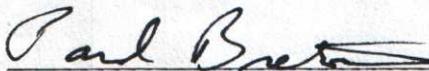


October 22, 1981

TO: NEW BOARD OF DIRECTORS  
FROM: J.E. PAUL BRETON, Chair of Previous Board of Directors  
RE: Recommendations for implementation

The following material is submitted as recommendation only, however, the information provided is based upon my tenure in office with GREAT OUTDOORS and knowledge of various functional, administrative and management circumstances existing within the organization as well as my knowledge of that which is beneficial (usually) to other organizations. These recommendations are not intended to be binding on the new Board of Directors since the new Board will have to make its own decisions regarding these matters. On the other hand, it is my professional opinion that if these recommendations are incorporated into the program of the new Board beginning immediately, there will be considerable benefit accruing to GREAT OUTDOORS. With respect for the integrity of the new Board of Directors and wishing them success and prosperity I submit these recommendations.

  
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J.E. PAUL BRETON, Former Chair

RECOMMENDATION 1.  
RELOCATION OF ADMINISTRATIVE OFFICES AND MAILING ADDRESS

It needs to be noted that the Post Office Box in Riverside is the personal property of Greg Carmack. It needs to be noted that the 4 principals who have had access to that box will be out of any functionary capacity with the Board of Directors effective now or by the end of this month. Greg has relocated to LA, has declined from the Board, and is now functioning in a new capacity granting him limited access to the administrative possibilities of GREAT OUTDOORS. Ed Young has declined from the Board, has accepted employment in Houston and shall be relocated by the middle of November. Michael Harris has expressed tiredness, is currently unemployed and seeks time to locate employment, and is of the presumption that the administrative HQ of GREAT OUTDOORS will be relocated and has for all intents declined to continue as Secretary beyond the end of October. I am pooped and declined from the Board.

The administrative HQ of GREAT OUTDOORS need to be relocated at the earliest moment. In that regard, the following points are recommended:

1. Relocation of Mailing Address: The mailing address should remain a PObox but relocated to an area where sufficient personnel in positions of responsibility may have access to the mail being delivered to G.O., of special consideration is the accessibility of the Chair and Administrative Directors.
2. Securing a Staff of Volunteers: The area to which the administrative HQ is relocated should be that area in which the maximum potential number of people will be available to volunteer regular or occasional services to G.O. Included in this consideration should be the maximum number of good typists (50 wpm), the maximum number of bookkeepers or personnel who can maintain accounts and books, the maximum potential access to no-charge computer services of various types.
3. Securing a Place: It is preferable to not place the administrative offices in the home of any person. It is possible to locate an office in which to maintain records and conduct business. The office needs be a simple room with minimum equipment. One file cabinet is recommended and a filing system established. Accessibility to the office by possession of keys should be limited to the proprietor and a limited number of Directors and/or officers of G.O. who have a direct need of access by virtue of their position. Gay community centers and churches or synagogues with their own property, especially with government cuts in services, would often be happy to accommodate such space for minimal "rent". It needs to be understood that by IRS regulations, space cannot be leased or rented from churches unless the churches wish to pay income tax on the money received for the rent. Oftentimes rooms are rented by a "covenant" between the church and the organization which seeks a room. The covenant is usually in two parts. The first states that church will "donate" x amount of floor space described as x to x organization. The organization then states that it will "donate" x amount of money and/or services to the church.
4. Distribution of Workload: The new Board needs to assign areas of responsibility to each Board member. That member will act as "liaison" for the area. That Board member shall assume full administrative responsibility for the processing of HQ materials for that particular area. That doesn't mean that the Board member must do all the work, but rather that s/he assumes responsibility for it and must see to it that it gets done by someone, somehow within a reasonable time. It is the Chair's responsibility to see to it that the work is distributed to each member of the Board. It is the responsibility of the members of the Board to ascertain that the Chair does not "do all the work".

RECOMMENDATION 2  
DEPLETION OF MONTHLY EXPENSES

It has been ascertained that the administrative accounts could quickly be "in the black" and able to function in an expeditious fashion by reducing the expenditures of the organization. The following recommendations are made to reduce expenditures

1. No Salaried Secretary: With Michael Harris leaving the post, his salary of \$115.00 can be removed from monthly expenditures. No new secretary should be hired. A staff of volunteers can do his job with each having an area of responsibility.
2. Eliminate the Rented Typewriter: The typewriter is now costing \$70.00 per month.
3. Eliminate West Hollywood Mail and Answering Services: With HQ relocated to an area where there is the potential for more volunteer personnel, this service is actually no longer needed. This would save an additional \$16.50 per month.
4. Arrangements with Greg: The phone situation was covered by arbitrary action for the last 2 months by G.O. Greg is willing to assign his honorarium toward paying the phone bill. Using his honorarium will save \$100.00 per month in expenses.
5. Eliminate PIP and Xerox: Developing a system of communication can reduce monthly bills and accrued expenses for photocopying. A "Chain of Command" should be instituted. The Chair should communicate with the other members of the Board and Regional Organizers at G.O.'s expense. Each member of the Board should communicate with the personnel who are in that member's field of liaison only, at the expense of money generated by that field. Each Regional Organizer needs to communicate with Chapter Presidents at the expense of the Region. Each President or Local Organizer will then have the responsibility to transmit that information to the core group. The same should be done in the field of telephone communication.
6. Further Debts: No further debts should be accepted until all existing debts are terminated.

Following this procedure, G.O. will be saving \$300.00+ per month or more. Allow this money to accrue for about three months before spending it. Then use it wisely. As example, the cost of renting the typewriter for the last seven months is in excess of the cost of purchase of a "reconditioned" IBM Selectric II of the same type.

RECOMMENDATION 3  
FORMATION OF A BOARD OF ADVISORS

It has become virtually necessary to develop a group of consultants of various types who can provide professional input and sound advice to the operation of G.O. To this end, it is recommended that a Board of Advisors be formed whose duties will be to be "on call" consultants at minimum or no fee to G.O., who will be so honored as a Board of Advisors (preferably listed on the "official" letterhead), and who will be invited to meet as a body once per year and invited to participate to some degree in the Annual Conference.

The Board of Advisors should be composed of the following categories:

1. One member of the Board of Directors of G.O.
2. Lawyers, especially corporation lawyers.
3. Accountants
4. Management Consultants
5. At least one Professional Counselor or Psychotherapist
6. Two or more "leaders" of the Gay and Lesbian activist or organizational community
7. Two or more experienced businesspersons
8. Recommend one clergyperson from a significant Christian or Jewish congregation actively working in the Gay community.
9. Various consultants for purposes as the Board of Directors sees fit.

The listing of the Board of Advisors, as a courtesy, should be printed in GO!.