like I am able to hear and suss out what people actually do as a profession.
Interviewee	I'm a lobbyist. About we do local, local government relations.
Alex Yu	Very cool.
Interviewee	City counties and special districts and we run a lot of campaigns for issues and, you know, I work support candidates. So we're pretty attuned to the political sphere.

Break	<i>Talk about lobbying and bike lanes in Denver.</i>
Alex Yu	Um, well, I want to thank you for your time. My last question is if there is a question that I realized after I analyze all my research that I want to kind of ask, is it. Would you be okay if I emailed you?
Interviewee	Yeah! Just walk on by. Knock on the door. We're all home.
Alex Yu	Um, is there. Is there anything I can do to also thank you for your time?
Interviewee	Oh, I appreciate that you kept asking. It's been a good conversation. I appreciate it. Great.
Alex Yu	Well, thank you.
Interviewee	Very, very nice to meet you.
Alex Yu	Hopefully we'll see in the neighborhood.
Interviewee	Yeah, absolutely. Have a great rest of your day.