

2014 LGBT COMMUNITY CENTER SURVEY REPORT

*Assessing the Capacity and Programs of Lesbian, Gay,
Bisexual, and Transgender Community Centers*

June 2014



This report was authored by:

CenterLink: The Community of LGBT Centers

CenterLink was founded in 1994 as a member-based coalition to support the development of strong, sustainable LGBT community centers. A fundamental goal of CenterLink's work is to help build the capacity of these centers to address the social, cultural, health and political advocacy needs of LGBT community members across the country. For 20 years, CenterLink has played an important role in addressing the challenges centers face by helping them to improve their organizational and service delivery capacity, access public resources and engage their regional communities in the grassroots social justice movement.

Movement Advancement Project

Launched in 2006, the Movement Advancement Project (MAP) is an independent, intellectual resource for the LGBT movement. MAP's mission is to provide independent and rigorous research, insight and analysis that help speed full equality for LGBT people.

Disclaimer: *The opinions expressed in this report reflect the best judgment of CenterLink and MAP based on analysis of data collected from participating LGBT community centers. These opinions do not necessarily reflect the views of our funders, CenterLink members, or other organizations.*

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KEY FINDINGS

This report presents the findings from the fourth biennial survey of LGBT community centers in the United States. The report is based on the responses from 111 participating centers, although all centers did not respond to all questions. When relevant, the report separately examines centers with budgets equal to or less than \$150,000 per year ("small centers") and centers with budgets greater than \$150,000 per year ("large centers").

Key report findings include:

Representation

- Participating centers are from **32 states**, the District of Columbia, and for the first time this year, Puerto Rico.

Clientele, Access, and Hours

- **In total, participating LGBT centers serve over 37,900 individuals in a typical week and refer over 9,900 individuals to other agencies for services and assistance.**
- Center patrons are disproportionately male, people of color, transgender, and/or low income.
- In a typical week, LGBT community centers are open to the public for an average of 46 hours. Eighty-nine percent of centers are open in the evenings and 62% of centers are open on weekends.
- The majority of centers offer **accessible parking (78%)** and **accessible bathrooms and drinking fountains (78%)**.

Finances and Capacity

In aggregate, center finances continue to stabilize and improve, although reporting small centers still generally operate with volunteer staff and average and median budgets of approximately \$60,000 annually. Eighty-six participating centers (27 small centers and 59 large centers) provided 2014 budget information, reporting combined projected **annual expense budgets totaling \$145.3 million.**

- Small centers have an average 2014 expense budget of **\$61,865** and a median expense budget of \$54,000. Large centers have an average expense budget of **\$2.4 million** and a median expense budget of \$666,637.

- Of the centers that provided three years of expenses data from 2012 to 2014, small centers cumulatively experienced a **53% increase** in expense budgets, and large centers saw a cumulative **22% increase.**
- The 80 centers that reported revenue data had **combined 2013 revenue of \$138.1 million.** The average reporting large center covered its expenses with average revenue of \$2.5 million per center versus average 2013 expenses of \$2.3 million. Of the 24 small centers that reported 2013 revenue and expenses, six had greater expenses than revenue.
- Seventy-six centers provided two-year revenue data spanning 2012 and 2013. Small centers experienced a **20% increase in revenue** during these years, while large centers saw a **12% increase.**
- Large LGBT community centers receive a high proportion of their funding from government grants: 50% of their combined revenue in 2013 was from government grants, followed by 18% from individual donors and 8% from fundraising events. Foundation funding was only 12% of center revenue.

Government Grants

- Forty-four centers reported obtaining at least one government grant (local, state, or federal) of over \$10,000 in 2013, for a total of **154 large government grants.**
- Of the 45 federal government grants over \$10,000 reported by community centers, 49% were awarded to provide support for HIV/AIDS-related programming such as direct care, counseling and testing, and prevention.
- Centers "ranked lack of staff time to devote to grant writing" as one of their top obstacles to obtaining government grants (72% of reporting centers).

Center Staff and Board

- LGBT community centers remain thinly staffed: **21% have no staff** and rely solely on volunteers; and 57% have five or fewer paid staff.
- While **94% of large centers have a full-time paid executive director**, nearly half (46%) of small centers indicated they relied on a volunteer executive director; one in four (23%) small centers indicated they currently did not have someone in the position.
- **Almost half (49%) of all community center staff identify as people of color**, compared to less than one-third (29%) of senior staff and 28% of board members.

Programming

- Large centers spent a clear majority (76%) of their 2013 budgets on program-related expenses.
- Centers tailor their programming to their populations: **90% offer programming tailored to LGBT youth**, followed by 82% offering transgender-specific programming and 80% offering programming for the general LGBT population.

Physical and Mental Health Programs

- **Sixty-three centers reported providing some direct health services** (including counseling, peer-led programs, and support groups, as well as physical health and other mental health services).
- In the last year, these centers provided physical health services to more than 277,500 people, and mental health services to more than 42,000 people.
- Centers offer a number of wellness programs to their patrons and staff, emphasizing healthy eating, active living, tobacco-free living, and cancer support.

Computer Centers

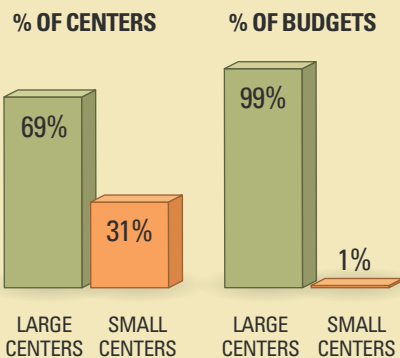
- **Nearly four in five (78%) reporting centers offer computer services**; approximately half of centers (45% of centers with computer services) offer these services through the David Bohnett CyberCenter Program.
- Patrons use computer resources for conducting job searches, keeping in touch with family and friends, and entertainment.
- When asked to rank their top three challenges, centers participating in the CyberCenter program identified the lack of a dedicated staff person or volunteer to manage or oversee computer resources as their biggest challenge. The biggest challenge faced by non-CyberCenters was a limited amount of equipment.

LGBT COMMUNITY CENTERS

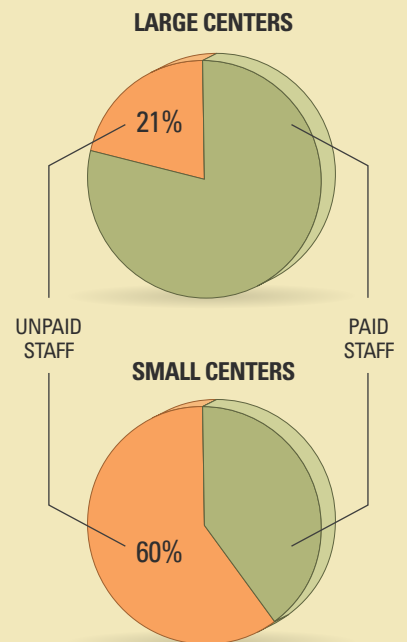
THAT PARTICIPATED IN THE 2014 COMMUNITY CENTER SURVEY



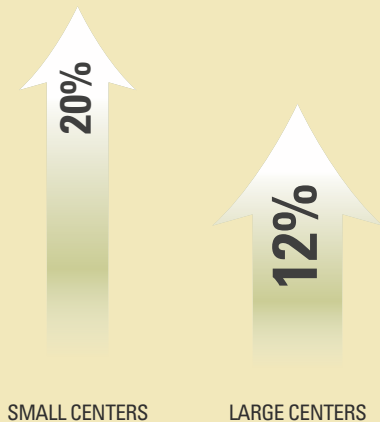
BY CENTER SIZE



STAFF



REVENUE GROWTH 2012-2013



154 GOVERNMENT GRANTS OF \$10K+
THAT FUND HIV/AIDS, LGBT YOUTH,
MENTAL HEALTH, AND OTHER VITAL PROGRAMS

INTRODUCTION

The Los Angeles LGBT Center (formerly the L.A. Gay & Lesbian Center) opened its doors 45 years ago as the first lesbian, gay, bisexual, and transgender (LGBT) center in the United States. Now there are more than 200 such centers across 45 states, Puerto Rico, and the District of Columbia. The *2014 Community Center Survey Report* is an effort to track the growing movement of LGBT community centers and to identify trends and needs in the field. A joint report by the Movement Advancement Project (MAP) and CenterLink, the report presents findings from the fourth biennial survey of the LGBT community centers in the United States.

The report provides a comprehensive review of LGBT community centers' capacity, staff and boards, budget, fundraising, constituencies, health and wellness services, and technical assistance needs. Throughout the report, centers' programmatic successes and challenges are highlighted to illustrate how centers are serving their diverse array of communities. The report also provides a valuable overview of the centers' priorities and needs for organizations and donors interested in engaging with or supporting community centers and their programs and services.

LGBT community centers play an important role in the life of LGBT Americans. In some parts of the country, a local community center may be the only resource where LGBT residents can access social, educational, and health services. The 111 LGBT community centers participating in this report collectively serve over 37,900 people each week and the 80 centers that reported 2013 revenue data have a combined revenue of \$138.1 million.¹ Across the country, these community centers are vital players in the LGBT movement and provide an invaluable link between LGBT people and state and national efforts to advance LGBT equality.

This report has six main sections:

- Age and infrastructure
- Finances, staff, and capacity (including government grants)
- Center clientele and programs (including health and wellness)
- Computer centers
- Technical assistance needs
- Conclusions and recommendations for strengthening the community center field

SURVEY METHODOLOGY & SAMPLE Methodology

The *2014 Community Center Survey* is the fourth biennial survey of LGBT community centers across the United States. In March 2014, MAP and CenterLink sent an online survey to 211 community centers identified by CenterLink. MAP and CenterLink developed the survey with input from community center senior management, LGBT funders, and national partners. The 2014 survey also was based on consideration of feedback from previous surveys.

The survey looked at two categories of respondents: "small centers" with expense budgets of \$150,000 or less and "large centers" with expense budgets of more than \$150,000. Because the Los Angeles LGBT Center is so large, with a 2014 budget of over \$70 million (up from \$57.7 million two years ago, and with over half of its revenue stemming from program income), it is often excluded from report analyses, although we note where this is the case.

Survey Respondents

Out of the initial sample of 211 centers, 111 U.S.-based centers provided information, yielding a 53% response rate.² Throughout the report, we note the number of centers providing information about a specific question. (Not all participating centers answered every question; therefore we often refer to "responding centers" to indicate that our analysis includes the centers that responded to a particular question rather than all participating centers.) Of the 111 centers participating in the 2014 survey, 45% (50 centers) also participated in the 2012 survey. We list the 2014 participating centers in Appendix B.

Representation

To determine the degree to which the 111 participating centers are representative of the broader LGBT community center field, we used Guidestar.org to compile financial information from centers' most recent tax filings. Eighty-three responding centers (25 small and 58 large) reported 2013 expense data for a total of \$133.2 million in combined expenses. This compares to combined expenses of \$165 million across all 229 community centers from Guidestar.org.

¹ Based on data from the LGBT community centers participating in this survey.

² One Canadian center also responded to the survey. Because of the difficulties of examining both domestic and international centers, the Canadian center's responses were excluded from the survey and are not included within the 111 respondents. For the first time, we have included a center from Puerto Rico among the respondents and in the results of the analysis.

Thus, the report covers approximately 84% of the total combined expenses of all community centers across the United States, as shown in *Figure 1*. Of the 25 centers on Guidestar.org with expenses over \$1 million, only eight centers did not respond to the survey.

The 111 participating centers are also roughly representative on a geographic basis of LGBT community centers nationwide, as shown in *Figure 2*. Reporting centers are from 32 states, the District of Columbia, and for the first time this year, Puerto Rico. Centers in California, Florida, New York, and Pennsylvania are slightly overrepresented among the respondents, while several states are not represented at all, including Alaska, Delaware, Hawaii, Idaho, Iowa, Louisiana, Maine, Mississippi, Montana, Nebraska, New Hampshire, South Carolina, West Virginia, and Wyoming.

Figure 1: Survey Participants, Expenses Comprise Majority of Community Center Expenses

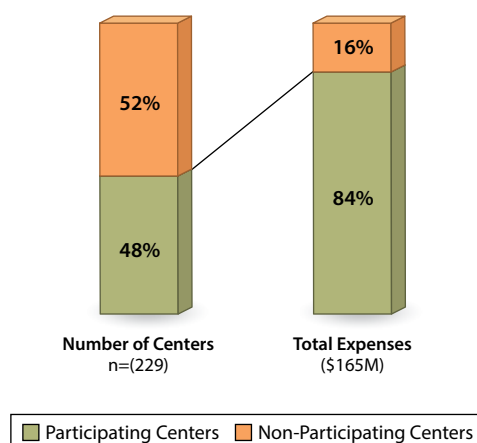
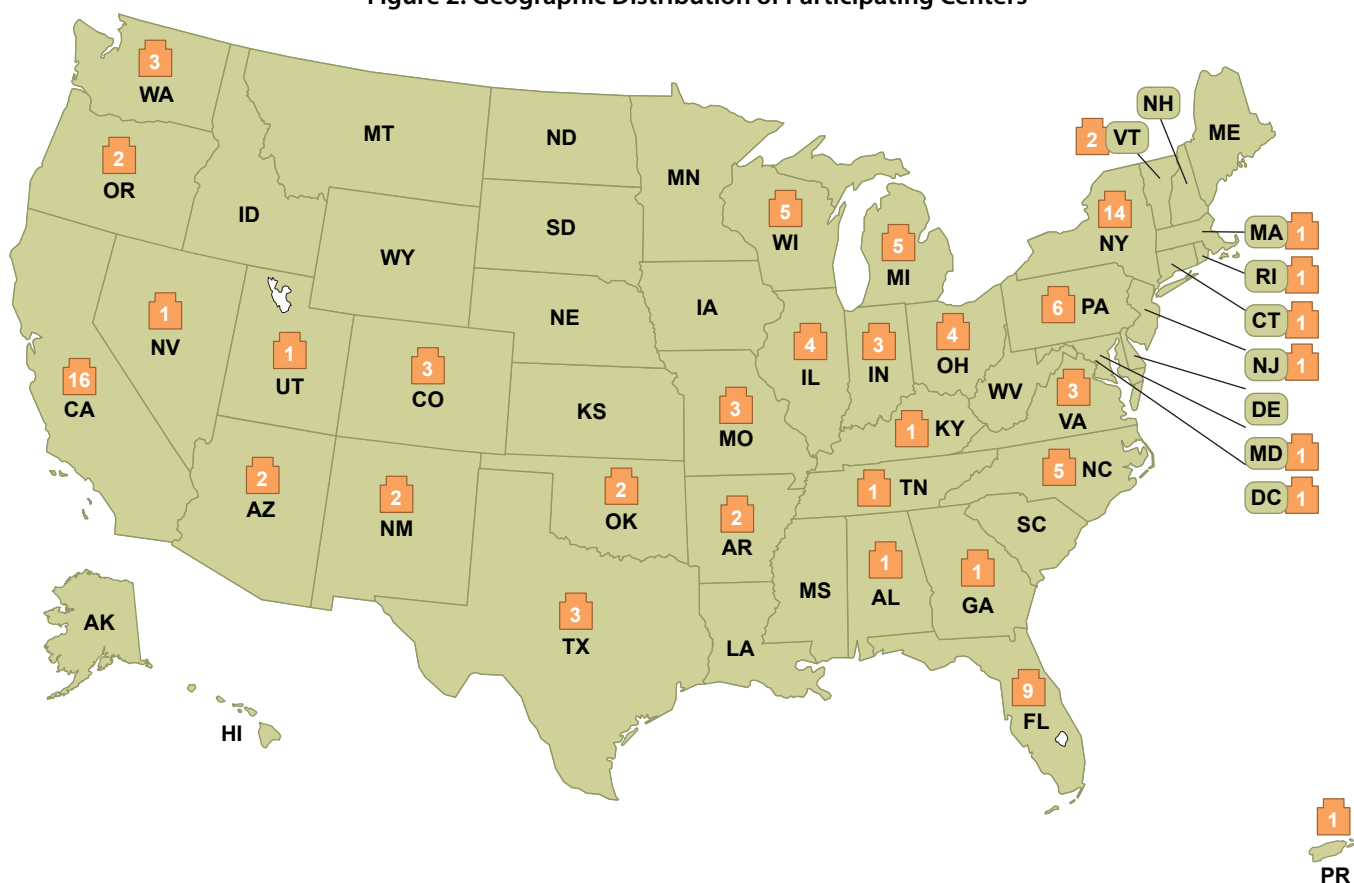


Figure 2: Geographic Distribution of Participating Centers



CENTER AGE & INFRASTRUCTURE

Center Age

The majority of responding centers (74 centers out of 109, or 68%) were founded since 1990 (see *Figure 3*). The average center age is 18.4 years, while the median center age is 20.³ The Los Angeles LGBT Center, which opened in 1969, is the oldest center. The youngest center participating in the survey is the LGBT Center of Northeastern Pennsylvania (Wilkes Barre, PA) which opened in 2014. Four other participating centers opened in 2013: Our Space Community Center (Huntsville, AL), Rainbow Village (Silver City, NM), The LGBTQ Center of the Warwick Valley (Warwick, NY), and Cimarron Alliance Equality Center (Oklahoma City, OK). As expected, large centers are generally older than small centers, with an average age of 25 years compared to 5 years for small centers.

Legal Status of Centers

Nearly all LGBT community centers (87% or 96 centers) are independent organizations. The remaining 13% are affiliates or programs of other organizations such as statewide advocacy organizations or local community health groups. Of the 96 independent centers, 93 are tax-exempt 501(c)(3) nonprofit organizations, two are applying for 501(c)(3) status, and one did not indicate.

Physical Infrastructure of Centers

Seven responding centers (6%) lack physical space and instead serve the community through mechanisms such as phone or mobile van services (see *Figure 4*). The remainder (94%) have physical space; in total, 57% of responding centers rent space, 29% own their locations, 5% use donated space, and 3% use some other arrangement. The 102 centers with physical space have a total of 156 locations. Three-quarters of centers with physical space (75%) only have one location while the remainder have two or more locations. Of centers with physical space, 87% offer meeting space to outside organization for free (53%) or for a fee (34%). Thirteen percent of centers with physical space do not offer meeting space to outside organizations.

³ Note that a median is the value that is exactly in the middle of a range of data that is ordered from highest to lowest. Compared to averages, medians can provide a more realistic snapshot of the data, minimizing the impact of exceptionally high or low values.

Figure 3: Community Centers by Decade Founded
No. of centers (n=109)

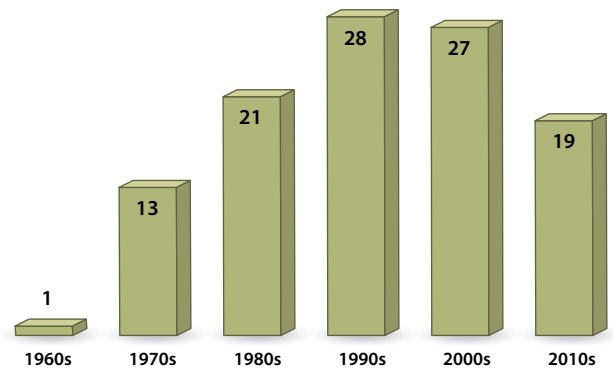


Figure 4: Center Ownership/Rental Status
% of centers (n=110)

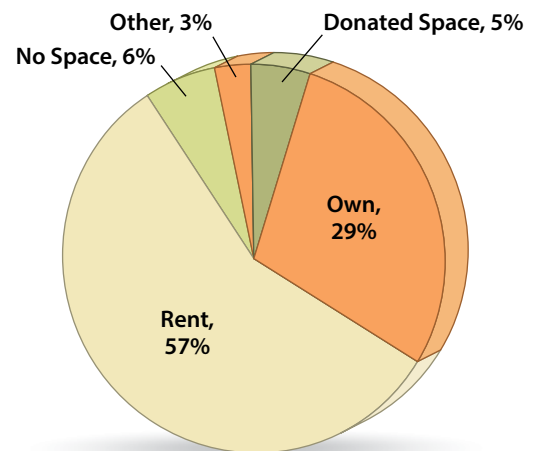
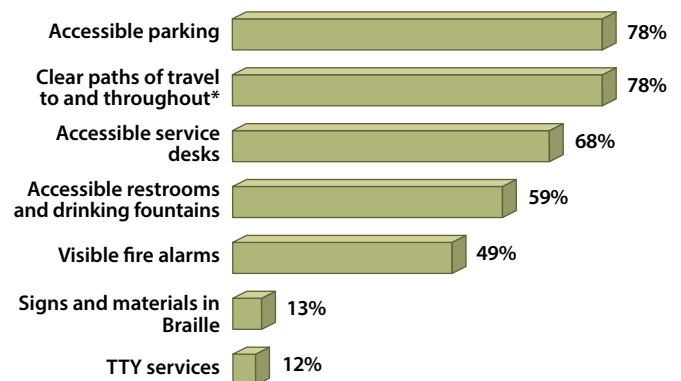


Figure 5: Accessibility Services

% of centers (n=102)



* Includes, if necessary, automatic doors, handrails, ramps, and/or elevators.

LGBTQ Center of the Warwick Valley



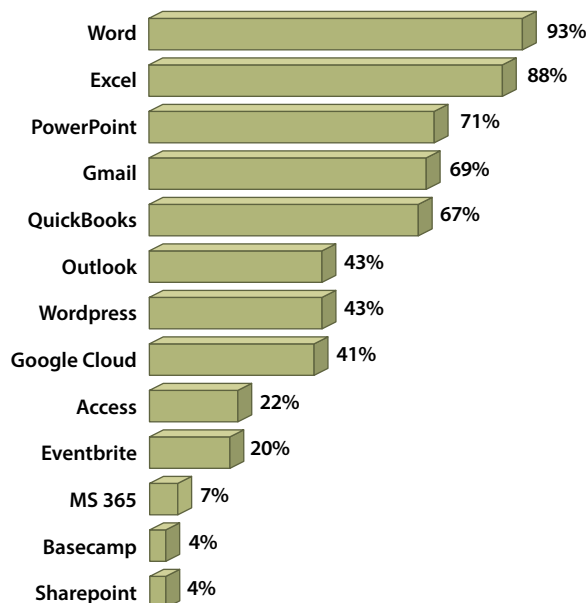
Larger Physical Space and Dedicated Grantwriter Needed

When it was formed in 2013, our center was just a meet-up in a local gym and we organized an occasional pot luck. The local community center heard about our meeting and reached out. Now we operate out of that community center one Sunday a month. The rest of the month I field calls, texts, and emails, work on our website and social media, and go door-to-door. The structure of the local center is such that we can't write grants to fund our own operations; we have to rely on the community center's grant writer, who is busy funding grants for their operations. It's a frustrating situation: we're grateful for the space, the status we gain by being housed in the center, and the insurance we used to hold our first pride event. But we need a larger physical space and grants to fund our work. Our safe space program for local businesses was incredibly successful in the county. Ideally, I'd love to move into a space where folks can feel warm and welcome any time.

Danielle Barbour, President
Warwick, NY
www.gaywarwick.com

Figure 6: Software Use, by Software Type

% of centers (n=109)



being “virtually” open around the clock, with online and telephone support services available 24/7, while nine centers reported being open 80 or more hours a week.

The majority of centers offer accessible parking (78%), accessible bathrooms and drinking fountains (78%), and visible fire alarms (68%). Slightly less than half of centers (49%) report accessible service desks and about six in 10 (59%) have clear paths of travel to and throughout (including automatic doors, handrails, ramps, and/or elevators). Few centers offer signs and materials in Braille (13%) or TTY services (12%) for the deaf or hard of hearing (see *Figure 5* on the previous page).

Technology

For the first time this year, we asked centers which software they used in the day-to-day operations of their centers. Microsoft Office products were the most commonly used, with 93% of centers reporting they use Microsoft Word, 88% using Excel, and 71% using PowerPoint (see *Figure 6*). For email, 85% of small centers reported they use Gmail (compared to 15% that use Microsoft Outlook). Among large centers, 60% use Outlook and 59% use Gmail. Forty-three percent of centers use WordPress, a blogging software, and 41% use Google cloud software compared to only 4% that use Microsoft's competing cloud software. Among all centers, 67% use the accounting software Quickbooks.

Access and Hours

In a typical week, LGBT community centers are open to the public for an average of 46 hours. Small centers are open fewer hours than large centers (an average of 32 hours compared to an average of 54 hours). Most centers tailor their hours to accommodate patrons: 89% of centers are open in the evenings and 62% of centers are open on weekends. Two centers reported

When asked what other software they use for day-to-day operations, several centers mentioned free- and shareware such as OpenOffice or Linux. Salesforce and Constant Contact were each listed four times.

CENTER FINANCES & CAPACITY

Center Expense Budgets

Eighty-six participating centers provided 2014 budget information, reporting combined projected annual expense budgets totaling \$145.3 million. Of these reporting centers, 27 were small and 59 were large. Small centers reported an average 2014 expense budget of \$61,865 and a median expense budget of \$54,000. Large centers reported an average expense budget of \$2.4 million and a median expense budget of \$666,637. Excluding the center with the largest expense budget (the Los Angeles LGBT Center), large centers reported an average expense budget of \$1.3 million.

Seventy-nine centers provided three-year expense information (22 small centers and 57 large centers). *Figure 7* compares the projected budgets for 2014 to actual expenses for 2013 and 2012 for the community centers that reported this information.⁴ The 22 small centers cumulatively experienced a 53% increase in expense budgets from 2012 to 2014, with 17 of these centers reporting growth during this period. The 57 large centers reporting this information saw 22% growth from 2012 to 2014. Excluding the Los Angeles LGBT Center, the remaining 56 large reporting centers saw a cumulative increase of 16% from 2012 to 2014. Of large reporting centers, 14 reported decreases in budgets over these years, one center reported no change, and 42 centers reported budget growth.

Looking across all 86 organizations reporting 2014 budget data, we find center resources highly concentrated among a few large centers. While 27 of the 86 centers (31%) reporting 2014 budget data are small centers, they only comprise 1% of the budget total (see *Figure 8*). For 2014, the Los Angeles LGBT Center accounts for 49% of the cumulative budgets of all centers reporting budget data. Together, the five largest centers account for 65% of the expense budgets (\$94.6 million). *Figure 9* on the next page shows the distributions of organizations by budget size, with and without the Los Angeles LGBT Center. Even excluding the Los Angeles LGBT Center, community centers with budgets under \$1 million comprise 78% of reporting

Figure 7: Three-Year Budget Growth

Combined Budgets for Reporting Centers

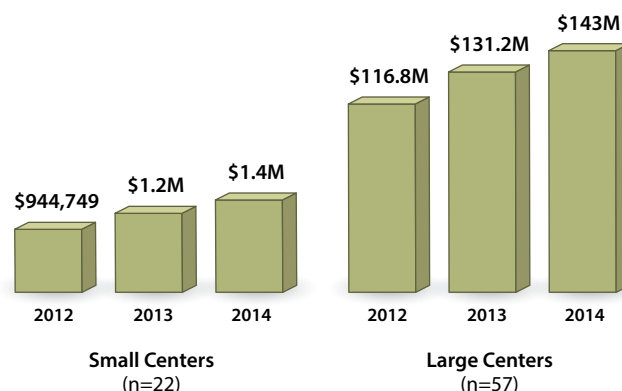
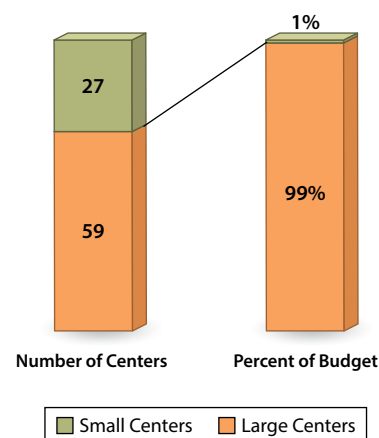


Figure 8: Breakdown of Centers

By Budget (n=86)

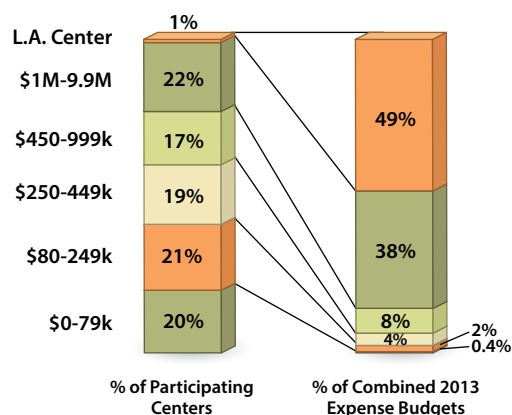


community centers, but only make up 27% of the centers' total combined 2014 expense budgets.

Despite the broad distribution of community center locations across the country (as shown earlier in *Figure 2* on page 5), only a few states account for a bulk of centers' 2014 budgets. As shown in *Figure 10* on the next page, 58% of all community center budgets are concentrated in California, 9% in New York, 9% in Florida, 8% in Texas, and 3% in Illinois. The remaining 45 states only comprise 13% of total budgets. Excluding the Los Angeles LGBT Center, 19% of combined budgets are centers in California.

⁴ For ease of reading, we will refer to 2012 and 2013 actual expenses and 2014 budgets collectively as center "expense budgets" or simply "budgets."

Figure 9: Distribution of Centers and Combined Budgets
By Budget Ranges, Including L.A. Center (n=86)



Excluding L.A. Center (n=85)

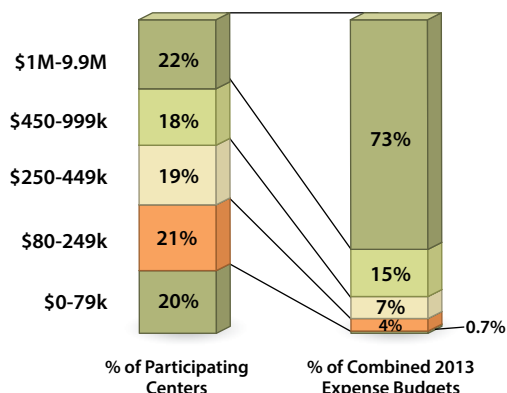
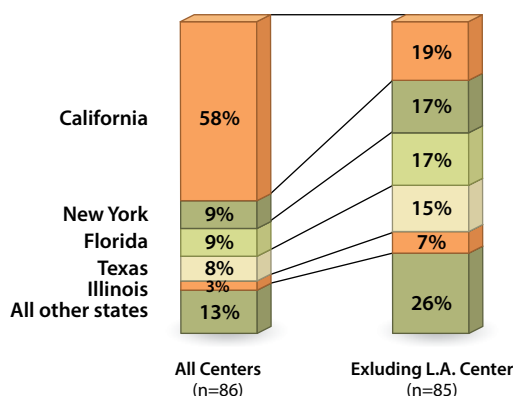


Figure 10: State Locations of Combined Budgets
% of Budgets



7 Rivers LGBT Resource Center



Elder Network is Center's Response to Community Needs

Our center was founded by a group of women who did a research project and determined a local need for an LGBT social network. Since our founding, we've evolved into an advocacy and outreach facility with some programming for youth and transgender folks. A variety of members came together to organize an elder network when it became clear that some of the older members of our community were forced back into the closet due to conditions in local care facilities. We created the elder network in response to this growing need in our community.

Using SAGE resources as a guide, we recruited local professionals to give a day-long cultural competency training for caretakers. We partnered with a local university to provide attendees with continuing education credits to be applied to their licensing renewal. The response was incredibly positive, both from attendees and folks around the state looking for similar trainings. Our task now is to leverage our very minimal resources to support our volunteer trainers (a retired professor and retired social worker) as they continue to give presentations around the area. We would love to hold more day-long trainings and better connect with state and local agencies working with elders to support cultural competency, but funding is scarce.

Jackson Jantzen, Executive Director
La Crosse, Wisconsin
www.7riverslgbt.org

Center Revenue and Fundraising

The 80 centers that reported revenue data had combined 2013 revenue of \$138.1 million; the 54 large reporting centers accounted for \$137 million of this revenue. The average reporting large center had revenue of \$2.5 million versus average 2013 expenses of \$2.3 million. Excluding the Los Angeles LGBT Center, average revenue among large centers for 2013 was \$1.3 million and average expenses were \$1.2 million. The 26 small reporting community centers had combined 2013 revenue of \$1.0 million. On average, however, small centers did not have sufficient revenue in 2013 to cover expenses. Of the 24 small centers that reported 2013 revenue and expenses, six had greater expenses than revenue.

Figure 11: Growth in Total Combined Revenue

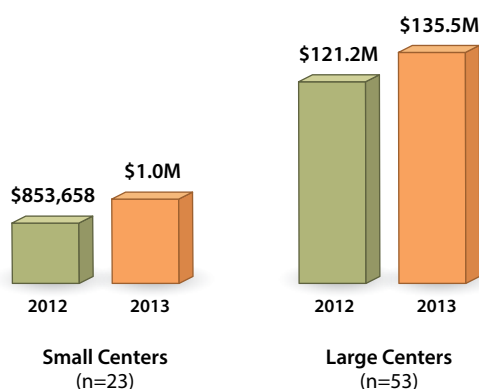
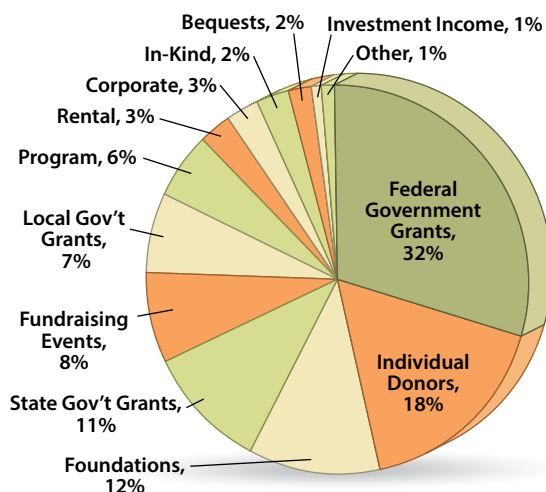


Figure 12: Revenue Streams of Large Centers, Excluding the L.A. Center

Total Combined Revenue = \$60.7M (n=42)



Seventy-six centers provided two-year revenue data spanning 2012 and 2013. Of these, small centers experienced a 20% increase in revenue during these years, while large centers saw a 12% increase (see *Figure 11*).

Large community centers have diverse revenue streams (see *Figure 12*). Excluding the Los Angeles LGBT Center, the largest source for 2013 revenue for large community centers was federal government funding (32%), followed by individual contributions (18%) and foundation contributions (12%). Less than one-tenth of total funding came from fundraising events (8%). The revenue streams of the Los Angeles LGBT Center were significantly different than the other centers: 57% of the Los Angeles center's revenue was in the form of program income.

Sixty-nine percent of reporting centers said that they had a fundraising/development plan in place for their center. That number dropped to 58% for small centers. Of the centers without plans, 90% indicated that they would be developing a plan within the next year.

Government Grants

Forty-four centers reported obtaining at least one government grant (local, state, or federal) over \$10,000 in 2013. Of these 44 centers, only two centers (5%) were small centers.

Of aggregate large center revenue, 32% came from federal grants (the largest source of funding), 11% from state grants, and 7% from local government grants. Although federal funding was the largest portion of government grant dollars, only 19 (45%) of the large centers with government funding received federal grants over \$10,000 (see *Figure 13*). This compares to 30 large centers (71%) receiving state grants over \$10,000

Figure 13: Large Centers Receiving Government Grants
By Grant Source, % of centers (n=42)

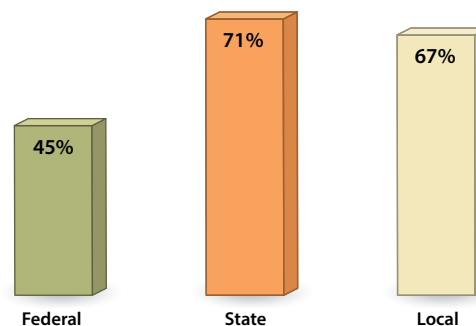


Figure 14: Government Grants over \$10,000

By Purpose

Figure 14a: Federal Grants

By Purpose, % of Grants (n=45 grants)

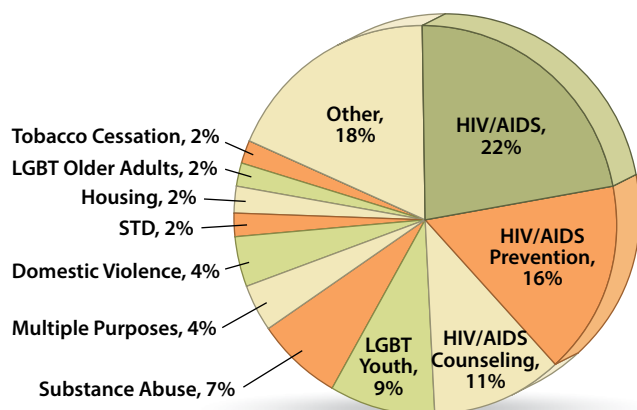


Figure 14b: State Grants

By Purpose, % of Grants (n=55 grants)

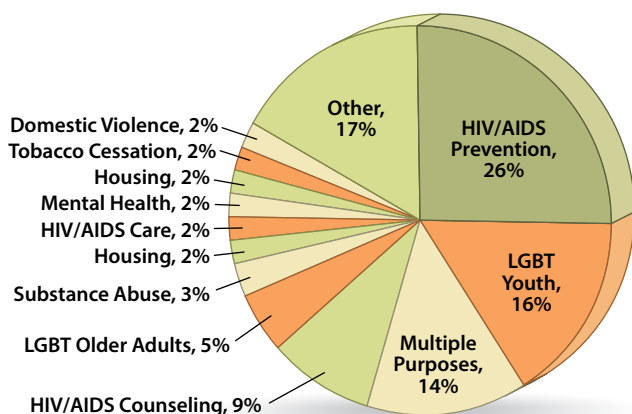
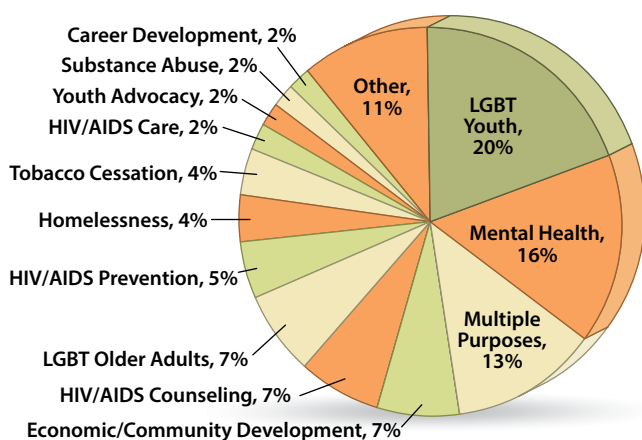


Figure 14c: Local Grants

By Purpose, % of Grants (n=54 grants)



Note: May not total 100% due to rounding.

and 28 large centers (67%) receiving local grants over \$10,000. While fewer centers received federal funding, these grants were for significantly larger amounts than state or local grants.

Figure 14 shows the most common purposes of the federal, state, and local grants received by community centers.

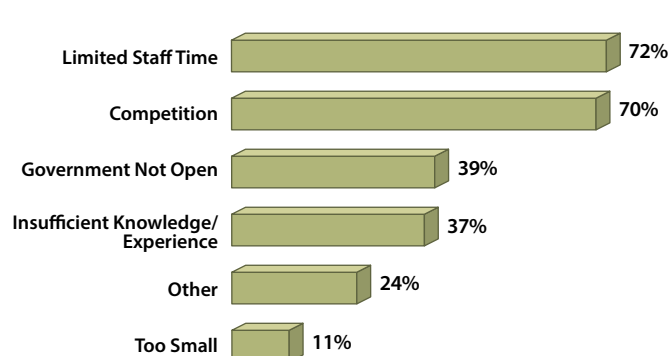
Federal Government Grants. As shown in Figure 14a, of the 45 federal government grants over \$10,000 reported by community centers, 49% were awarded to provide support for HIV/AIDS-related programming such as direct care, counseling and testing, and prevention. Among named grants, centers reported several Ryan White grants, as well as HIV-specific funding from the Health Resources and Services Administration (HRSA) and the Centers for Disease Control and Prevention (CDC).

State Government Grants. Centers reported a total of 55 state government grants over \$10,000, more than a third of which (37%) were focused on HIV-specific programming. LGBT youth programming was the second greatest single focus (16% of state grants). The majority of the HIV-related grants, as well as the grants for youth-specific programming, were awarded by state departments of health.

Local Government Grants. Of the 54 local government grants over \$10,000 reported by centers, the largest portion (20%) were dedicated to programming for LGBT youth. Other areas that were the focus of local government grants were mental health and psychiatric services (16%) and HIV-specific programming (14%). Many of the youth-focused grants were awarded by local departments of human

Figure 15: Obstacles to Applying for Government Grants

% of centers (n=46)



Center on Halsted



Cooking Up New Opportunities

Center on Halsted started Silver Fork, our culinary program, five years ago as a job training and skills building program for LGBTQ homeless youth.

The Chicago employment landscape is heavily dominated by the food-service industry and we knew that our youth would have luck getting jobs in that field, particularly with specialized training. The first year was so successful that the Mayor of Chicago hired youth to cater an event. After a downturn in the economy, Center on Halsted saw a surge in the number of adults applying for the program as a vehicle for a way to get a job, any job. We reshaped the program as an intergenerational opportunity, which has been beneficial for all students involved.

Over 100 people apply for one of the 20 spots in the nine-week-long, four-night-a-week-program. Graduates leave with their food sanitation license and bar certification. After placing the students in local kitchens, we provide cultural competency training to employers to ensure they understand how to work with employees who may be transgender, homeless, young, or recently returning to the workforce. With that commitment to sustainability, we achieve a 98% success rate and we're seeing graduates blossom in their careers. One alumna has come back and hired 15 other students from the program. The success of Silver Fork has led to a number of new funding opportunities for Center on Halsted, particularly from state grants for vocational training. Donors have even stepped forward to sponsor a student's entire tuition through the program.

We're constantly thinking of ways to expand Silver Fork. We recently did a feasibility study for opening a restaurant, and when our new LGBTQ senior housing facility opens this year, we'll be adding a teaching kitchen to help our elders learn to cook.

Modesto Tico Valle, Chief Executive Officer
Chicago, Illinois
www.centeronhalsted.org

services and youth services.

Many LGBT community centers reported challenges in applying for government grants (see *Figure 15* on the previous page). Centers with and without large grants ranked lack of staff time to devote to grant writing as one of their top obstacles (72% of reporting centers). Centers' second biggest obstacle was too much competition for funding (70% of reporting centers), followed by 39% of centers saying government funders are not open to funding LGBT programs.

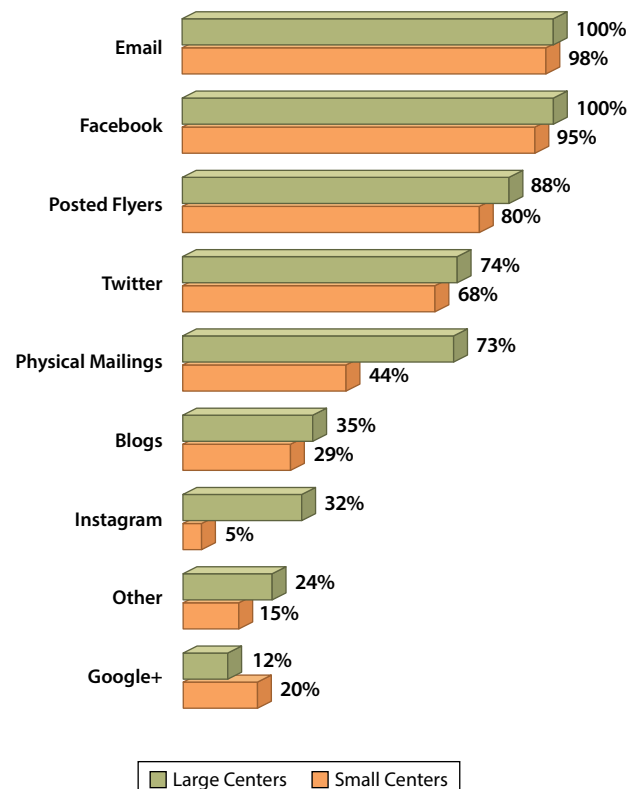
Center Communications

LGBT community centers communicate with members and the public via several channels: email and postal mail, flyers, blogs, Facebook and Twitter.

In 2014, email was the most common form of communication for all but one of the 107 reporting centers, including 40 small centers and 66 large centers. As shown in *Figure 16*, 105 centers (98%) also reported using Facebook to communicate with their members, followed by 91 centers that reported posting flyers (85%)

Figure 16: Modes of Communication

% of centers (n=107)



and 77 that use Twitter (72%).

As shown in *Figure 17*, large LGBT community centers reported the ability to reach an average of 6,774 individuals through email (6,063 excluding the Los Angeles LGBT Center) and 12,223 through postal lists (7,166 excluding the Los Angeles Center) in 2014. Large centers had an average of 6,557 "Likes" on Facebook and 2,523 Twitter followers. Small centers, on average, had 1,562 email contacts, 697 contacts through postal lists, 1,557 "Likes" on Facebook, and 354 Twitter followers.

Center Staff

Many LGBT community centers rely on a small number of staff to provide vital services. Of the 98 organizations that provided information about current staff, 21% had no staff and relied on volunteers and 57% had five or fewer paid staff. Among the 36 small centers providing information about staff, 58% had no paid staff, and the remaining 42% had between one and five paid staff (see *Figure 18*). In fact, the 36 small centers only employed 10 full-time paid staff in total. In contrast, all large centers reported having at least one staff member and almost half (43%) had more than 10 staff. Over three-quarters (79%) of paid staff at large centers worked full-time compared to one-third (36%) of paid staff at small centers.

Senior Leadership. As shown in *Figure 19* on the next page, virtually all of the large LGBT centers (94%) had a full-time paid executive director. Almost three-quarters (74%) of large centers reported having a full-time paid program director, yet many large centers lacked a finance director, development director, or administrative director (only 25%, 40%, and 35% of large centers reported having these full-time paid positions, respectively).

Remarkably, nearly half (46%) of small LGBT community centers indicated that they relied on a volunteer executive director and an additional one in four (23%) reported that they currently did not have someone in the position. (This includes centers where the position was vacant and where there was no executive director at all.) While no small centers indicated they had a full-time paid staff member in the program director, finance director, or development director positions, 11% reported that they had a full-time paid administrative director.

Across most senior management jobs, staff members at large community centers were more likely than not to have held these positions for more than two years. The

Figure 17: Average Number of Contacts on Contact Lists

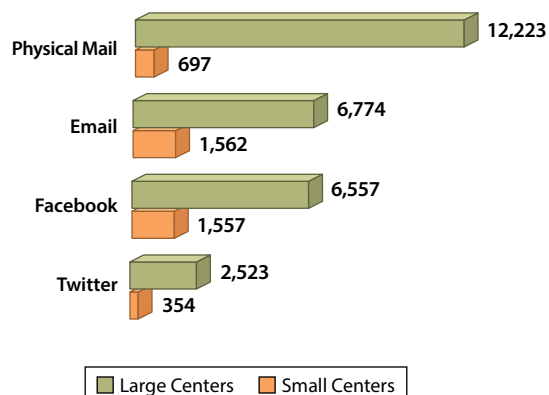


Figure 18: Paid Staff

By Center Size, % of centers

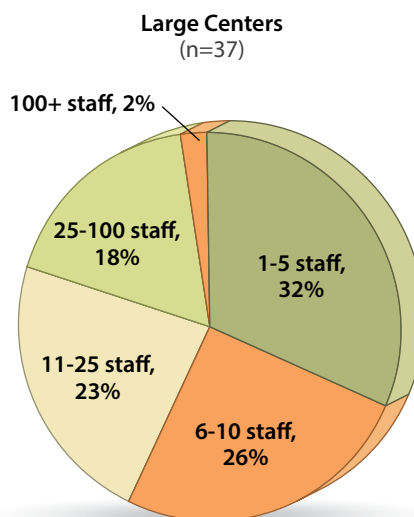
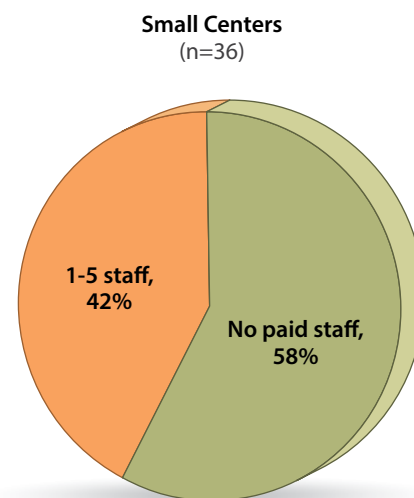
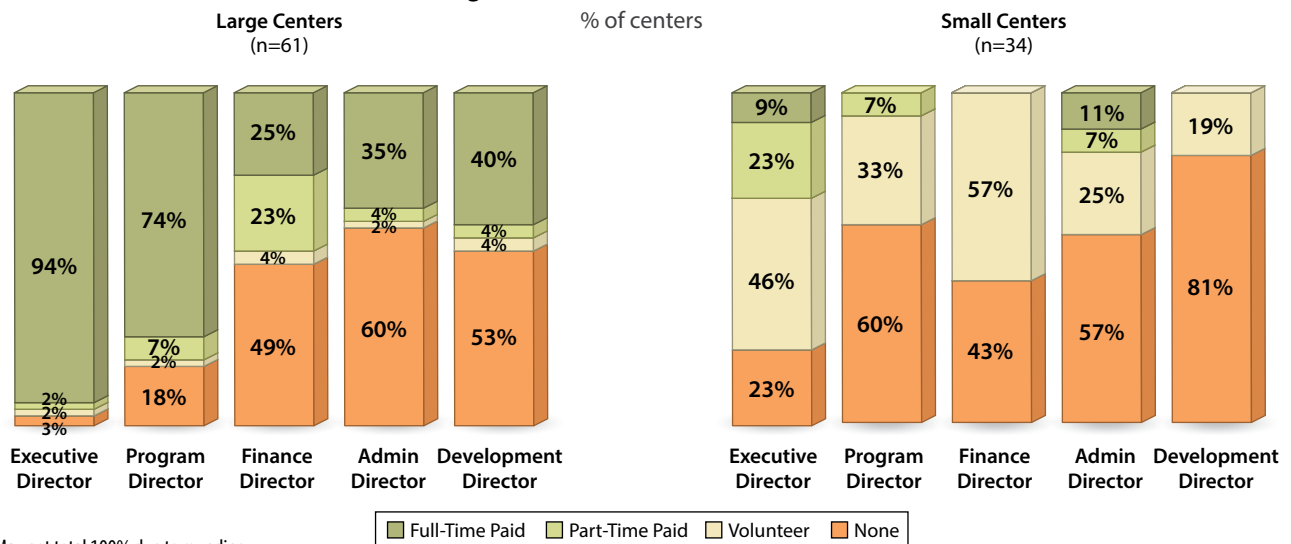


Figure 19: Status of Staff Positions



exception is the position of development director, 68% of whom had been in their current positions for two years or less. At small centers, 58% of executive directors have been serving for three or more years. For other positions at the small centers, it is much more likely than not that the staffer had been in the position for less than two years.

Executive Compensation. Fifty-four large centers and six small centers gave information about the average yearly compensation of their senior management (see *Table 1*). Large centers, unsurprisingly, paid considerably more to their executive staff than small centers, perhaps because many small centers rely on part-time staff (\$72,936 per year on average for large centers, compared to \$19,587 per year for small centers).

Volunteers. In 2013, large centers had, on average, 215 active volunteers who each gave at least 12 hours over the course of the year. Small centers had, on average, 62 volunteers who each gave at least 12 hours of their time.

Staff Diversity. The paid staff at LGBT community centers are racially and ethnically diverse. Eighty-three centers provided information about race and ethnicity of their staff. As shown in *Figure 20* on the next page, almost half (49%) of staff identify as people of color including 24% as Latino(a), 15% as African American/Black, 4% as Asian/Pacific Islander, 2% as Native American, and 3% as another race or ethnicity. By comparison, 37% of the general population identify as people of color.⁵ (Note that because staff may identify as more than one race, these percentages are not mutually exclusive).

Table 1: Average Compensation for Senior Staff
By Center Size, Average Salary in \$

	Small	Large
Average of Lowest Paid	\$13,060	\$59,859
Average of Average Paid	\$19,587	\$72,936
Average of Highest Paid	\$17,793	\$95,911

Staff diversity drops significantly among senior management, with less than one-third (29%) of senior leaders identifying as people of color, compared to 49% of paid staff as a whole. Of senior management, 14% identify as Latino(a), 9% as African American/Black, 3% as Asian/Pacific Islander, 1% as Native American, and 2% as another race or ethnicity.

Among all paid staff, 48% are female, 47% male, and 5% identify as genderqueer, as shown in *Figure 21* on the next page. Among senior staff, 52% are male, 42% female, and 5% identify as genderqueer. The percentage of staff who identify as transgender was 6% among all staff and 5% among senior management.

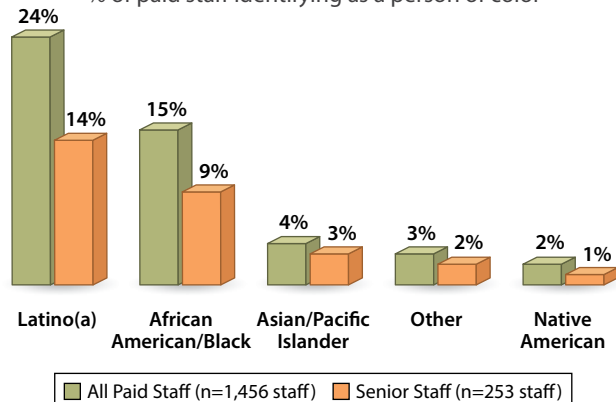
Center Boards

Ninety-eight LGBT centers provided information about their boards. The average board size for all centers was 11 members. Among small centers, the average number of board members was seven, and among large centers the average number of members was 12.

⁵ U.S. Census Bureau, State & County QuickFacts, USA.

Figure 20: Staff Race/Ethnicity

% of paid staff identifying as a person of color



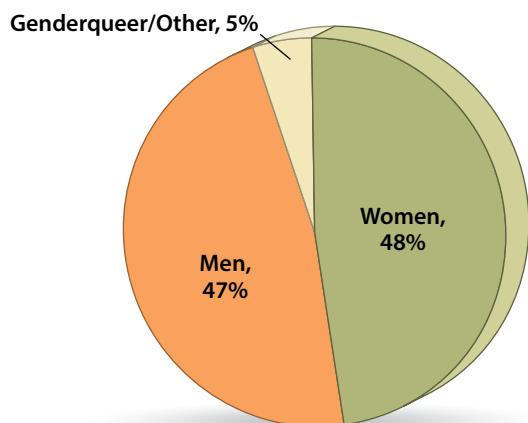
Note: Because staff may identify as more than one race, these percentages are not mutually exclusive.

Figure 21: Staff Gender Identity and Transgender Status

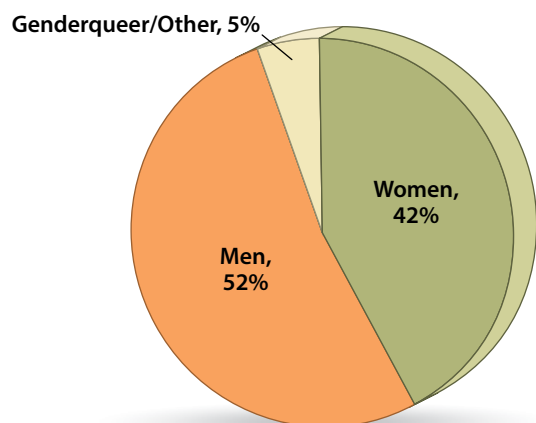
% of paid staff

All Paid Staff

(n=1,456 staff), 6% also identify as transgender

**Senior Staff**

(n=253 staff), 5% also identify as transgender



Note: May not total 100% due to rounding.

Cimarron Alliance Equality Center**A New Place for Dialog and Relationship-Building**

The Cimarron Alliance Equality Center started Str8 UP/Real Talk as a discussion group to engage people of color and white people in a dialogue about race, racial issues, and racism in the LGBT community. About to conclude its first full year of operation, the weekly group has seen growth and organic evolution of purpose and outcome. By encouraging open dialogue about race and racism, protected by strict guidelines around confidentiality and open discussion, participants feel encouraged, empowered, and protected to be honest and forthcoming in many areas. The conversation has brought the group to new heights in terms of intellectual stimulation and deepened friendships across lines of race, class, age, gender, gender identity, sexual orientation, culture, and nation of origin. We have seen abiding friendships (and at least two romantic relationships) develop as a result of this group. They've planned two field trips over the next year, including camping in the fall.

Str8 UP is one of the few groups that I attend every week as a participant, not a leader. Our takeaway is that there are rarely opportunities for honest, intense dialogue within the LGBT community. Oklahoma City can be very segregated, including the LGBT community. By providing a safe and supportive environment that fosters such discussion, there is a protected vulnerability, increased openness, and a more significant engagement of and between individuals who might otherwise never have met.

Scott J. Hamilton, Executive Director
Oklahoma City, OK
www.equalityokc.org

Two-thirds of community centers said their boards are required to fundraise – often through a “give or get” policy where board members must either donate or raise a set amount of money each year. As shown in *Figure 22*, more than half of centers (53%) require between \$1,000 and \$4,999 in donations or fundraising from each board member annually. No small centers require their board members to raise \$5,000 per year, while 18% of large centers (13% of all reporting centers) require their board members to raise \$5,000 or more.

Community center boards are less diverse than community center staff. Twenty-eight percent of board members identify as people of color, as shown in *Figure 23*. More than half of board members are men (53%), 44% are

Frederick Center



Monthly “Pinks Drinks” Event Gets People Talking

We’ve been using our “Pink Drinks” events to engage the LGBT community in Frederick in our work with youth and to connect the community to the center through a fun night of

conversation. One of our members attended a similar event a year ago and brought it to the board. The structure of the events is simple: each month we have a different host who provides the physical space, some light nibbles, and plates, forks, etc. Each attendee brings their own drink. We start at 6 p.m. sharp and end at 8 p.m. sharp. The idea is to cut off conversations so that folks will feel inclined to come back next month to pick up where they left off. Each night we pass the hat for a specific program at the center. Everything is purposeful and driven towards engaging the community in the center’s work with local youth. The Pink Drinks invite is sent out to our volunteer and donor list and folks who attend Pink Drinks are added to that list. It’s been a great, less formal way to engage the Frederick LGBT community in the center’s work.

Brian Walker, Board Chair
Frederick, Maryland
www.thefrederickcenter.org

Figure 22: “Give or Get” Requirements for Board Members

% of centers (n=55)

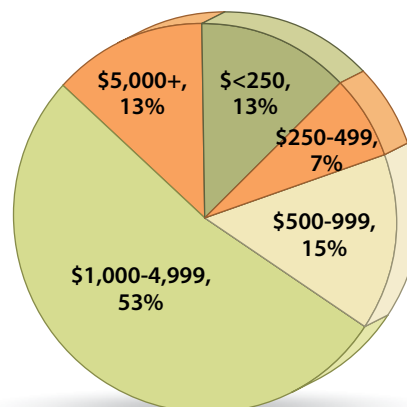
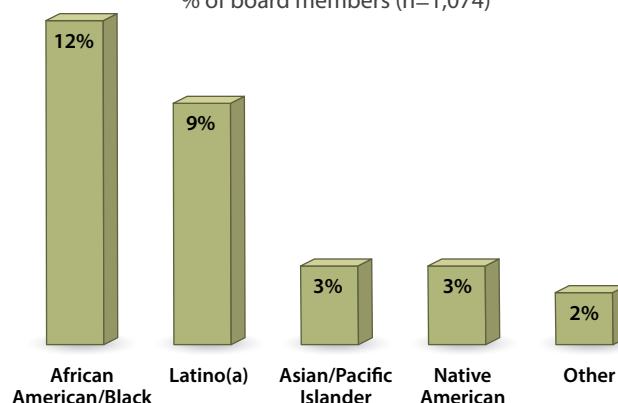


Figure 23: Board Race/Ethnicity

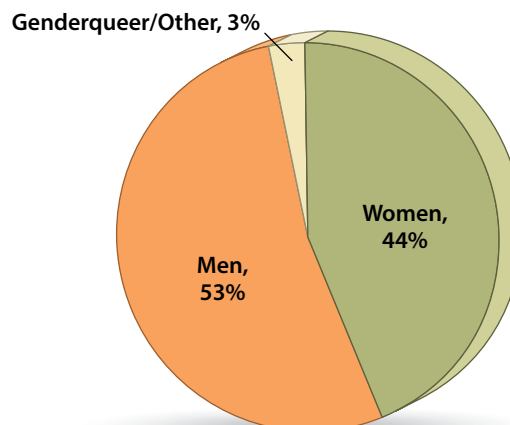
% of board members (n=1,074)



Note: Because board members may identify as more than one race, these percentages are not mutually exclusive.

Figure 24: Board Member Gender Identity and Transgender Status

% of board members (n=1,074), 5% also identify as transgender



women, and 3% identify as genderqueer/other (see *Figure 24*). Among all board members, 5% identify as transgender.

CENTER CLIENTELE AND PROGRAMS

To better understand the population that LGBT community centers serve and the wide range of programs and services they offer, the survey asked centers about their constituents and programs. Large centers were also asked to detail program expenses by the type of clientele served as well as by program area.

Program Budgets and Overview

Cumulatively, large centers spent a clear majority (76%) of their 2013 budgets on program-related expenses (see *Figure 25*). This is well above the 60% threshold set by the American Institute of Philanthropy's benchmarks for successful nonprofit organizations. As shown in *Figure 26*, large centers spent 19% of their 2013 budgets on physical health and 17% on mental health. The largest proportion of spending, on average, was for information and educational programming (20%).

Whom Community Centers Serve

In aggregate, the 105 LGBT centers that responded to this question serve more than 37,900 individuals in a typical week, and refer over 9,980 individuals to other agencies for services and assistance. Small centers serve an average of 48 clients in a typical week and provide referrals to another 14. Large centers serve an average of 495 people in a typical week and provide referrals to another 92. The busiest center (Los Angeles LGBT Center) serves almost 7,000 people per week, while the least busy center serves, on average, one client per week.

Eighty-five centers provided some demographic information about their patrons. Centers were asked for estimates of their clientele's gender, race/ethnicity, age, household income, and education level. Because of the great variation among the centers' patrons across these five measures, we did not produce charts of the average rates for each demographic. Rather, below we provide general trends in terms of patron demographics.

Gender and Transgender Status. Just under half (49%) of centers reported that their patrons were mostly men, compared to just 22% of centers reporting their patrons were mostly women. About one in ten centers (12%) reported they had 25% or more patrons

Figure 25: Combined 2013 Functional Expenses
% of combined budget for large centers, n=42

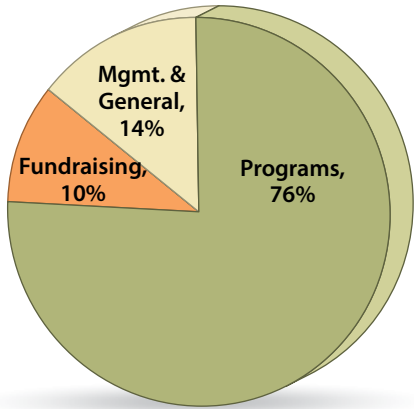
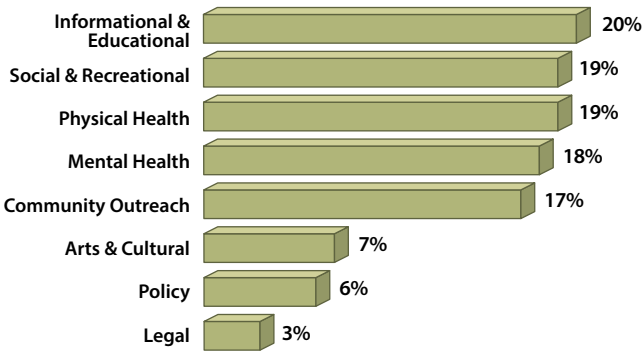


Figure 26: 2013 Program Spending, By General Program Area
combined average %, large centers (n=48)



Note: May not total 100% due to rounding.

who identified as genderqueer/other. On average, centers reported that 13% of their patrons identified as transgender. There was a lot of variation on this measure, with some centers reporting very few transgender patrons, while one transgender-focused center reported that 90% of its clientele was transgender.

Race/Ethnicity. Centers reported great diversity among their patrons' race and ethnicity. On average, centers reported that 43% of their clientele identify as people of color, while 34% of centers reported that people of color are a majority of their clientele. Geography heavily influenced clientele demographics; for example, the Centro Comunitario in Puerto Rico reported that 100% of its clientele are Latino(a), while the Transgender Resource Center of New Mexico reported the highest percentage of Native American patrons.

Age. Among reporting centers, half of their patrons

ROSMY



Developing Programs for Younger Youth

Two years ago we noticed an uptick in calls about middle school-aged youth in need of a place to go—calls from parents, teachers, and youth themselves. Our center historically served youth from 14-20, but these calls were about 12-13 year olds looking for help. When we looked back at our hotline call logs, we realized we've been getting these calls for a few years but they had recently increased in frequency. These youth are isolated, much more so than their high school and college peers. We looked around for programming models and realized there weren't a lot of LGBT groups serving this age group. Some local non-LGBT groups had programs, which we used to shape our own.

There are quite a few differences between serving older and younger youth. We offer a very structured, closed group that meets for eight-week sessions. Parental permission is required. This has prevented some youth from being able to attend, but is necessary for this age group. Intake consists of in-depth conversations with parents and youth, and pre- and post-surveys. Each week we use a combination of art projects and discussion to address a facet of the youths' lives. For example, we create *papier mache* masks together representing our outward-projecting selves and our inner feelings. Objectives for the group include decreasing isolation, building healthy relationships, developing a sense of community, increasing self-worth, and developing coping skills. We saw a need in our community and are now beginning to see the results of filling that need with creative programming.

Beth Panilaitis, Executive Director
Richmond, VA
www.rosmy.org

The San Diego LGBT Community Center

Still from the film *Mi Familia*



Ramping Up Latino Outreach and Services

We established the Center's Latino Services in 2004 to address the relatively high HIV rate in our Latino LGBT population and to better address the needs of our Latino brothers and sisters. Compounding the difficulties experienced by many Latino San Diegans (language barriers, employment, education, poverty, and healthcare obstacles), LGBT status has historically made receiving services and assistance even more difficult. The program provides essential resources including: HIV prevention case management through one-on-one service visits; referrals to culturally and linguistically proficient service providers; client advocacy including assistance with navigating healthcare systems; translation services; referrals for domestic violence support; and support with transportation and nutrition assistance for HIV-positive clients. Our program staff work with friends, families, and relatives to ensure that family members and all community members are provided with the information and assistance they need.

Dr. Delores Jacobs, Chief Executive Officer
San Diego, California
www.thecentersd.org

(50%) on average were between 15 and 30, with a quarter of patrons (23%) between 15 and 18. The 15 youth-focused centers had an average 64% of clientele between 15 and 18. Centers reported that an average of one-fifth (20%) of their clientele was older than 50. Nine centers reported that 50% or more of their clientele were over 50.

Household Income. The median household income

⁶ U.S. Census Bureau, State & Country QuickFacts, USA.

in the United States is approximately \$53,000.⁶ Of the 36 centers that reported economic data on the people they serve, a majority (71%) said that most of their patrons have incomes less than \$30,000 per year. Thirty-nine percent of centers reported that over half of their patrons live with less than \$15,000 in annual income.

Educational Attainment. The educational attainment of the clientele of the 21 centers that reported this information varies among the centers, with the majority of patrons (87%) having graduated from high school and 34% having graduated from college and/or obtained a graduate or professional degree.

Core LGBT Community Services & Programs

This year, for the first time, we offered centers the opportunity to showcase particularly successful programs. We have highlighted a number of these programs throughout this report—these examples are a reminder of the breadth and variety of programs that centers offer across the country. These range from community outreach to social programs to arts and cultural programs. In this section, we summarize the survey data on the types of programs centers offer.

Information and education programs. The largest portion of community center budgets (20% on average) goes to information and education programming. Examples include referrals to LGBT businesses, speakers' bureaus, employment training/counseling, or in-house libraries. Specific programs centers told us about included: an employment and internship program for homeless LGBT youth; engagement of stakeholders to support the needs of LGBT youth in foster care; and an LGBT job bank program.

Social programs. Centers also offer a range of social and recreational opportunities for patrons, including parties and dances, social groups for targeted populations, and sports leagues. Centers shared examples such as a summer camp for LGBT youth, LGBT kickball, and potlucks and holiday dinners.

Arts and cultural programs. Centers often offer arts and cultural programming such as gallery space and film screenings. Centers told us about a monthly event showcasing the work of local artists, a "story slam" highlighting LGBT stories, and an LGBT jazz festival.

Community outreach. Finally, centers target

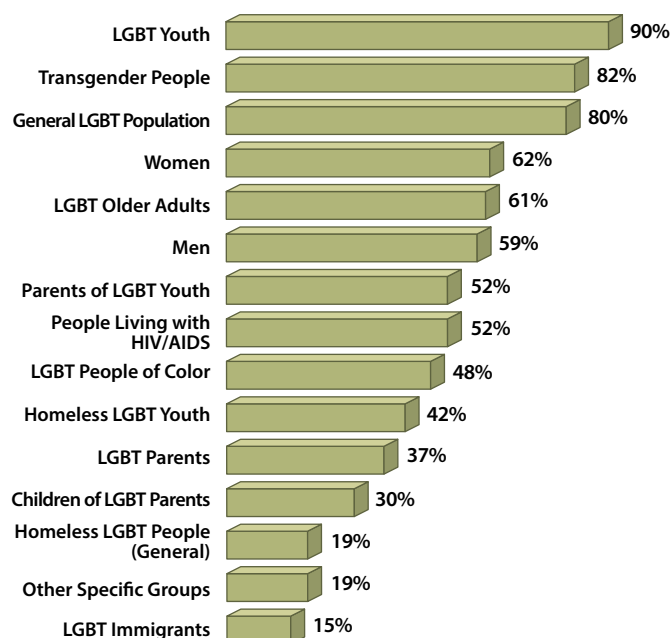
community outreach to the general public, to schools and healthcare providers, and to policymakers in their communities, among other populations. Examples from centers include a partnership with the state Department of Disabilities to support LGBT cultural competence, a program to reach out to LGBT older adults, and a partnership with a local university to work with LGBT students.

Population-Specific Programs

Given the diverse populations that LGBT community centers serve, many centers report they offer services tailored to specific populations. As shown in *Figure 27*, 97 centers indicated that they tailor programs to specific populations. The vast majority of these centers (90%) offer programming tailored to LGBT youth, followed by 82% offering transgender-specific programming and 80% offering programming for the general LGBT population. Sixty-two percent of centers have programs targeting women and 59% have programs targeting men. Only 15% of reporting centers have programming tailored to LGBT immigrants. And while 42% of centers have programming for LGBT homeless youth, only 19% have programs tailored for the general LGBT homeless population. Other population-specific programs include those targeted to bisexual people, survivors of sexual

Figure 27: Centers Offering Programs Designed for Specific Populations

% of centers offering services (n=97)



abuse, Native American/Two Spirit people, rural populations, people with disabilities, youth in the foster care system, and youth of color.

Public Policy Programs & Engagement

Community centers can play an important role in connecting local constituents with opportunities to advance pro-LGBT public policies. Large centers spend approximately 6% of their budgets on policy and civic engagement to mobilize and educate their constituents. The most common method (see *Figure 28*) is through education of the general public about LGBT issues (98% of reporting centers).

Centers were asked to list those policy priorities that were the focus of most of their time and resources. The top two priorities (see *Figure 29*) were safe schools and anti-bullying programs (69% of reporting centers) and transgender rights (61%). Under "other priorities," centers listed housing, suicide prevention, aging, and

racial justice. Centers that participate in policy activities often work in collaboration with other organizations (see *Figure 30*). For example, 75% of centers reported working

Figure 28: Policy Engagement Methods

% of centers that do the following (n=88)

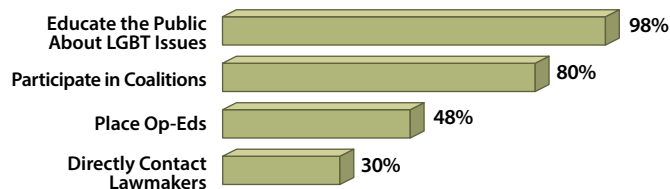


Figure 29: Top Policy Issues

% of centers listing issue as one of their top three highest policy priorities (n=88)

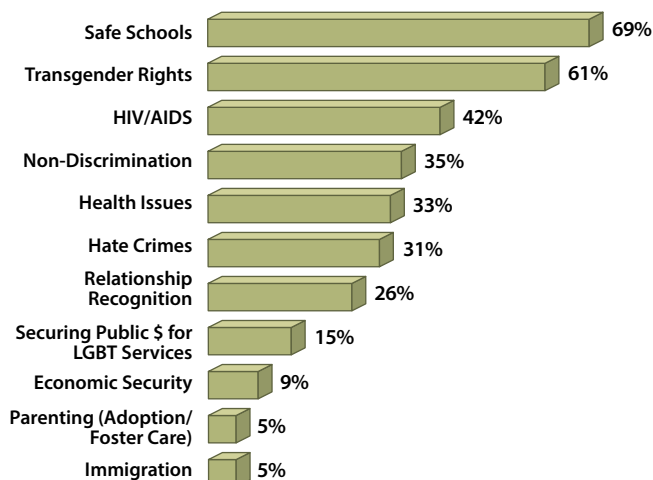
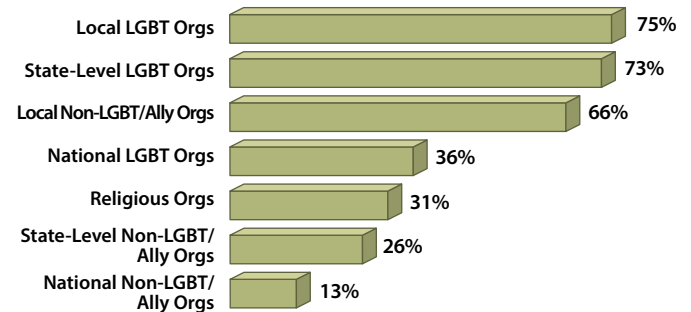


Figure 30: Coalition Partners

% of centers listing organizations they have worked with (n=80)



North County LGBTQ Resource Center



From Hiding Place to Welcoming Place

We are a relatively new center. Our greatest challenge so far has been figuring out how to share the importance of the center with its surrounding community. We have to convey to the folks that don't need our

mental health services, our support groups, or any of our resources that our presence alone is changing hearts and minds and making North San Diego County a more welcoming place for all LGBT people. Our impact is already apparent in local political and business life; even things as small as downtown Oceanside flying a rainbow flag create more acceptance. We're changing the notion of what an LGBT center is, from a place where folks went to hide from a hostile society into a place where we develop and empower ourselves into productive members of our community.

Max Disposti, Executive Director
San Diego, California
www.ncresourcecenter.org

with local LGBT organizations to change policy and nearly as many (73%) said they worked with statewide LGBT groups. “Other partners” include organizations specializing in HIV/AIDS and economic development.

Health and Wellness Programs

LGBT community centers provide important physical and mental health programs to thousands of LGBT people each year (see *Figure 31*). As noted above, large centers spend an average of 36% of their budgets on physical health programming (19%) and mental health programming (17%). Sixty-three centers (15 small centers and 48 large centers) reported providing direct health services to their patrons, including physical and mental health services. Not all centers provided totals of their clientele. Where necessary in this section, we identify the number of responding centers for a particular question.

Physical Health Services

The 63 centers providing physical health services to their clientele served over 277,500 people in 2013. These services include medical and pharmacy services and STD/HIV prevention and treatment. Not all centers offer all services. Some centers offer only referrals. These are not counted in the percentages.

Medical Services. Ten centers reported offering general medical services and 28 more offer referrals to medical services at other organizations. Of those 10, two are small centers. Six of the 10 centers offering services do so for the general LGBT population, seven offer services tailored to LGBT youth, and five offer general medical services tailored to transgender people.

Pharmacy Services. Five centers reported offering pharmacy services to the general LGBT population, and 16 more offer referrals.

STD/HIV Services.

Prevention. Fifty-two centers reported offering STD/HIV prevention services and 18 more reported offering referrals to other prevention programs (see *Figure 32*). Sixty-three percent of the centers that offer prevention services provide those services to the general LGBT population and 63% offer prevention programs tailored to LGBT youth. Three in ten (29%) centers with prevention programs tailor programs to transgender people, and the same proportion (29%) offer tailored prevention programs for LGBT people of color.

Figure 31: Total Number of People Served in 2013, Physical & Mental Health Services

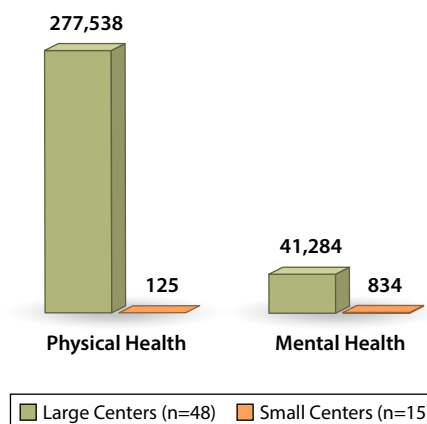
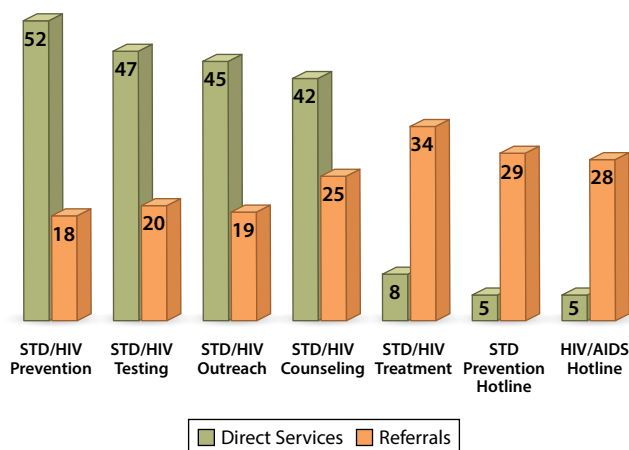


Figure 32: Total Number of Centers Offering HIV/STD Services and Referrals



Testing. Of the forty-seven centers reporting they offer STD/HIV testing, 68% offer testing to the general LGBT population and 53% to LGBT youth specifically. Twenty-eight percent of reporting centers offer STD/HIV testing services tailored to LGBT people of color. Twenty centers offer referrals to STD/HIV testing elsewhere.

Outreach. Forty-five centers do STD/HIV outreach, two-thirds (67%) of these to the general LGBT population and 60% to LGBT youth. Approximately one-third of these centers perform targeted STD/HIV outreach to LGBT people of color, transgender people, and men (31%, 33%, and 31% respectively). Nineteen centers refer patrons to outreach at other organizations.

Counseling. Of the 42 centers that offer STD/HIV counseling services, 69% offer those services to the general LGBT population and 55% to LGBT youth specifically. Thirty-three percent of centers that offer STD/HIV counseling provide tailored counseling services for transgender people. Twenty-five centers do not provide counseling directly but do offer referrals.

Treatment and care. Only eight centers offer STD/HIV treatment and care, while 34 centers offer referrals for treatment and care.

Hotlines. Five centers offer an STD prevention hotline, and another five offer an HIV prevention hotline (three centers offer both). Twenty-nine centers refer patrons to an STD prevention hotline and 28 to an HIV prevention hotline.

Mental Health Services

The 63 LGBT community centers that reported providing mental health services served an aggregate of more than 42,000 people in 2013. These services include counseling, psychiatric services, and support groups (see *Figure 33*). Not all centers offer all services. Some centers only offer referrals. These are not counted in the percentages.

Counseling.

Individual counseling. Forty-seven centers offer individual counseling and 30 more offer counseling referrals. The majority of centers offering counseling services (74%) provide individual counseling to the general LGBT population. In addition, over half (53%) of these centers offer individual counseling tailored to LGBT youth, and one-third (34%) offer individual counseling tailored to transgender people.

Couples counseling. Of the 37 centers offering couples counseling, nearly all (89%) offer it to the general LGBT population. Another 28 centers refer their patrons to couples counseling at other organizations.

Family Counseling. Thirty-three centers offer family counseling services and 31 more offer referrals. Of the centers offering family counseling services, 75% offer family counseling to the general LGBT population, 36% to LGBT youth, and 24% to transgender people.

Group counseling. Of the 33 centers offering group counseling services to their patrons, 76% offer their

Figure 33: Total Number of Centers Offering Mental Health Services

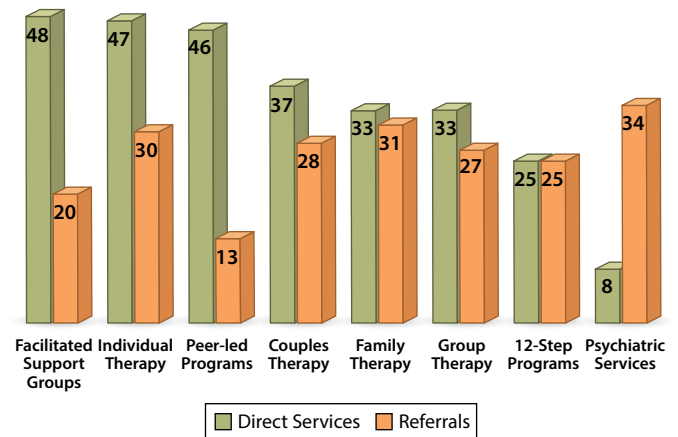
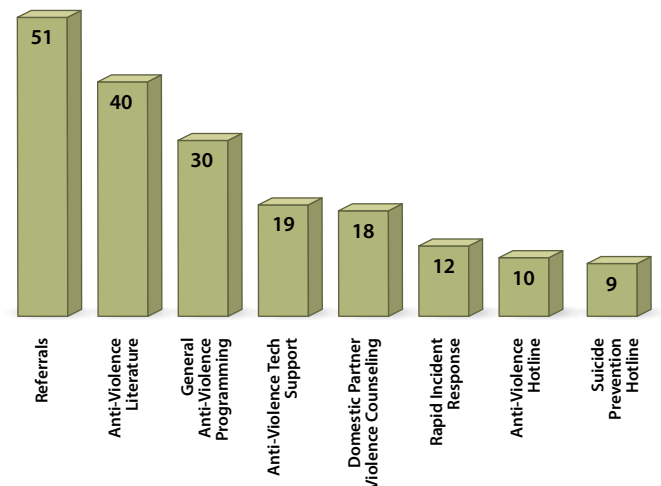


Figure 34: Centers Offering Anti-Violence Programming
of centers



services to the general LGBT population, 52% tailor services for LGBT youth, and 39% for transgender people. Twenty-seven centers offer referrals to group counseling at other organizations.

Facilitated Support Groups. Forty-eight LGBT centers offer facilitated support groups to their patrons; 71% do this for the general LGBT population, 63% specifically for LGBT youth, 56% for transgender people, and 35% for men and women separately. Twenty centers offer referrals to other facilitated support groups.

12-Step Programs. Only 25 centers offer 12-step programs for their patrons (including only two small centers). Every one of these centers has a 12-step group for the general LGBT population, and five of these centers

The Lesbian, Gay, Bisexual & Transgender Community Center



Connecting Youth to Community Service

This past year we did a landscape analysis of services for LGBT youth in New York City and were surprised to find a gap in the leadership development area. As an LGBT community center, we are often a place where youth want to be, rather than have to be, so we knew we were well positioned to provide youth leadership development. We implemented several programs at the three levels of youth development, including mentoring, service learning projects and external internships. One area where we are seeing dramatic and immediate results is in service learning.

One part of the service learning program is called ROAR, for Responsibility, Opportunity, Action and Results. (Our youth came up with the name, which happens to match a certain Katy Perry song.) Throughout the three-month program, each young person must establish individual goals (e.g., applying to college, creating a resume, perfecting a performance piece for an audition), and together they decide on a group community service project. This past year, the group wanted to focus on food justice and environmental justice. Their service learning project involved working at the New Alternatives soup kitchen for the day. New Alternatives is a drop-in program for homeless LGBT youth. It was a powerful experience for our youth leaders, who came face-to-face with some of their peers and friends from the shelter.

The program has allowed us to tap into some previously inaccessible funding sources, particularly state funding for workforce development and preparation along with colleague organizations in the area such as The Hetrick-Martin Institute and the Ali Forney Center. It's been refreshing to focus on preparing our youth for the outside world, rather than exclusively acting as a shelter from it. And the results are undeniable: our youth gained valuable skills on being agents of change in their community, 90 percent of our youth accomplished at least one of their personal goals, and their confidence shift felt palpable at the graduation ceremony I attended.

Glennnda Testone, Executive Director
New York, New York
www.gaycenter.org

offer programs specifically for men. Twenty-five centers offer referrals to other 12-step programs.

Peer-led Programs (other than those listed above).

Of the 46 centers offering peer-led mental health programming other than counseling, facilitated support groups, and 12-step programs, 60% are for the general LGBT population, 43% are for LGBT youth, and 35% are for transgender people. Thirteen centers offer referrals.

Psychiatric Services. Only eight reporting centers offer psychiatric services, while 34 more centers offer referrals. One center mentioned that its psychiatric services are performed off-site, but paid for by the center.

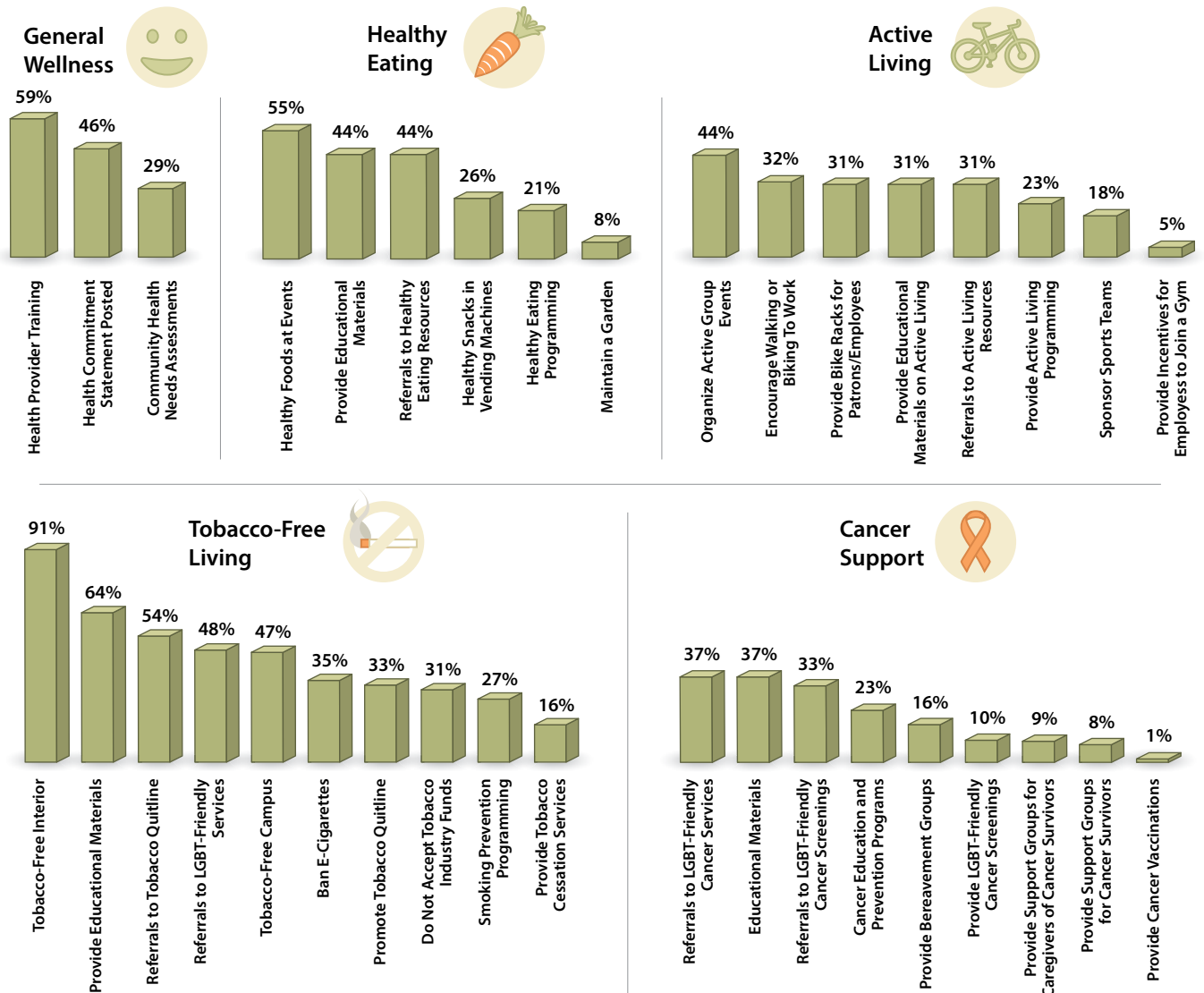
Anti-violence Programming. Forty-five centers offer some sort of anti-violence programming for their patrons, and 51 refer their patrons to other anti-

violence programs (see *Figure 34* on the previous page). The majority of reporting centers (89%) provide their clientele with anti-violence literature, while 67% offer some sort of general anti-violence programming.

Healthcare Technology

For the first time this year, we asked centers if they collected healthcare records and, if so, by which method. Of the 63 centers providing some direct health services (including peer-led programs and support groups, as well as physical health and other mental health services), 49 reported on whether they collect health records or not. Of these, 67% indicated that they did not collect health records. The remainder collect records. Of these 18% use Excel or some other spreadsheet, and the others use programs such as

Figure 35: Centers Offering Wellness Programs
% of centers (n=91)



Centricity, Practice Fusion, or their own system.

Wellness

For the first time this year, we asked centers to report on the availability of certain wellness programs, including healthy eating, active living, tobacco-free living, and cancer support. Ninety-one centers reported offering programs in these areas. See *Figure 35* for the percentage of reporting centers offering wellness programs.

When asked to rate their wellness program priorities, almost half (46%) of reporting centers said that general wellness was a priority program. Only 18% of reporting centers said that exercise and physical activity were a

priority, 9% of centers prioritize tobacco cessation and prevention as a priority, 9% healthy eating, and 2% cancer prevention.

When asked if they have a written policy in place on health or wellness among their center's target population, 83% of the centers offering wellness programming said they did. In addition, 55% reported that they had a relationship with their state Department of Health (see *Figure 36* on the next page), although that average was disproportionately weighted towards larger centers. Thirty-nine large centers (68%) said they had a relationship with their state Department of Health compared to 10 small centers (31%). Similarly, although

The Montrose Center



Serving the Whole Client with a Range of Wellness Programs

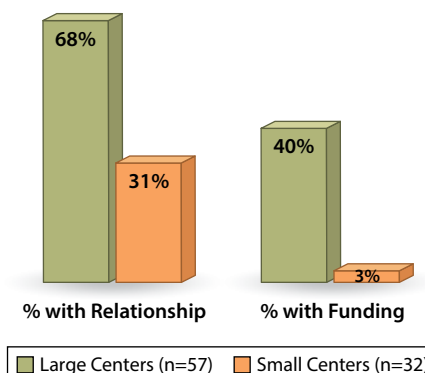
As a behavioral health clinic at heart, we're always trying to serve our clients as holistically as possible. That's why we were so proud to be the only LGBT behavioral health clinic to receive a grant from SAMHSA (the Substance Abuse and Mental Health Services Administration) to pair with a local primary care clinic providing point-of-care service for our clients. Our wellness programming focuses in five areas: smoking, obesity, cholesterol, hypertension, and diabetes. Now, if we identify a health need that we can't address at the center, we can send our clients over to the clinic to make sure they get the care they deserve. We've come to the realization that by serving the whole client, we can improve their physical health, their behavioral health, and their wellness.

As the only LGBT center participating in this SAMHSA program, we've been able to help other non-LGBT clinics work on their cultural competence. Our clients are very appreciative as well; many of them don't have health insurance and since Texas didn't expand its Medicaid program, it's unlikely the situation will change in the near future. Our next step on this journey to serving our whole client will be setting up a mini-primary care "Qlinic" on site. We're also working on beefing up our smoking cessation programs and trying to better integrate technology into our clinic's procedures. We're building our own electronic medical records system and that's been a huge help improving our clients' outcomes.

Ann Robison, Executive Director
Houston, TX

www.montrosecenter.org

Figure 36: Centers' Relationship with State Department of Health



40% of large centers offering wellness services said they currently receive funding from their state Department of Health, only 3% of small centers said so.

Looking towards the future, 60% of responding centers said they would appreciate assistance with a model health needs assessment for their patrons. Other technical assistance that centers reported would be helpful included: best practice models for active living programs (56%) and best practice models for promoting tobacco-free living among staff and patrons (47%).

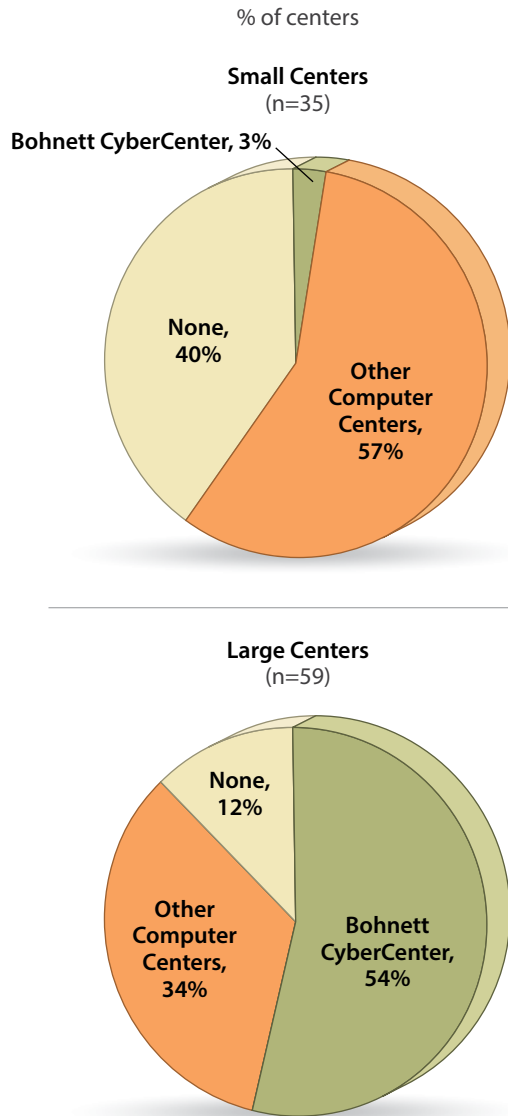
COMPUTER CENTERS

Ninety-four centers answered questions about computer resources and whether they have centers or spaces where patrons can use computers. Of these responding centers, 78% provide computer resources for their patrons.

As shown in *Figure 37* on the next page, the vast majority of large centers (88%) offer computer services; more than half of these (54% of large centers) do so through the Bohnett CyberCenter Program (referred to as "CyberCenters" for the rest of the report).⁷ Sixty percent of small responding centers offer computer services; of these, only one center is part of the Bohnett CyberCenter program.

The remainder of this section examines centers' computer resources and compares CyberCenters to centers that are not part of the program but that still provide

⁷ The David Bohnett Foundation's CyberCenter program provides funding for computer equipment at 61 LGBT community centers and college campuses nationwide. The foundation asked MAP and CenterLink to include survey questions specifically related to this program to help evaluate its impact on community center patrons.

Figure 37: Centers Offering Computing Services

Note: May not total 100% due to rounding.

Table 3: Numbers and Ages of Computer Equipment		
Averages for centers with computer centers	CyberCenters n=33	Other Community Centers n=45
No. of computers	8	7
Age of computers	3 years	4 years
No. of printers	1	2
Age of printers	3 years	3 years
Average # of monthly users	315	48

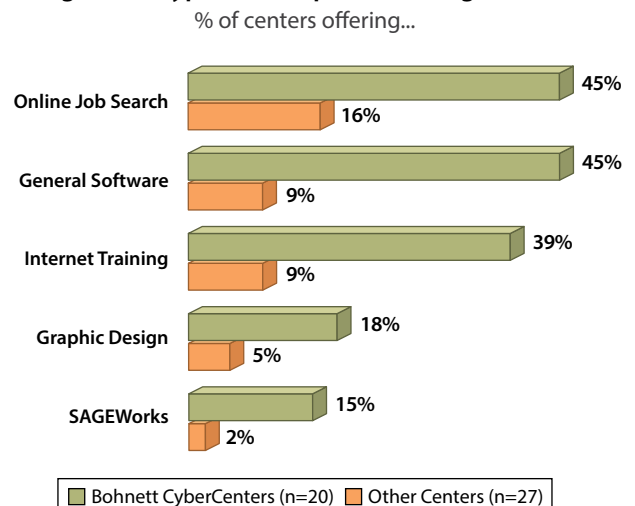
computer resources (referred to as "other centers").

Types of Computer Resources

As *Table 3* on the next page shows, CyberCenters have, on average, one more computer than other centers, and the computers at CyberCenters are, on average, slightly newer. Both CyberCenters and other centers offer programs from the Microsoft Office software suite such as Word, PowerPoint, and Excel. Several CyberCenters and other centers mentioned they also have Adobe programs such as Photoshop, browsers like Internet Explorer and Chrome, and communication software like Skype. A few centers use freeware or shareware such as Linux or Ubuntu on their computers to reduce costs.

The majority of the 33 CyberCenters do not charge for use of their computers (four CyberCenters charge a nominal fee and three of those offer some free usage), while six centers charge for printing. Only one of the 45 other centers charges patrons for use of its computer center.

CyberCenters reported that patrons rarely visit for the sole purpose of using the computers; 77% of reporting CyberCenters said that fewer than one in five of their patrons visit for this primary purpose. Other centers reported similar findings: 84% said fewer than one in five of their patrons visited the center primarily to use the computers. CyberCenters are used more frequently than computer resources at other centers; 81% of CyberCenters reported their computers are being used more than 40% of the time, compared to only 54% of other centers. Correspondingly, other centers reported less of a wait time to use their

Figure 38: Types of Computer Training Offered

computers than CyberCenters.

As *Figure 38* shows, CyberCenters are far more likely to offer various computer training programs compared to other centers, including general software training, online job search training, and general internet training. CyberCenters are also more likely to have someone on staff who is able to provide competent training and technical assistance to patrons using computer resources (85% of CyberCenters compared to 51% of other centers). Few centers of either type offer graphic design or SAGEWorks training.⁸

Use of Computer Centers

The average CyberCenter serves 315 patrons each month compared to 48 patrons at other centers. Centers with computer resources report that their patrons use these resources for a variety of reasons. Conducting job searches, keeping in touch with family and friends, and entertainment were the top three activities of computer center users at both CyberCenters and other centers.

Given that job searches are among the top activities, it is not surprising that both CyberCenters and other centers have seen demand for computer resources rise over the past few years of stubbornly high unemployment. Sixty-nine percent of CyberCenters and 51% of other centers report that demand for computer resources has increased moderately to greatly in the past year.

As demand for computer resources increases, LGBT community centers report challenges in providing adequate services. When asked to identify their top three challenges, CyberCenters ranked the lack of a dedicated staff member or volunteer to manage or oversee computer resources as their number-one challenge. Other centers also ranked lack of dedicated staff among their top three challenges, but the biggest challenge faced by other centers is a limited amount of equipment. Other centers also listed the following as challenges: outdated hardware (such as printers and computers) and outdated software (such as operating systems and browsers).

TECHNICAL ASSISTANCE NEEDS

Not surprisingly, LGBT community centers rely on CenterLink (an organization dedicated to supporting LGBT community centers) more than other LGBT movement organizations. *Figure 39* shows

Figure 39: Technical Assistance Providers

% of centers receiving assistance from... (n=93 centers)

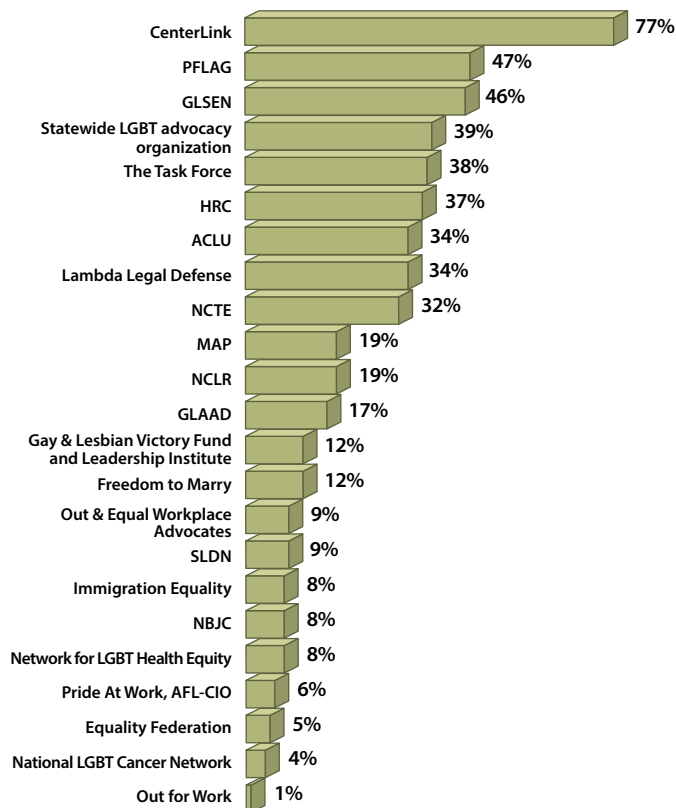
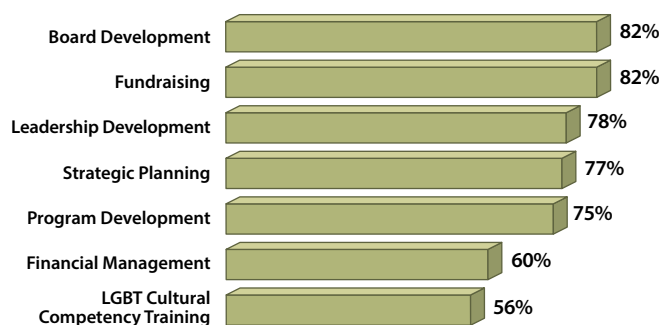


Figure 40: Top Assistance & Training Priorities

% of centers listing priority as one of top three wanted from CenterLink (n=93)



that 77% of all 93 responding centers said that they received help from CenterLink in the past 12 months. After CenterLink, of the 23 technical assistance organizations listed in the survey, the organizations that centers most frequently went to for technical

⁸ SAGEWorks is a national employment support program for LGBT people age 40 and older that expands participants' job hunting skills and career options, and connects employers to diverse high-caliber candidates.

assistance were PFLAG (47% of centers), GLSEN (46%) and their statewide LGBT advocacy organization (39%). Forty-three percent of responding large centers said they reached out to the Task Force in the past year, compared to only 27% of small centers.

We also asked some specific questions about the type of assistance centers had received in the past from CenterLink and what types of assistance would be most helpful in the future. Nearly three in 10 (58%) of reporting centers said they had received online training (through email or webinar) from CenterLink in the past year. And while 45% of large centers reported attending a leadership summit or executive director boot camp, only 15% of small centers reported the same.

Centers highlighted board development and fundraising training as their top areas for assistance (see *Figure 40* on the previous page). Leadership development, strategic planning, and program development also drew strong interest.

CONCLUSION AND RECOMMENDATIONS

The *2014 LGBT Community Center Survey Report* paints a picture of a diverse field of centers working to provide tens of thousands of people with vital services in communities across the country. Centers are serving more people each year, their patrons and staff increasingly reflect the diversity of the communities they serve, and many centers are developing innovative new programs to respond to emerging needs in areas from youth services to LGBT homelessness to transgender services.

The biggest concerns emerging from the survey data are the challenges facing small LGBT community centers. These smaller centers, often operating in locations and communities that are least accepting of LGBT people, struggle with a chronic lack of resources and paid staff; two in three small centers responding to the survey rely

entirely on volunteers.

Given the critical role of LGBT community centers, especially in areas of the country with few other resources for LGBT people, CenterLink and MAP recommend that the LGBT movement and funders consider how to provide centers with additional support and assistance to grow and sustain their programs. Specific recommendations include:

Provide more support for leadership development.

Smaller centers lack the funding and staff of the larger centers. The gap in resources can be reduced by fostering strong and sustainable leadership among small center staff, including support for (often volunteer) executive directors and other leaders.

Invest in and reward innovation. The sidebar stories in this report demonstrate that centers are finding thoughtful and trail-blazing ways to better serve their communities. Funders (both governmental and private) should reward innovation through sustained funding and capacity-building grants that will help establish centers as long-term, sustainable places for community to thrive.

Provide support for obtaining government grants.

Ironically, a lack of resources is one of the biggest obstacles to obtaining government grants. Centers without dedicated development staff (or even an executive director) are less likely to be able to obtain and/or manage government funding. Funders at every level should provide grant-writing assistance and training to ensure that centers can build their funding in step with their capacity and programming.

We are hopeful that the programs highlighted in this report spark the interest of centers across the country to develop similar ways to reach out to LGBT populations in need of critical services and support. Centers are and should be looking to each other for successful and innovative ideas for reaching more people, reducing costs, and adopting innovative practices. CenterLink will continue to provide

forums for the field to share and collaborate through listservs, gatherings, webinars, and other activities.

Together, we can keep this field moving forward so that LGBT people across the country have caring places in their communities—places where they can find the services and support they need to address daily challenges and live rewarding and healthy lives.

APPENDIX A: SURVEY EVALUATION

The *2014 LGBT Community Center Survey* is the fourth survey of its kind; the first was conducted in 2008. In response to feedback from centers, the survey changed again this year. The 2014 survey contains a much abridged questionnaire about government grants, several sections were streamlined, and centers entirely skipped sections that were not applicable to their center.

To assess the utility of the *2014 LGBT Community Center Survey*, respondents were asked several questions. Ninety-two centers answered these questions and nearly all agreed with the following statements:

- This is important information for the LGBT community center field to know (97%).
- This is important information for the LGBT movement to know (95%).
- This is important information for LGBT funders/donors to know (91%).

Eighty-seven percent of centers said that the questions were relevant. Additionally, streamlining of the survey is achieving some results; 70% of centers indicated that the survey length was reasonable compared to 60% in 2012. CenterLink and MAP appreciate this feedback and will continue to streamline the survey and evaluate the quality of the information collected.

APPENDIX B: PARTICIPATING CENTERS

Alabama

Our Space Community Center
Huntsville, AL
www.glbtays.org

Arizona

one-n-ten
Phoenix, AZ
www.onenten.org

Wingspan
Tucson, AZ
www.wingspan.org

Arkansas

NWA Center for Equality
Fayetteville, AR
www.nwaequality.org

The Centers at CAR
Little Rock, AR
www.artisticrevolution.org

California

Bienestar Human Services, Inc.
Los Angeles, CA
www.bienestar.org

Billy DeFrank LGBT Community Center
San Jose, CA
www.defrankcenter.org

Fresno LGBT Community Center
Fresno, CA
www.fresnolgbtcenter.org

Gay & Lesbian Center of Bakersfield
Bakersfield, CA
www.glcenterbak.org

Los Angeles LGBT Center
Los Angeles, CA
www.lalgbtcenter.org

LGBTQ Connection
Napa, CA
www.lgbtqconnection.org

Bakersfield Pride
Bakersfield, CA
www.bakersfieldpride.org

North County LGBTQ Resource Center
Oceanside, CA
www.ncresourcecenter.org

Pacific Center for Human Growth
Berkeley, CA
www.pacificcenter.org

Sacramento LGBT Community Center
Sacramento, CA
www.saccenter.org

San Diego LGBT Community Center
San Diego, CA
www.thecentersd.org

San Francisco Lesbian Gay Bisexual Transgender Community Center
San Francisco, CA
www.sfcenter.org

South Bay LGBT Center
Torrance, CA
www.southbaycenter.org

Stonewall Alliance of Chico
Chico, CA
www.stonewallchico.org

The Gay and Lesbian Services Center of Orange County
Santa Ana, CA
www.thecenteroc.org

The LGBTQ Center of Long Beach
Long Beach, CA
www.centerlb.org

Colorado

Inside Out Youth Services
Colorado Springs, CO
www.insideoutys.org

Out Boulder
Boulder, CO
www.outboulder.org

The GLBT Community Center of Colorado
Denver, CO
www.glbtcolorado.org

Connecticut

Triangle Community Center
Norwalk, CT
www.ctgay.org

District of Columbia

SMYAL
Washington, DC
www.smyal.org

Florida

Compass Community Center
Lake Worth, FL
www.compassglcc.com

Jacksonville Area Sexual Minority Youth Network, Inc. (JASMYN)
Jacksonville, FL
www.jasmyn.org

Metro Wellness & Community Center
Tampa Bay, FL
www.metrotampabay.org

Pridelines Youth Services
Miami, FL
www.pridelines.org

SunServe

Wilton Manors, FL
www.sunserve.org

The Alliance for GLBTQ Youth

Miami, FL
www.glbtqalliance.com

The Family Tree Community Center, Inc.

Tallahassee, FL
www.familytreecenter.org

The GLBT Community Center of Central Florida

Orlando, FL
www.thecenterorlando.org

The Pride Center at Equality Park

Wilton Manors, FL
www.pridecenterflorida.org

Georgia

The Phillip Rush Center

Atlanta, GA
www.rushcenteratl.org

Illinois

Center on Halsted

Chicago, IL
www.centeronhalsted.org

Community Alliance & Action Network (C.A.A.N.)

Joliet, IL
www.caanmidwest.org

Quad Citians Affirming Diversity

Rock Island, IL
 (309) 786-2580

The UP Center of Champaign County

Urbana, IL
www.unitingpride.org

Indiana

GLBT Resource Center of Michiana

South Bend, IN
www.michianaglbtcntr.org

Indiana Youth Group

Indianapolis, IN
www.indianayouthgroup.org

Rainbow Serenity

Highland, IN
www.rainbowserenity.org

Kentucky

Gay & Lesbian Service Organization

Lexington, KY
www.glso.org

Massachusetts

BAGLY, Inc. (Boston Alliance of LGBTQ Youth)

Boston, MA
www.bagly.org

Maryland

The Frederick Center

Frederick, MD
www.thefrederickcenter.org

Michigan

Affirmations

Ferndale, MI
www.goaffirmations.org

Kalamazoo Gay Lesbian Resource Center

Kalamazoo, MI
www.kglrc.org

KICK

Detroit, MI
www.e-kick.org

OutCenter

Benton Harbor, MI
www.outcenter.org

Ruth Ellis Center, Inc.

Highland Park, MI
www.ruthelliscenter.org

Missouri

Joplin LGBTQ Pride Center

Joplin, MO
www.joplingaylesbiancenter.com

LIKEME Lighthouse

Kansas City, MO
www.likemelighthouse.org

The LGBT Community Center of St. Louis

St. Louis, MO
www.lgbtcntrstl.org

Nevada

The Gay and Lesbian Community Center of Southern Nevada

Las Vegas, NV
www.thecenterlv.com

New Jersey

Hudson Pride Connections Center

Jersey City, NJ
www.hudsonpride.org

New Mexico

Rainbow Village

Silver City, NM
www.gaysilver.org

Transgender Resource Center of New Mexico

Albuquerque, NM
www.tgrcnm.org

New York

Brooklyn Community Pride Center
Brooklyn, NY
www.lgbtbrooklyn.org

Gay & Lesbian Youth Services of Western New York, Inc.
Buffalo, NY
www.glyswny.org

Gay Alliance
Rochester, NY
www.gayalliance.org

Hudson Pride Foundation
Hudson, NY
www.hudsonpridefoundation.org

Hudson Valley LGBTQ Community Center
Kingston, NY
www.lgbtqcenter.org

In Our Own Voices
Albany, NY
www.inourownvoices.org

Long Island GLBT Services Network
Bay Shore, NY
www.liglbtnetwork.org

Pride Center of the Capital Region
Albany, NY
www.capitalpridecenter.org

Pride for Youth
Bellmore, NY
www.longislandcrisiscenter.org/pfyindex.htm

Staten Island LGBT Community Center
Staten Island, NY
www.silgbtcenter.org

The [LGBTQ] Center of the Finger Lakes
Geneva, NY
www.facebook.com/thecenterofthefl

The Lesbian, Gay, Bisexual and Transgender Community Center (NYC)
New York, NY
www.gaycenter.org

The LGBTQ center of the Warwick Valley
Warwick, NY
www.gaywarwick.com

The LOFT LGBT Community Services Center
White Plains, NY
www.loftgaycenter.org

North Carolina

LGBT Center of Raleigh
Raleigh, NC
www.lgbtcenterofraleigh.com

LGBT Community Center of Charlotte
Charlotte, NC
www.lgbtcharlotte.org

OUTright Youth of Catawba Valley
Hickory, NC
www.outrightyouthcv.org

Time Out Youth Center
Charlotte, NC
www.timeoutyouth.org

Youth Outright WNC, Inc.
Asheville, NC
www.youthoutright.org

Ohio

Common Ground Lima
Lima, OH
www.commongroundlima.org

Kaleidoscope Youth Center, Inc.
Columbus, OH
www.kycoho.org

LGBT Community Center of Greater Cleveland
Cleveland, OH
www.lgbtcleveland.org

Stonewall Columbus
Columbus, OH
www.stonewallcolumbus.org

Oklahoma

Cimarron Alliance Equality Center
Oklahoma City, OK
www.equalityokc.org

Dennis R Neill Equality Center
Tulsa, OK
www.okeq.org

Oregon

Q Center
Portland, OR
www.pdxqcenter.org

The Living Room
Oregon City, OR
www.thelivingroomyouth.org

Pennsylvania

Delta Foundation of Pittsburgh
Pittsburgh, PA
www.deltafoundation.us

Gay and Lesbian Community Center of Pittsburgh
Pittsburgh, PA
www.glccpgh.org

LGBT Center of Central PA
Harrisburg, PA
www.centralpalgbtcenter.org

LGBT Center of Northeastern Pennsylvania
Wilkes Barre, PA
www.gaynepa.com

The Attic Youth Center
Philadelphia, PA
www.atticyouthcenter.org

William Way LGBT Community Center
Philadelphia, PA
www.waygay.org

Puerto Rico

Centro Comunitario LGBTT de Puerto Rico
San Juan, PR
www.centrolgbtpr.org

Rhode Island

Youth Pride Inc.
Providence, RI
www.youthprideri.org

Tennessee

Memphis Gay and Lesbian Community Center
Memphis, TN
www.mglcc.org

Texas

Project TAG (Tyler Area Gays)
Tyler, TX
www.tylerareagays.com

Resource Center
Dallas, TX
www.rcdallas.org

The Montrose Center
Houston, TX
www.montrosecenter.org

Utah

Utah Pride Center
Salt Lake City, UT
www.utahpridecenter.org

Vermont

Outright Vermont
Burlington, VT
www.outrightvt.org

RU12? Community Center
Burlington, VT
www.ru12.org

Virginia

Richmond Gay Community Center
Richmond, VA
www.gayrichmond.com

Roanoke Diversity Center
Roanoke, VA
www.roanokediversitycenter.com

ROSMY
Richmond, VA
www.rosmy.org

Washington

Oasis Youth Center
Tacoma, WA
www.oasisyouthcenter.org

Rainbow Center
Tacoma, WA
www.rainbowcntr.org

Village Vida Centre / Gay Inside Out
Bellingham, WA
www.gayinsideout.org

Wisconsin

7 Rivers LGBT Resource Center
La Crosse, WI
www.7riverslgbt.org

Harmony Cafe Fox Valley
Appleton, WI
www.harmonycafe.org

LGBT Center of SE Wisconsin
Racine, WI
www.lgbtsewisc.org

LGBT Community Center of the Chippewa Valley, Inc.
Eau Claire, WI
www.cvlgbt.org

Milwaukee LGBT Community Center
Milwaukee, WI
www.mkelgbt.org

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movement advancement project ▶

2215 Market Street • Denver, CO 80205
www.lgbtmap.org