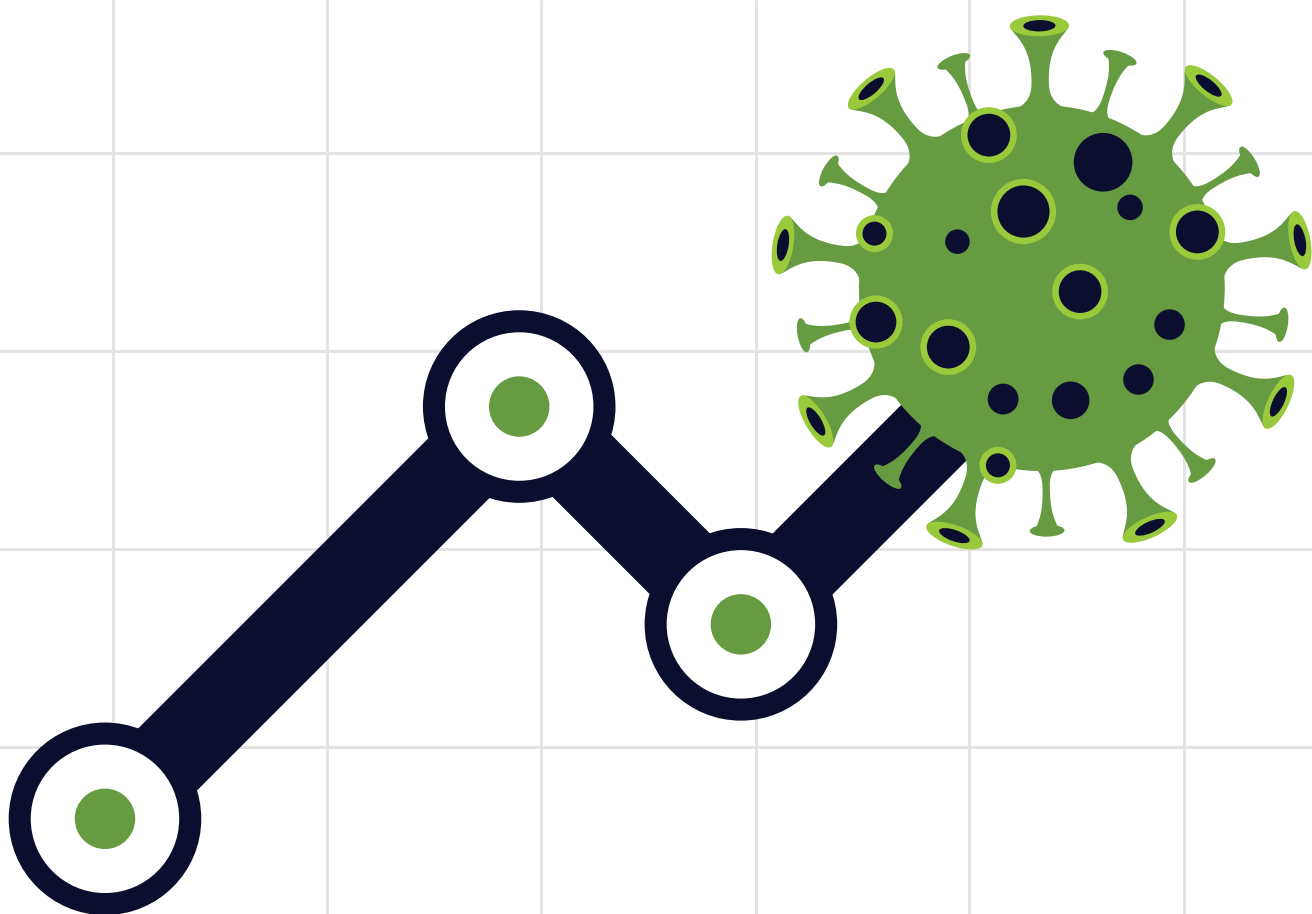


2021 STANDARD ANNUAL REPORTING

A FINANCIAL COMPARISON OF LEADING ORGANIZATIONS IN THE LGBTQI MOVEMENT



This report was authored by:

Movement Advancement Project

MAP's mission is to provide independent and rigorous research, insight, and communications that help speed equality and opportunity for LGBT and all people. MAP works to ensure that all people have a fair chance to pursue health and happiness, earn a living, take care of the ones they love, be safe in their communities, and participate in civic life.

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KEY FINDINGS

This confidential supplement to the *2021 National LGBTQI Movement Report* takes a deeper look at the 39 major LGBTQI organizations participating in the 2021 Standard Annual Reporting (SAR) project. Organizations are categorized as focusing on either broad LGBTQI advocacy, issue-specific advocacy, legal advocacy, or research and public education about LGBTQI people and issues.

Revenue and Expenses

From 2019 to 2020—and even amid the COVID-19 pandemic—participating organizations reported an aggregate 37% increase in revenue (excluding in-kind). Including in-kind income, combined revenue increased 35% in 2020 compared to 2019. Research and public education organizations saw the greatest increase in revenue (69%, excluding in-kind), followed by legal organizations (63%) and issue organizations (56%). Advocacy organizations reported the smallest, but still significant, increase in revenue of 23%.

Primary revenue sources varied by organizational type. Individual contributions comprised the largest share of revenue for all organization types except legal organizations, which relied primarily on in-kind contributions. Foundation contributions comprised one-quarter or more of revenue for all organization types except issue organizations; foundation contributions comprised only 5% of issue organizations' combined 2020 revenue.

While revenue increased significantly from 2019 to 2020, all organization types except advocacy organizations project decreased expenditures in 2021. Advocacy organizations report they anticipate a 10% increase in spending from 2020 to 2021, while legal organizations project a 2% decrease and both research and issue organizations predict double-digit declines (-10% and -14%, respectively).

Fundraising and Fundraising Efficiency

All organization types rely heavily on “micro” and “small” donors (respectively, those giving less than \$35 in one year, and those giving between \$35 and \$999 in one year). These donors comprise over 80% of donors in 2020 for all organization types. Advocacy organizations have the largest share of micro donors, with 43% of donors to advocacy organizations giving

at this level in 2020. Issue organizations have the largest share of small donors, with 56% of donors to issue organizations giving at this level. Research and public education organization report the largest share of both “medium” (\$1,000 - \$24,999 in one year) and “large” (\$25,000 or more) donors.

While LGBTQI organizations (and nonprofit organizations more broadly) were already experiencing changing donor patterns prior to the COVID-19 pandemic, the pandemic has nonetheless had a clear impact on donations and donor patterns.¹ This report further shows distinct impacts for each LGBTQI organization type. As shown in the public report, from 2019 to 2020 and across all organizations combined, the number of micro and small donors generally fell, while the numbers of medium and large donors rose—reflecting broader patterns of COVID-19's disproportionate impact on those already struggling economically.² Looking at each organization type, however, there were more varied experiences:

- Advocacy organizations reported similar patterns to the overall trend. They experienced decreases in smaller donors but increases in larger ones; advocacy organizations reported 9% decreases in the number of both micro and small donors, but a 26% increase in the number of medium donors and an 8% increase in the number of large donors.
- Issue organizations, however, reported double-digit decreases in the number of donors by all donation sizes.
- Legal organizations saw increases in the number of micro and medium donors, but a decline in the number of large donors.
- Research and public education organizations reported significant increases in the number of donors by all donation sizes.

Percent of revenue from top contributors varied by organizational type. Research and public education organizations reported the largest proportion of revenue from top ten contributors (80%), though as noted above, research organizations also reported

¹ See for example the Urban Institute's (2021) *Nonprofit Trends and Impacts 2021: National Findings on Donation Trends from 2015 through 2020, Diversity and Representation, and First-Year Impacts of the COVID-19 Pandemic*.

² For more on the disproportionate impacts of COVID-19 on LGBTQ people, including lower-income LGBTQ households and LGBTQ households of color, see MAP's *December 2020* and *December 2021* reports based on a NPR, Robert Wood Johnson Foundation, and Harvard T.H. Chan School of Public Health nationally representative polling series.

significant increases in the number of donors at all levels of giving. Issue organizations reported that 46% of their revenue comes from their top ten donors, while advocacy (40%) and legal (38%) organizations reported lower and similar proportions of revenue from top ten contributors.

Average fundraising costs varied by organization type but remain generally efficient even during 2020, which was marked by event cancellations and a more challenging in-person fundraising environment. Legal organizations had the highest cost, at an average \$0.15 to raise \$1. Research and public education organizations had the lowest cost, at an average \$0.05 to raise \$1. Advocacy organizations averaged \$0.10, and issue organizations averaged \$0.11 to raise \$1. As shown in the public report, average fundraising costs across the movement also fell during the pandemic.

Staff and Boards

Issue and legal organizations have roughly similar average staff sizes (42-43 staff, on average), while research and public education organizations have the lowest average size at 16 staff members. While average staff size varies by organization type, average board size is relatively similar across organization types, ranging from 18 to 19 members. However, research and public education organizations had a board-to-staff ratio roughly twice as high as other organizations.

Generally, the vast majority of staff at participating organizations are full-time employees, but this varies by organization type. Research and public education organizations are again distinct from other types, with 27% of staff at research organizations being part-time, compared to 5% at advocacy organizations and 8% at issue and legal organizations.

Average senior staff compensation ranges from \$123,800 at issue organizations to \$160,000 at legal organizations. However, the low and high ends of senior staff salary ranges vary widely within and across each organization type.

Organizations that reported staff demographics have diverse staff with respect to race and ethnicity, gender identity, transgender status, sexual orientation, and age. However, issue and legal organizations are the only type with a majority of staff being people of color. Legal organizations reported 27% of staff are transgender, the highest of any organization type.³ Research and public education organizations were the only type where the majority of staff are women. Sexual orientation diversity was more varied by organization type.

Overall, participating organizations report diverse boards, but generally less diverse than their staff. Legal organizations are the only type to report the majority of board members are people of color. With respect to sexual orientation, bisexual people comprise only 3% of board members at advocacy, issue, and legal organizations—and 0% of board members at research organizations. This is especially noteworthy given that the majority (55%) of LGBT people nationwide identify as bisexual.⁴

³ Nationally, an estimated 0.6% of the adult population identifies as transgender. See Andrew Flores, Jody Herman, Gary Gates, and Taylor Brown's (2016) *How Many Adults Identify as Transgender in the United States?*

⁴ Jeffrey Jones. 2021. "LGBT Identification Rises to 5.6% in Latest U.S. Estimate." *Gallup*.

2021 NATIONAL LGBTQI MOVEMENT REPORT

COMPARATIVE ANALYSIS BY ORGANIZATION TYPE



METHODOLOGY

This confidential supplement to the 2021 *National LGBTQI Movement Report* takes a deeper look at the 39 major LGBTQI organizations participating in the 2021 Standard Annual Reporting (SAR) project, reporting on fiscal year 2020. The Movement Advancement Project (MAP) selected participating organizations based on their size, importance to the overall LGBTQI movement, and collective coverage of LGBTQI issues and constituencies. Most participating organizations (35) have budgets over \$1 million; four organizations have smaller budgets but are national leaders working in areas of critical concern to the LGBTQI movement.

MAP collected standardized financial and operations information from participating organizations and summarized key information across participants. This report provides a broad overview of the findings across four categories of organizations: advocacy, issue, legal, and research and public education. It also provides a composite profile for each category, following a standard two-page format. Where figures or charts reflect data based on a subset of participating organizations, this is noted.

39 PARTICIPANTS, TOTAL 2020 REVENUE = \$398.5M, TOTAL 2020 EXPENSES = \$303.8M

PARTICIPATING LGBTQI ORGANIZATIONS ARE COMPRISED OF ADVOCACY, ISSUE, LEGAL, AND RESEARCH & PUBLIC EDUCATION ORGANIZATIONS

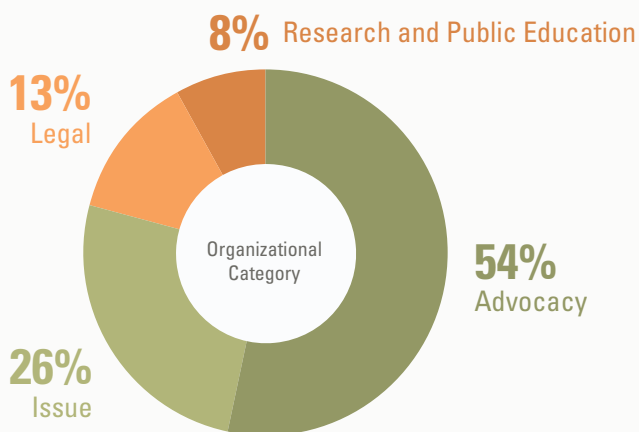
(n=39)

Advocacy organizations advocate for the entire LGBTQI community or a particular subset of the LGBTQI community on a broad range of issues.

Issue organizations advocate for the entire LGBTQI community or a particular subset of the LGBTQI community on a particular issue or related set of issues.

Legal organizations provide legal services to LGBTQI people and advocate and/or litigate within the legal system for LGBTQI people.

Research and public education organizations provide the LGBTQI community and the broader public with information about the issues facing the LGBTQI community. They may provide research, policy analysis, or educate the public through media work.



THE MAJORITY OF PARTICIPATING ORGANIZATIONS FOCUS ON NATIONAL LGBTQI ISSUES

Note: Many organizations noted more than one focus, as shown below.

ADVOCACY (n=21)

ISSUE (n=10)

LEGAL (n=5)

RESEARCH (n=3)



NOTE: Participating organizations in this survey vary from year to year. Because of the change in participants, elements of the 2019 report (such as figures, charts, and numbers) should not be compared to those in previous reports. This year's numbers and analyses (including multiple-year trends) reflect data exclusively for this year's participating organizations.

2021 NATIONAL LGBTQI MOVEMENT REPORT

COMPARATIVE ANALYSIS BY ORGANIZATION TYPE

MAP Member Resource
Confidential, for use by MAP member organizations only.



REVENUE

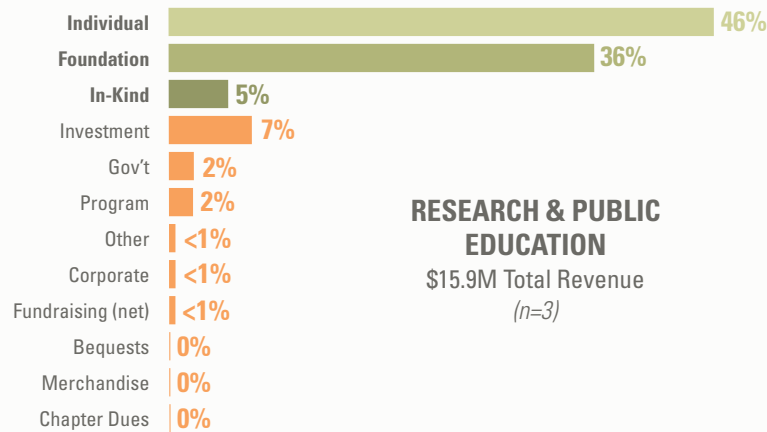
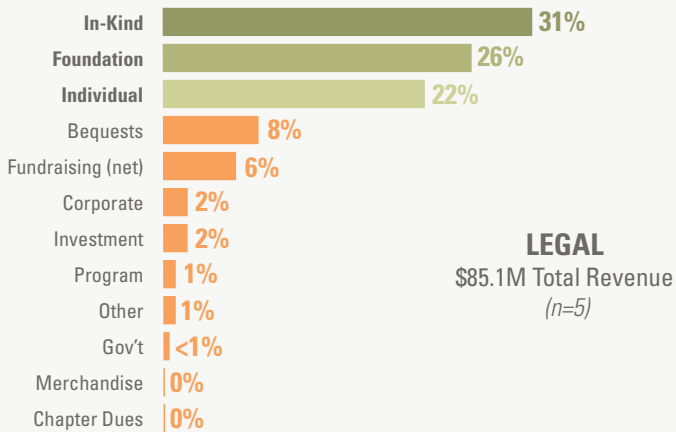
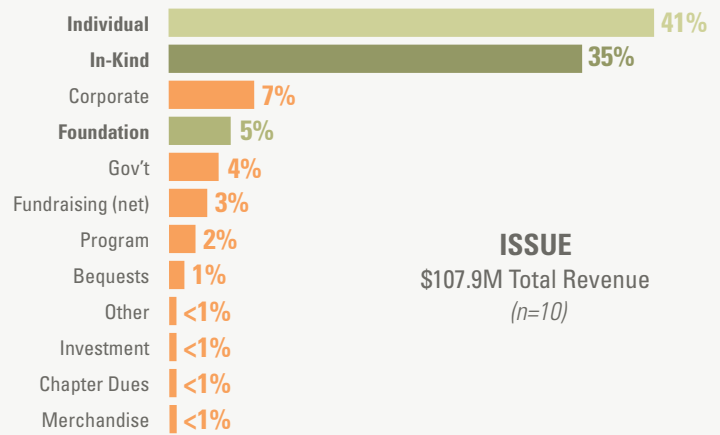
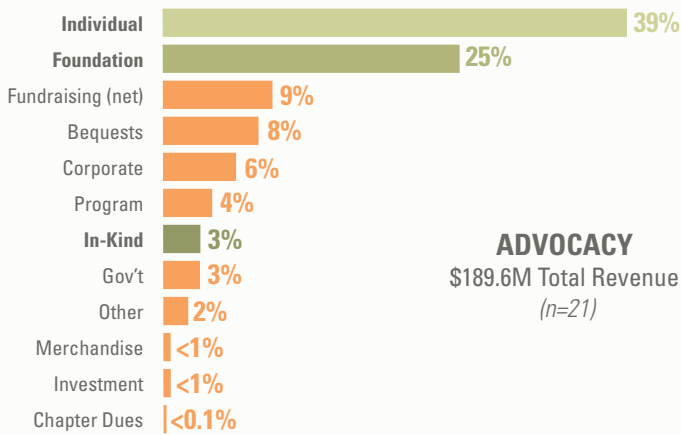
Primary revenue sources varied by organizational type. For fiscal year 2020, individual contributions comprised the largest share of revenue for all organization types except legal organizations, which relied primarily on in-kind contributions. Foundation funding was the second largest revenue source for all types of organizations except issue organizations, for whom foundation funding comprised only 5% of 2020 revenue.

From 2019 to 2020, participating organizations reported an aggregate 35% increase in total combined revenue (including in-kind contributions), and a 37% increase in total revenue excluding in-kind. Legal organizations and research and public education organizations saw the greatest increases in revenue from 2019 to 2020, while advocacy organizations saw the smallest increases—but still grew by over 20%.

39 PARTICIPANTS, TOTAL 2020 REVENUE = \$398.5M, TOTAL 2020 EXPENSES = \$303.8M

ORGANIZATIONS HAVE DIVERSE REVENUE STREAMS

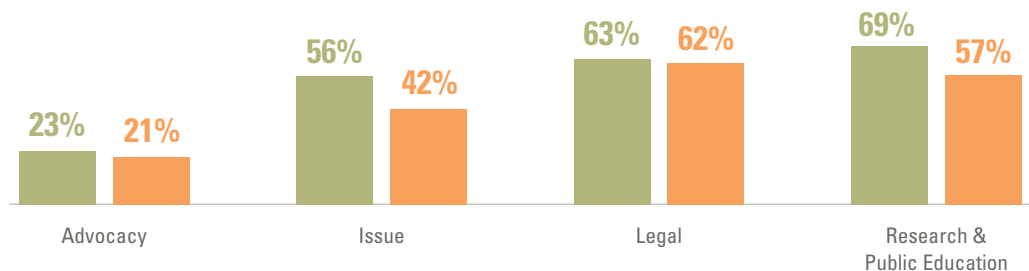
2020 Revenue By Source
(may not sum to 100 due to rounding)



ALL ORGANIZATION TYPES SAW SIGNIFICANT REVENUE GROWTH IN 2020

Percent Change in Revenue from 2019 to 2020 (n=39)

■ Excluding In-Kind Contributions
■ Including In-Kind Contributions



2021 NATIONAL LGBTQI MOVEMENT REPORT

COMPARATIVE ANALYSIS BY ORGANIZATION TYPE



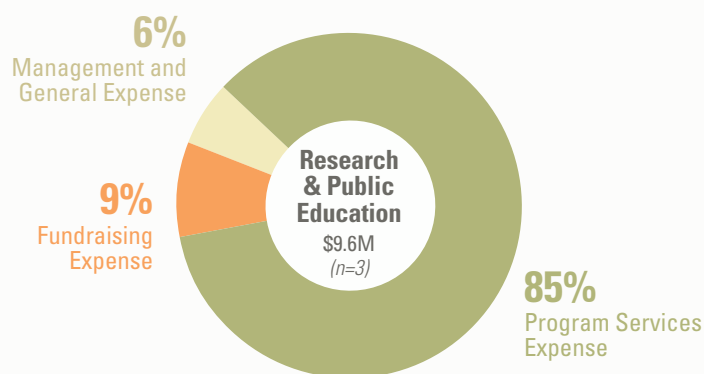
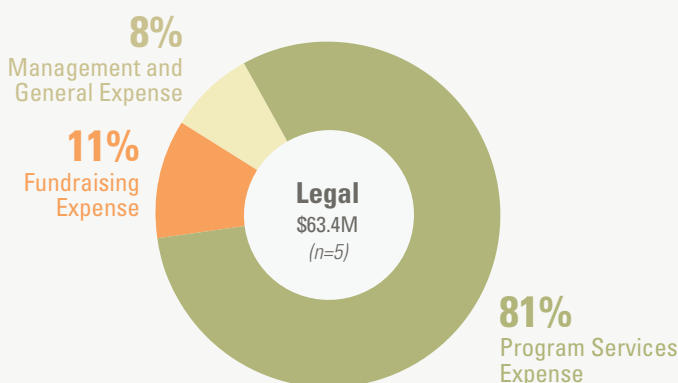
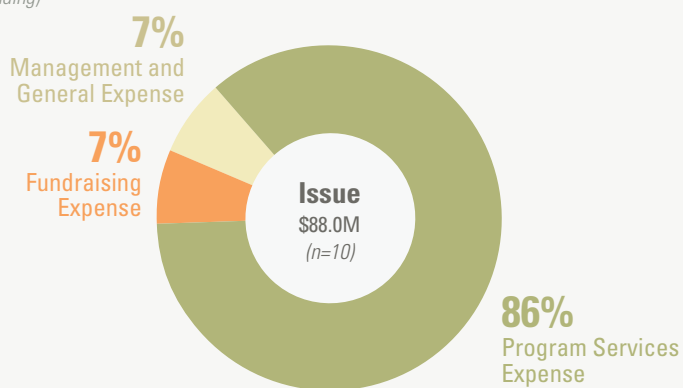
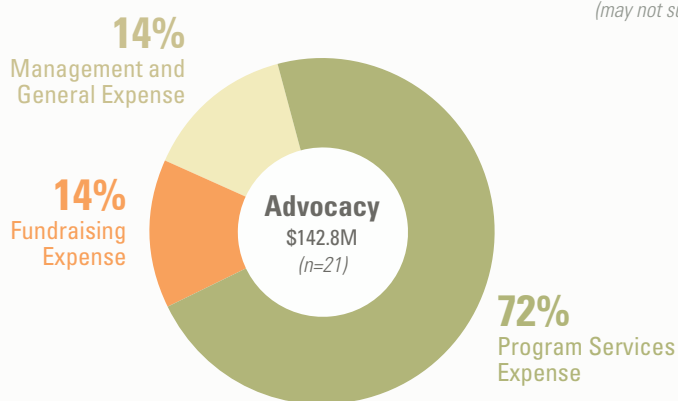
EXPENSES

In 2020, all organization types exceeded Better Business Bureau benchmarks for programmatic spending. As of mid-2021, organizations predicted a combined 2% increase in expenditures from 2020 to 2021. However, advocacy organizations are the only type to anticipate an increase, while issue, legal, and research organizations all project declines.

39 PARTICIPANTS, TOTAL 2020 REVENUE = \$398.5M, TOTAL 2020 EXPENSES = \$303.8M

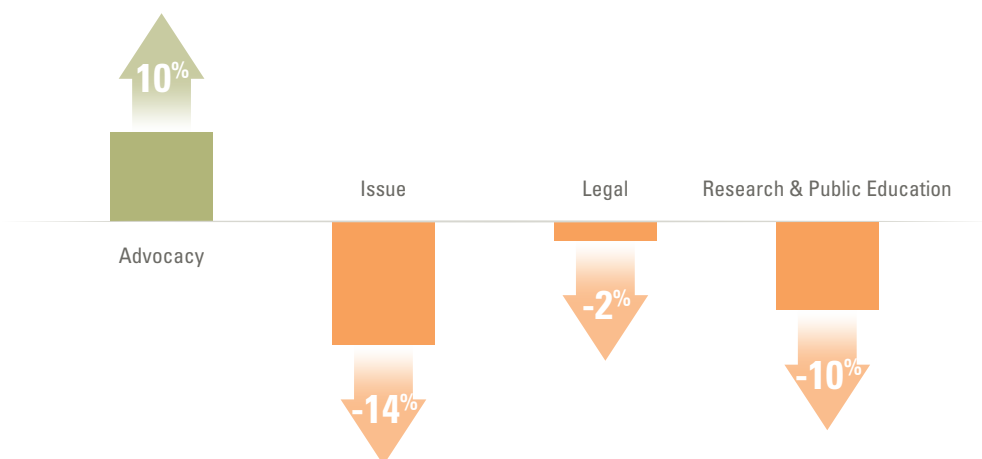
ORGANIZATIONS, REGARDLESS OF TYPE, MEET NONPROFIT STANDARDS FOR PROGRAM SPENDING

2020 Expenses By Expense Category
(may not sum to 100 due to rounding)



AS OF MID-2021, ORGANIZATIONS PROJECT COMBINED 2% INCREASE IN EXPENSES, BUT PROJECTIONS VARY BY ORGANIZATION TYPES

% Change from 2020 Expenses (Excluding In-Kind Expenses) to Mid-2021 Projected Budgets



2021 NATIONAL LGBTQI MOVEMENT REPORT

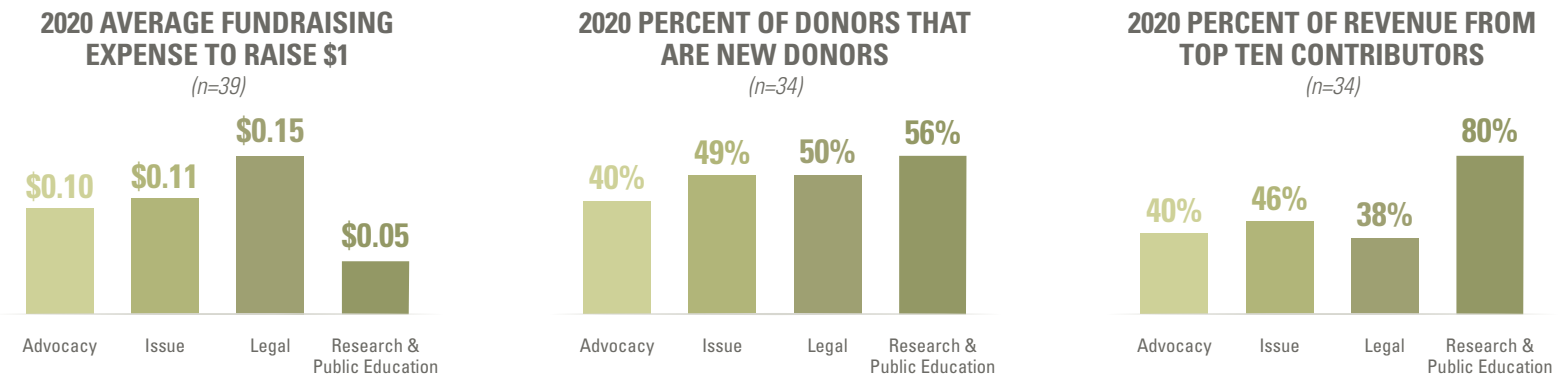
COMPARATIVE ANALYSIS BY ORGANIZATION TYPE



FUNDRAISING

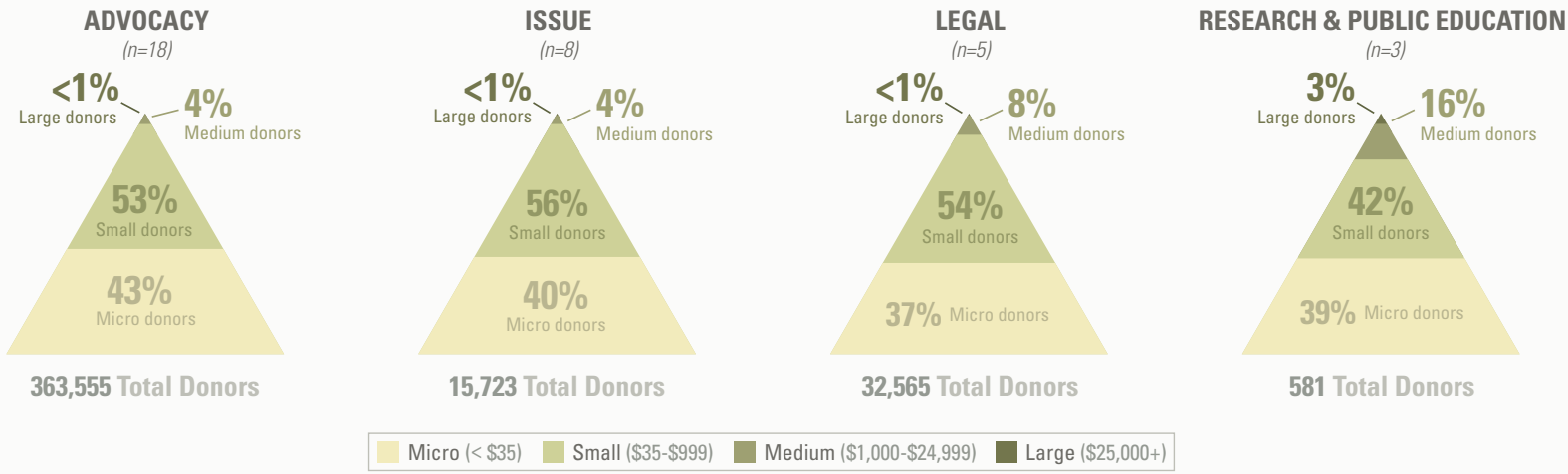
The average fundraising cost to raise one dollar varies by organization type but remains generally efficient. New donors (defined as individual donors who have never before given to the organization) and the percent of revenue from top ten donors also varied by organization type.

Among organizations that reported donor data, all organization types rely heavily on micro donors (those giving <\$35 per year) and small donors (those giving between \$35 and \$999 in one year), though medium (\$1,000-\$24,999) and large donors (\$25,000+) also play a key role in all organizations' revenue. From 2019 to 2020, research organizations were the only organization type to report an increase in the number of micro, small, medium, and large donors.



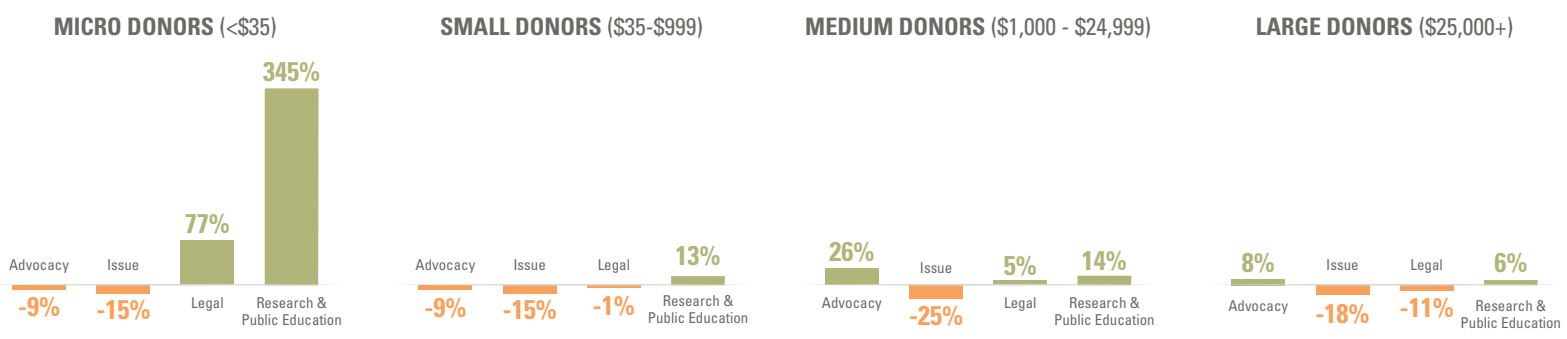
FOR ALL ORGANIZATIONS, MAJORITY OF INDIVIDUAL DONORS ARE SMALL OR MICRO DONORS

Number and Percent of Total Donors Giving At Various Levels in 2020



FROM 2019 TO 2020, RESEARCH ORGANIZATIONS SAW INCREASES IN DONORS BY ALL DONATION SIZES, WHILE ISSUE ORGANIZATIONS SAW DECREASES; OTHER ORGANIZATION TYPES HAD MIXED EXPERIENCES

Change in Total Number of Donors from 2019 to 2020 (n=34)



2021 NATIONAL LGBTQI MOVEMENT REPORT

COMPARATIVE ANALYSIS BY ORGANIZATION TYPE

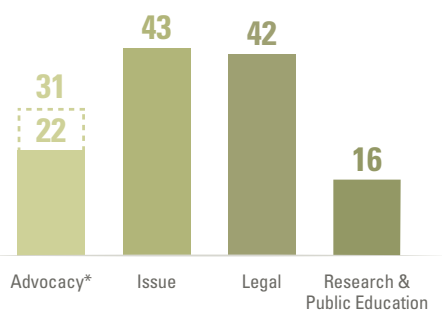


STAFF

Average staff size varies by organization type, with research organizations having the lowest average staff size. Research organizations also report the highest share of staff who are part-time workers. Both the average tenure of senior staff and the average compensation for senior staff vary widely across organization types.

AVERAGE NUMBER OF STAFF IS HIGHEST FOR ISSUE AND LEGAL ORGANIZATIONS

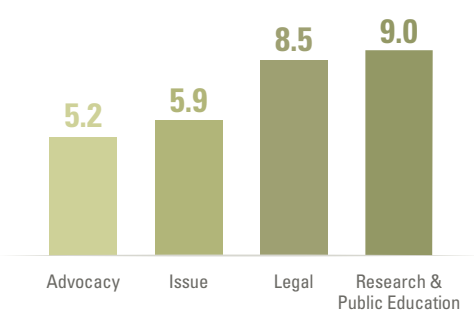
Average Number of Total Paid Staff (n=39)



*One organization is an outlier due to its large staff size. Excluding this organization, the average number of total paid staff at advocacy organizations is 22. Including this organization, the average is 31.

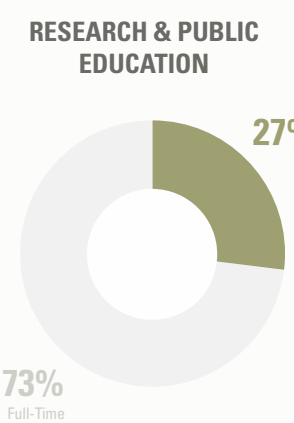
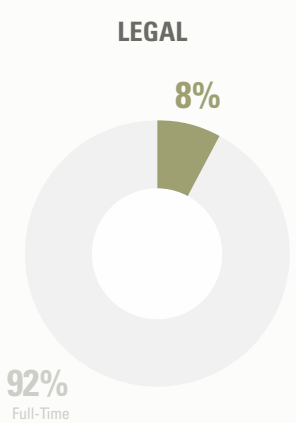
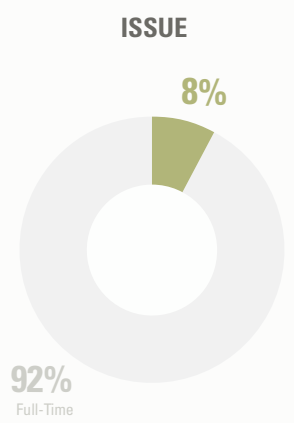
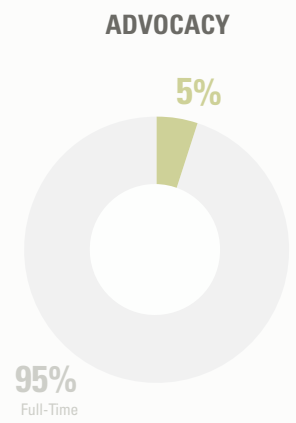
AVERAGE TENURE OF SENIOR MANAGEMENT IS LONGEST FOR RESEARCH & LEGAL ORGANIZATIONS

Average Senior Management Tenure, in Years (n=37)



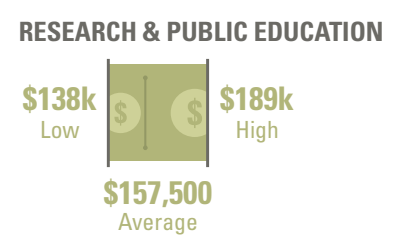
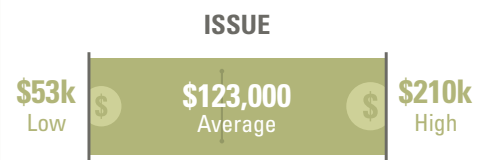
ORGANIZATION TYPES DIFFER IN THEIR USE OF PART-TIME STAFF

% of All Staff That Is Part-Time (n=35)



SENIOR STAFF COMPENSATION VARIES ACROSS ORGANIZATION TYPES

Average Senior Staff Compensation (n=34)



2021 NATIONAL LGBTQI MOVEMENT REPORT

COMPARATIVE ANALYSIS BY ORGANIZATION TYPE

MAP Member Resource
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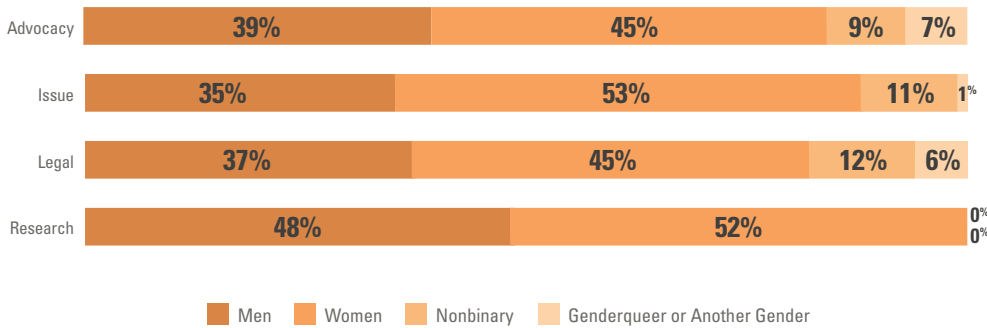


STAFF

Among organizations that provided staff demographic data, staff are demographically diverse across race, gender, sexual orientation, and age. Issue and legal organizations were the only organization types where the majority of all staff are people of color. Legal organizations reported the highest share of staff who are transgender. Research organizations are the only type where the majority of all staff are women, and legal organizations have the highest shares of staff who are nonbinary, genderqueer, or another gender identity. Note that in some cases percentages may not add to 100 due to rounding.

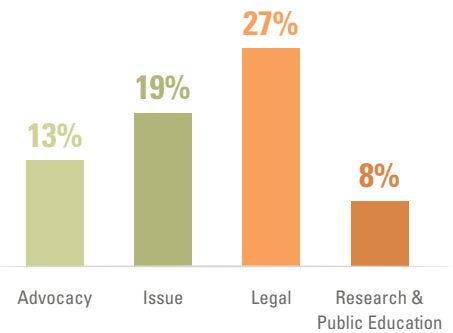
GENDER IDENTITY OF STAFF

% of Staff Identifying as... (n=34)



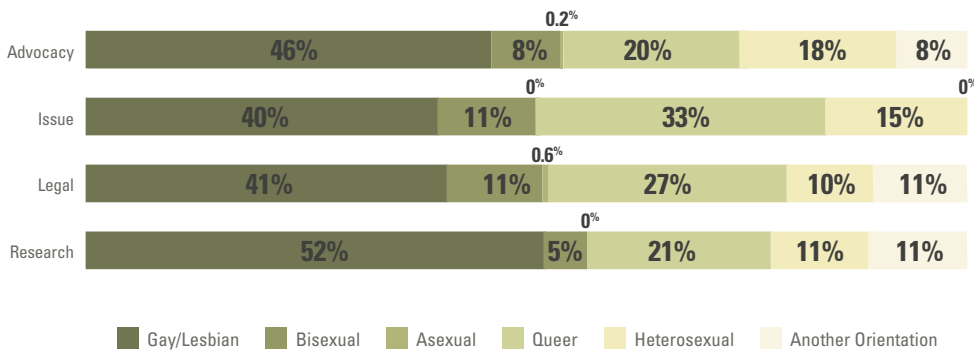
TRANSGENDER STATUS OF STAFF

% of Staff Identifying as Transgender (n=35)



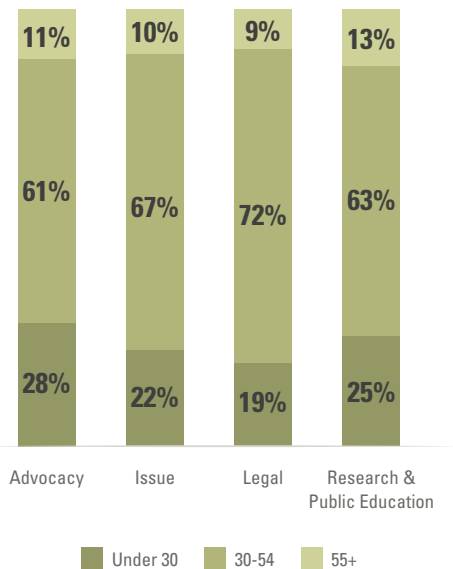
SEXUAL ORIENTATION OF STAFF

% of Staff Identifying as... (n=30)



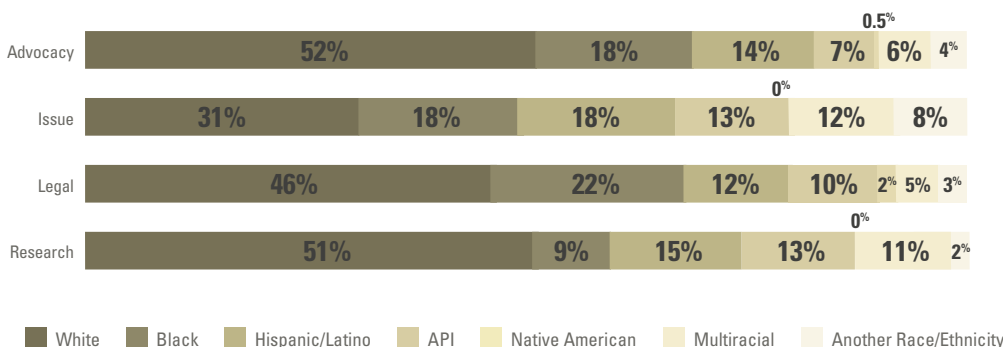
MAJORITIES OF STAFF ACROSS ORGANIZATION TYPES ARE AGES 30-54

% of All Staff in Each Age Range (n=36)



RACE/ETHNICITY OF STAFF

% of Staff Identifying as... (n=35)



2021 NATIONAL LGBTQI MOVEMENT REPORT

COMPARATIVE ANALYSIS BY ORGANIZATION TYPE

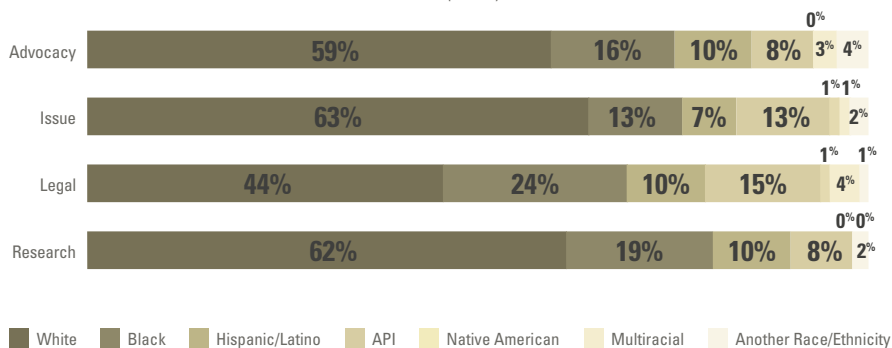


BOARDS

The boards of participating organizations are generally less diverse than staff. Among organizations that reported board demographic data, legal organizations reported the highest share of board members who are people of color, as well as who are transgender. Average board sizes across organization types were similar, and research and public education organizations had the highest board-to-staff ratio of any organization type.

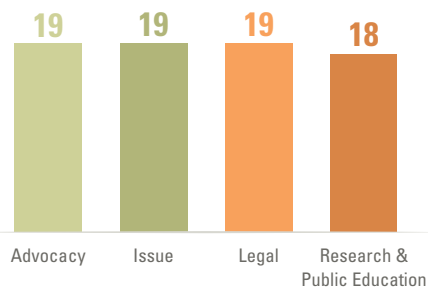
RACE/ETHNICITY OF BOARD

(n=35)



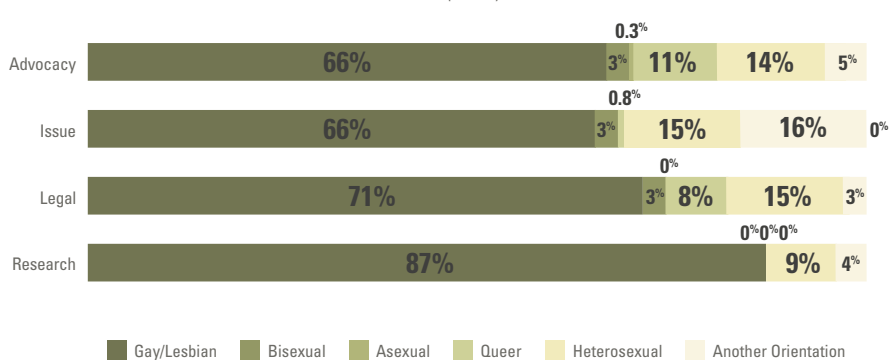
ORGANIZATIONS HAVE ROUGHLY THE SAME AVERAGE NUMBER OF BOARD MEMBERS

Average Number of Board Members (n=39)



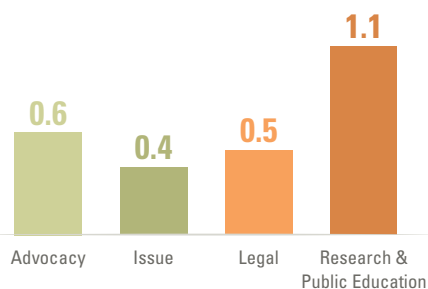
SEXUAL ORIENTATION OF BOARD

(n=31)



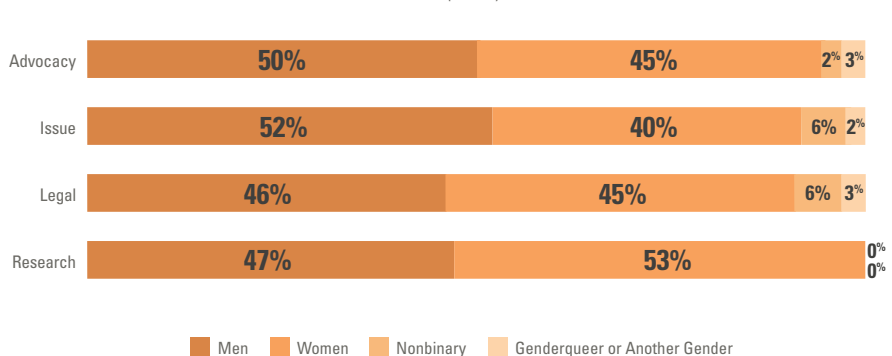
RESEARCH & PUBLIC EDUCATION ORGANIZATIONS HAVE HIGHEST BOARD:STAFF RATIO

(n=39)



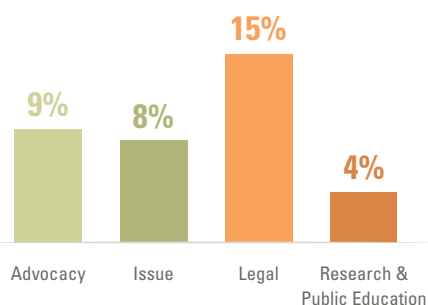
GENDER IDENTITY OF BOARD

(n=35)



TRANSGENDER BOARD MEMBERS

% of Board Identifying As Transgender (n=36)



COMPOSITE PROFILE: ADVOCACY ORGANIZATIONS

PARTICIPATING ADVOCACY ORGANIZATIONS

Organizations and Legal Structure (n=21)	C3	C4	PAC
(May not sum to 100 due to rounding)	(% of 2020 revenue)		
Basic Rights Oregon (BRO)	69.5%	27.5%	3%
Campaign for Southern Equality (CSE)	100%		
Equality California (EQCA)	55%	45%	
Equality Federation (EQ Fed)	96%	4%	
Equality Florida (EQFL)	84%	16%	
Equality North Carolina (EQNC)	62%	38%	
Family Equality (FEQ)	100%		
Freedom For All Americans (FFAA)	95%	5%	
Georgia Equality (GAEQ)	100%		
GLAAD	100%		
Human Rights Campaign and Federation (HRC)	26%	74%	
interACT	100%		
Keshet	100%		
LGBTQ Victory Fund and Leadership Institute (VF/VI)	41%		59%
National Center for Transgender Equality (NCTE)	100%		
National Queer Asian Pacific Islander Alliance (NQAPIA)	100%		
PFLAG National	100%		
Services and Advocacy for GLBT Elders (SAGE)	100%		
Southerners on New Ground (SONG)	100%		
Task Force	99%	<1%	
True Colors United	100%		

Advocacy Organizations - Category Definition

Advocacy organizations advocate for a specific constituency across a broad spectrum of issues. These organizations use a wide range of strategies, including legislative advocacy, public and media education, litigation, coalition building, protests and rallies, and research.

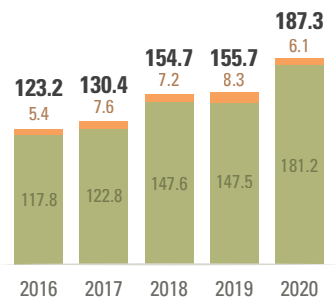


2020 performance on nonprofit watchdog benchmarks: All advocacy organizations, except NCTE and BRO, met BBB benchmarks for program spending in 2020.

REVENUE, EXPENSES & BUDGET

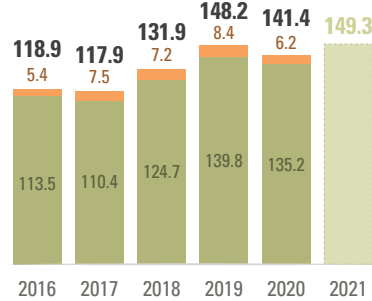
COMBINED REVENUE

\$ millions (n=20)



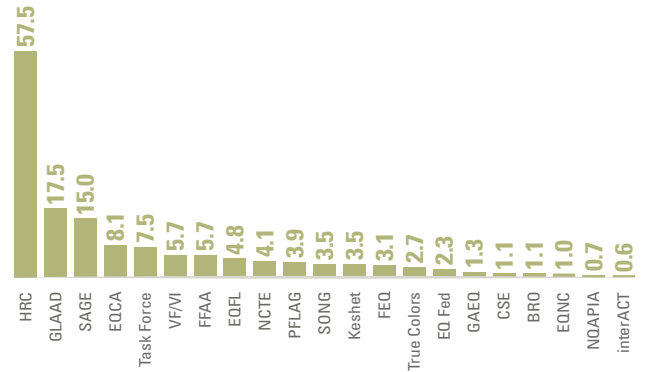
COMBINED EXPENSES

\$ millions (n=20)



MID-2021 BUDGET

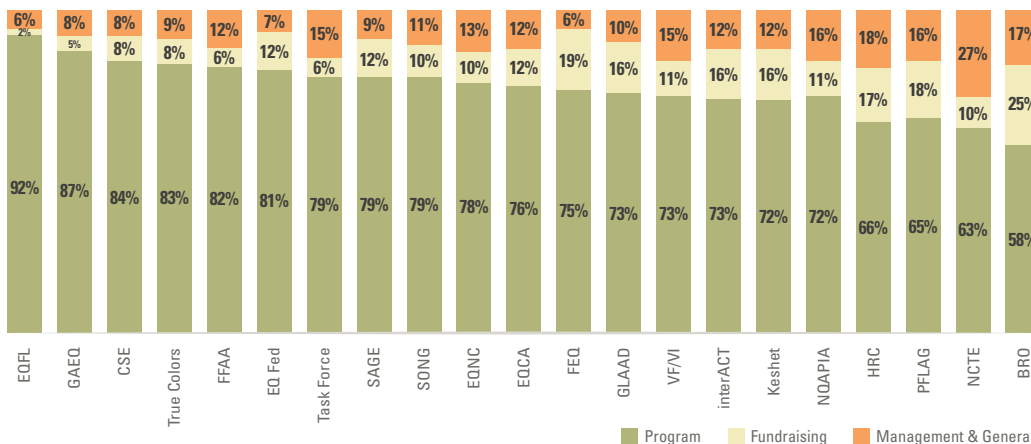
\$ millions, excluding in-kind expenses



Note: Only organizations that provided five years of data are included. Numbers may not sum due to rounding.

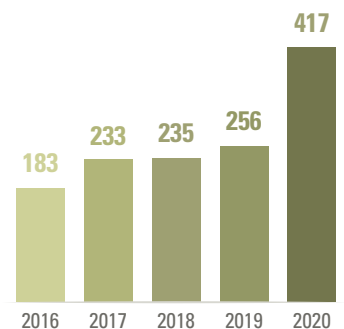
2020 EXPENSE BREAKDOWN

(may not sum to 100 due to rounding)



AVERAGE DAYS OF WORKING CAPITAL FOR ORGANIZATIONS

(n=20)



Note: Only organizations that provided five years of data are included.

COMPOSITE PROFILE: ISSUE ORGANIZATIONS

PARTICIPATING ISSUE ORGANIZATIONS

Organizations and Legal Structure (n=10)	C3	C4	PAC
	(% of 2020 revenue)		
CenterLink	100%		
GLSEN	100%		
Genders and Sexualities Alliances Network (GSA)	100%		
Immigration Equality (Imm EQ)	99%	<1%	
New York City Anti-Violence Project (NYCAVP)	100%		
Out & Equal	100%		
Point Foundation	100%		
Reconciling Ministries Network (RMN)	100%		
Soulforce	100%		
The Trevor Project	100%		
True Colors	100%		

Issue Organizations - Category Definition

Issue organizations advocate for a specific issue using a wide range of strategies, including legislative advocacy, public and media education, litigation, coalition building, protests and rallies, and research.

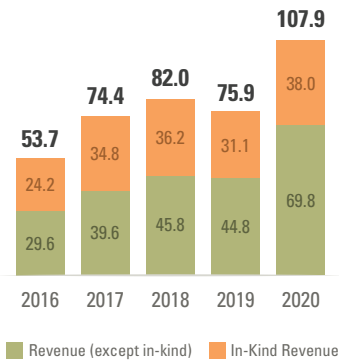


2020 performance on nonprofit watchdog benchmarks: All issue organizations, except GLSEN, met BBB benchmarks for program spending in 2020.

REVENUE, EXPENSES & BUDGET

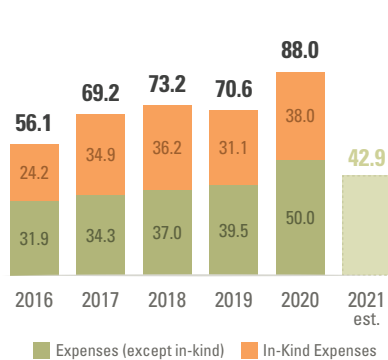
COMBINED REVENUE

\$ millions (n=10)



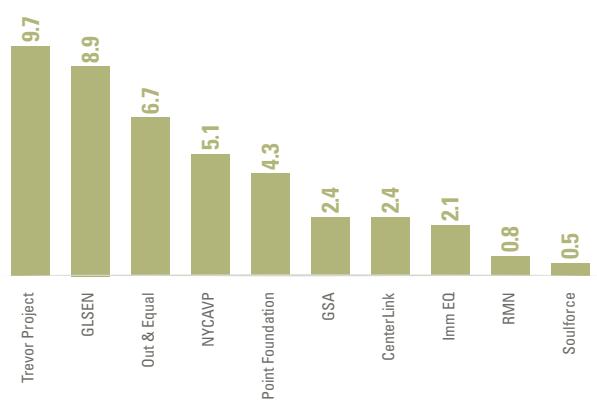
COMBINED EXPENSES

\$ millions (n=10)



MID-2021 BUDGET

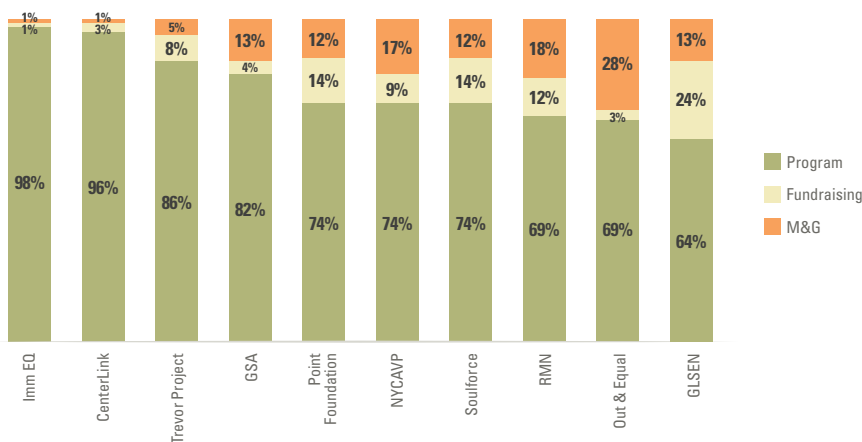
\$ millions, excluding in-kind expenses



Note: Only organizations that provided five years of data are included. Numbers may not sum due to rounding.

2020 EXPENSE BREAKDOWN

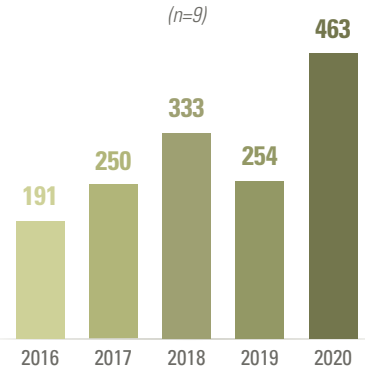
(may not sum to 100 due to rounding)



Note: Out & Equal did not provide these data for FY19.

AVERAGE DAYS OF WORKING CAPITAL FOR ORGANIZATIONS

(n=9)



Note: Only organizations that provided five years of data are included.

COMPOSITE PROFILE: LEGAL ORGANIZATIONS

PARTICIPATING LEGAL ORGANIZATIONS

Organizations and Legal Structure (n=5)	C3	C4	PAC
	(% of 2020 revenue)		
ACLU LGBT & HIV Project (ACLU)	100%		
GLBTQ Legal Advocates and Defenders (GLAD)	100%		
Lambda Legal (Lambda)	100%		
National Center for Lesbian Rights (NCLR)	100%		
Transgender Law Center (TLC)	100%		

Legal Organizations - Category Definition

Legal organizations work to achieve full civil legal rights for LGBTQI people through litigation, policy advocacy, public education, and coalition building.

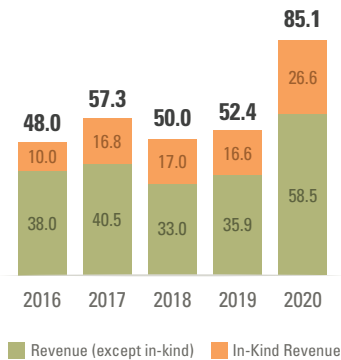


2020 performance on nonprofit watchdog benchmarks: All legal organizations met AIP and BBB benchmarks in 2020.

REVENUE, EXPENSES & BUDGET

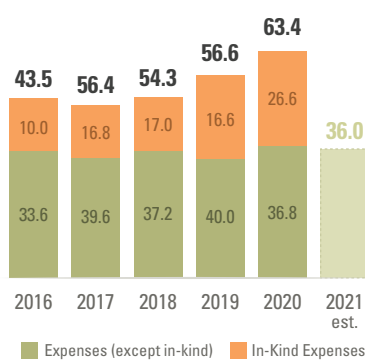
COMBINED REVENUE

\$ millions (n=5)



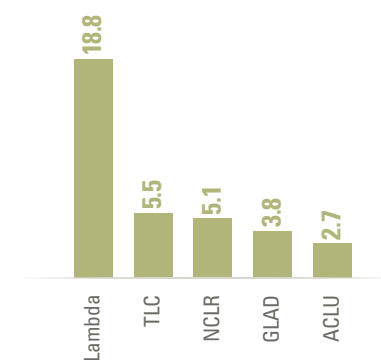
COMBINED EXPENSES

\$ millions (n=5)



MID-2021 BUDGET

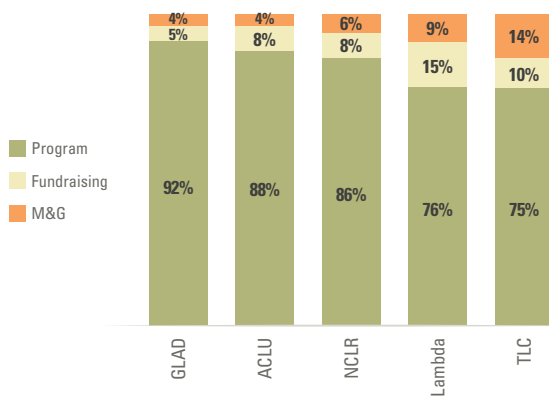
\$ millions, excluding in-kind expenses



Note: Only organizations that provided five years of data are included. Numbers may not sum due to rounding.

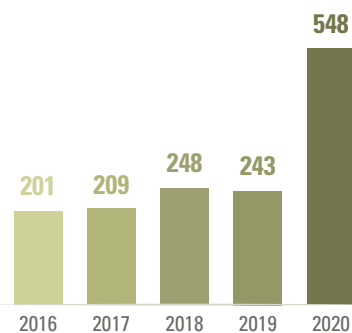
2020 EXPENSE BREAKDOWN

(may not sum to 100 due to rounding)



AVERAGE DAYS OF WORKING CAPITAL FOR ORGANIZATIONS

(n=4)



Note: Only organizations that provided five years of data are included.

COMPOSITE PROFILE: RESEARCH & PUBLIC EDUCATION ORGANIZATIONS

PARTICIPATING ADVOCACY ORGANIZATIONS

Organizations and Legal Structure (n=3)	C3	C4	PAC
	(% of 2020 revenue)		
Funders for LGBTQ Issues (FLGBTQI)	100%		
Movement Advancement Project (MAP)	100%		
Williams Institute (Williams)	100%		

Research & Public Education Organizations - Category Definition

Research and public education organizations provide data and information to the LGBTQI movement and the general public on the social and economic status and needs of LGBTQI people.

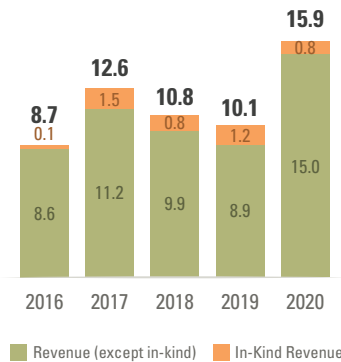


2020 performance on nonprofit watchdog benchmarks: All research and public education organizations met AIP and BBB benchmarks in 2020.

REVENUE, EXPENSES & BUDGET

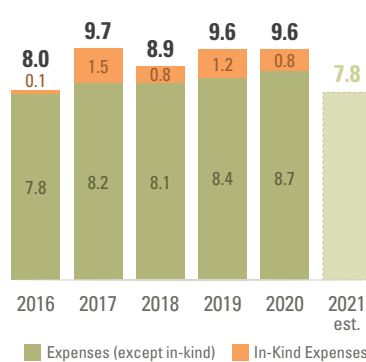
COMBINED REVENUE

\$ millions (n=3)



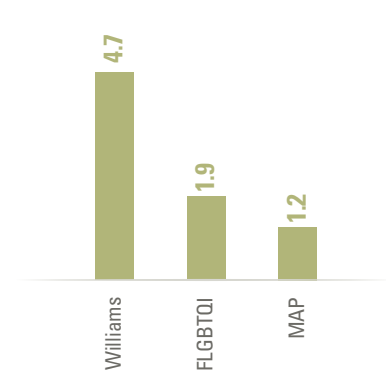
COMBINED EXPENSES

\$ millions (n=3)



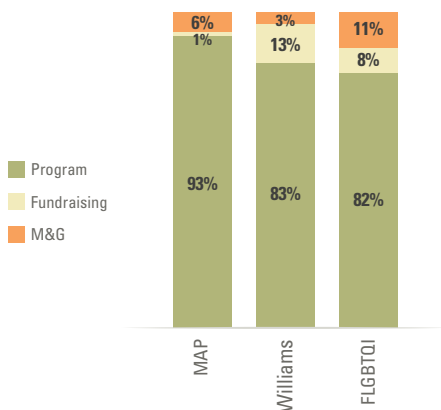
MID-2021 BUDGET

\$ millions, excluding in-kind expenses



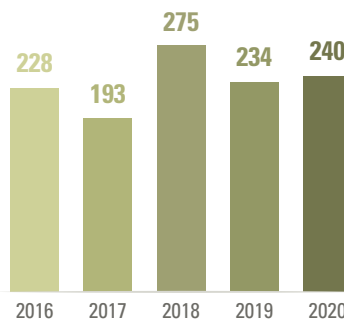
Note: Only organizations that provided five years of data are included. Numbers may not sum due to rounding.

2020 EXPENSE BREAKDOWN



AVERAGE DAYS OF WORKING CAPITAL FOR ORGANIZATIONS

(n=3)



Note: Only organizations that provided five years of data are included.

ABOUT THIS REPORT

The National LGBTQI Movement Report, published annually by MAP, examines revenue and expenses, fundraising and fundraising efficiency, and other indicators of financial health for lesbian, gay, bisexual, and transgender, queer, and intersex (LGBTQI) advocacy, issue, legal, and research and public education organizations.



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