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# Proposal For Project Sponsorship

by the

**C | N | D | C Colorado Nonprofit Development Center**

December 2, 2011

<b>Plan to reach more than a million people:</b>	
65,000	LGB active-duty military (incl. Guard and Reserves)
1,000,000	LGB veterans
+	1,530,031 Active-duty in favor of repeal
=	2,595,031 Military targets for videos
<b>252,237</b>	<b>10% military participation</b>
239,050,031	Americans who agreed with DADT repeal
23,905,003	At least 10% of these are LGBTQ or allies
<b>1,195,250</b>	<b>5% LGBTQ participation</b>

<b>Resulting in:</b>	
<b>100%</b>	Personnel out without incident in the Armed Forces
<b>10,000</b>	Signatures on cause-related petitions.
<b>\$ 50,000.00</b>	Net revenue



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December 2, 2011

**DADT kept LGBT soldiers in the closet for 17 years.**

About 14,000  
were discharged.

**About 65,000 LGBT troops  
are serving now—about 2.8%.**

Nearly 1,000,000 LGBT  
Americans are veterans.

**29.6% of active-duty military believe repeal will negatively affect unit cohesion.**

**TELL OUR TROOPS:**

**You don't have to serve in silence!**

OUT Armed Forces provides a place for LGBT active-duty military and veterans to come out publicly in support of those still serving in silence, and to encourage straight military, family and friends, and the general public to show their support for our troops serving openly.



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# Proposal Narrative

## I. Mission and History

### Mission

OUT Armed Forces provides a place for LGB active-duty military and veterans to come out publicly in support of those still serving in silence, and to encourage straight military, family and friends, and the general public to show their support for our troops serving openly.

### OUT Armed Forces stands on the side of:

#### LGB servicemembers

- Safety and security
- Discrimination protection
- Discharge upgrades
- Full benefits

#### Their partners and families

- Repeal of DOMA
- Marriage equality in the US military
- Equal rights for partners and families

#### Other groups

- We support groups like the SLDN, OutServe, AVER, Out and Equal Workplace Advocates, and the HRC in their integration efforts.
- We support the National Center for Transgender Equality in their efforts toward military inclusion.
- We support the DOD in sincere and inclusive integration campaigns.

### Founding and History

The project was an inkling of an idea on September 12. By October 11, it had the support of Colorado's congressional delegation. We are stunned and made a little frantic by the momentum.

<b>September 1, 2011</b>	Whaley Digital Press releases <i>Remnants of Light</i> , a fictional Don't Ask, Don't Tell tragedy, by Mike Yost.
<b>September 12, 2011</b>	WDP marketing plans a small, sideline promotional site for the book, which would let gay veterans, like our author, come out on video—a poor man's "It Gets Better" project for servicemembers, which would slowly drive sales of the book and be good progressive cause-related marketing.
<b>September 17, 2011</b>	We are granted an initial meeting with It Gets Better to help consider the implications. We consider the implications.
<b>September 20, 2011</b>	DADT repeal is implemented. The concept expands to include active-duty, family and friends, and the general public.
<b>October 4, 2011</b>	OUT Armed Forces is incorporated as a nonprofit corporation in Colorado.
<b>October 7, 2011</b>	We are pledged \$300 by our first donor.
<b>October 11, 2011</b>	(Coming Out Day): We launch www.OUTArmedForces.com at a press conference with representatives from Colorado Senator Michael Bennet's office, Reps. Diana DeGette's and Jared Polis's office, and State Senator Pat Steadman. We record our initial videos.



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### Since October 11:

- We have videos from a state senator, two reps for Diana DeGette—one an out LGB veteran—an active-duty reservist, our board members and spokesperson, and a video committed from the first out veteran running for Congress, from Colorado District 28. **Colorado Democratic Veterans and Military Council**
- We have entered into a letter of intent to merge with an existing gay military social media site with 4000 members (which has grown by 20% since September 20), unified under the OUTaf name.
- We are currently endorsed by OutServe, AVER, OUT & Equal Workplace Advocates, Outmilitary.com, the GLBT Center of Colorado, and Auraria GLBT Student Services, and are in discussions for endorsement by the Servicemembers Legal Defense Network, HRC national and state, PFLAG, the Gay and Lesbian Task Force, and Servicemembers United.
- We have a YouTube channel with multiple playlists, more than 100 Twitter followers, 50 Facebook followers, an early stage video blog, and a Flickr photo stream.
- We were just covered in OutFront Colorado, digital and print.
- We will be incorporating the Colorado LGBT Color Guard for official appearances.
- Mike is writing for *OutServe Magazine*, the first gay magazine to be available on bases worldwide. “One Battle at a Time,” November 2011 issue.

## II. Program Plan

### Geographic and Demographic Community

OUTaf serves the LGB(TQ) US Armed Forces community worldwide. The DOD estimates that 65,000 LGB troops are serving currently, about 2.8% of the US military. There are more than one million LGB veterans.

### Planned Activities

#### Year One

Collecting and promoting videos and letters of support on the website, integrating and maximizing the OUTmilitary social media component, and promoting petitions for larger advocacy groups and LGB discrimination cases.

- **Videos/Letters Goal: 1000**
- **Petitioning Goal: 10,000 signatures**
- Social Media Goals:
  - OUTmilitary goal: Add 1000 members (current 4000±)
  - Facebook: Add 1000 Likes
  - Twitter: Add 1000 Followers
  - YouTube: Add 1000 Subscribers
  - Video blog: Add 500 subscribers



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- Relationship-building:
  - LGBTQ servicemembers industry
  - LGBTQ community
  - Military
  - Non-profit sector
  - Corporate
  - Legislative
- Outreach:
  - Website demo and video presentation (1 hour): Campuses, veteran/military groups, LGBT community, non-profit groups, donors, interested parties
  - Local/Regional event attendance
  - At least one national LGB military conference
  - Mike as writer and speaker
  - Merchandising: Pins, t-shirts, etc.
  - OUTaf pin-up calendars
- Social media
  - Streamlining process and automation
  - Reciprocal interconnectedness with other groups
  - Gain followers
- Media
  - Local/Regional/National
  - LGBTQ
  - Military
  - Talk radio
  - News/commentary

## Year Two

Building the OUT Armed Forces brand for larger advocacy, continuing earlier activities and adding:

- **Videos/Letters Goal: 2,500 (total)**
- **Petitioning Goal: 25,000 signatures (total)**
- Education campaigns in military
- Promotion of LGB family issues
- Awards for exemplary out military

## Year Three

Shifting the business model to focus on ongoing gay military social media and support, incl. families, adding:

- **Videos/Letters Goal: 5000 (total)**
- **Petitioning Goal: 50,000 signatures (total)**
- Searchable database of military contacts
- E-book of OUTaf videos, photos, and letters
- Grants/Scholarships/Legal funding to individuals or other advocacy organizations



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## Research, Design and Pilot Testing, and or Delivery

Our website, OUTArmedForces.com, has been operational since October 11. We consulted with the founders of It Gets Better about their formation and growth process, and continue ongoing discussions with them. We are seeking (and getting) endorsements from the major players in the LGBTQ military movement, including OutServe, the Servicemembers Legal Defense Network, American Veterans for Equal Rights, and Out & Equal Workplace Advocates, as well as more broad-based LGBT groups, like the Human Rights Campaign, Colorado's GLBT Center, and others. We have been endorsed by three members of Colorado's congressional delegation and one state senator, and continue discussions with additional legislators for their support.

## Impact Within Two Years

Within two years, we believe our efforts will:

- Significantly reduce repercussions and discrimination for the 65,000 LGB troops who can now come out—about 1400 in Colorado<sup>1</sup>—and LGB servicemembers in the future;
- Help the LGBT military movement and the DOD cut the percentage of servicemembers opposed to integration of LGB troops in half, to about 15%.
- Provide a conduit of community support for other LGBTQ military issues, including discrimination cases, discharge upgrades, reinstatement, and the rights of LGB military families.

## III. Need

### Evidence of Need

29.6 % of active-duty military believed that the repeal of DADT would lead to negative repercussions in unit cohesion.<sup>2</sup> This means that LGB servicemembers can expect almost one out of three of their comrades to potentially have a negative reaction to their coming out, which is considerable pressure on an already difficult decision about personal disclosure.

It is a much less threatening prospect in the civilian population, so we are specifically asking for the help of America's 1,000,000 LGBT veterans, many of whom have come out in their daily lives since leaving the service. OUT Armed Forces will help lower the percentage of negative reactions by putting a face to the LGB military community and allies inside and out of the Armed Forces.

Coming out is a serious and life-changing decision, especially in a potentially hostile environment, and it is up to us—as veterans, active-duty, family and friends, and patriotic Americans—to tell our LGB servicemembers they no longer have to violate their oath of honesty and integrity in order to continue to serve.

### Similar Organizations

The issue of LGB military rights is large and complex enough to require efforts on multiple fronts and collaboration among groups for maximum impact and social change. Groups with similar missions include:

- **Servicemembers Legal Defense Network** provides legal advocacy for LGBT military. Publishers of the *Guide to LGBT Military Service*. (In discussions for endorsement.)

<sup>1</sup> Estimated at 2.8% of 50,163 total personnel in the state.

<sup>2</sup> United States Department of Defense. *Report of the Comprehensive Review of the Issues Associated with a Repeal of "Don't Ask, Don't Tell."* Nov. 30, 2010.



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- **OutServe** is the association of actively-serving LGBT military personnel. With over 4,000 members and 40+ chapters worldwide, it is one of the largest LGBT employee resource groups in the world. OutServe works to support a professional network of LGBT military personnel and create an environment of respect in the military with regard to sexual orientation and gender identity. (Endorser. OUTaf contributing to bimonthly magazine.)
- **American Veterans for Equal Rights** is a non-profit, chapter-based association of active, reserve, and veteran servicemembers dedicated to full and equal rights and equitable treatment for all present and former members of the U.S. Armed Forces. (Endorser.)
- **Servicemembers United** is a non-partisan and non-profit organization and the nation's largest organization of LGBT troops and veterans of the U.S. armed forces, as well as their partners and civilian allies. (In discussions for endorsement.)
- **Outmilitary.com** is a social media and online community site for LGB military and veterans. (Endorser. In discussions for merger.)
- **Out & Equal Workplace Advocates** (commonly known as "Out & Equal") is a national 501(c)3 nonprofit organization committed to ending employment discrimination for lesbian, gay, bisexual, and transgender employees. (Endorser.)
- **The Human Rights Campaign** advocates on behalf of LGBT Americans, mobilizes grassroots actions in diverse communities, invests strategically to elect fair-minded individuals to office, and educates the public about LGBT issues. (Colorado chapter: social media support; national headquarters: in discussions for endorsement.)
- **The National Center for Transgender Equality** (NCTE) is a social justice organization dedicated to advancing the equality of transgender people through advocacy, collaboration, and empowerment. The NCTE is heading the movement for transgender equality in the US military.

### Collaboration with Existing Organizations

Before we announced our project publically, we reached out to many of the major groups working within the LGBT community, and those supporting LGB military rights. These include: the Servicemembers Legal Defense Network (SLDN), OutServe, American Veterans for Equal Rights, Out & Equal Workplace Advocates, Outmilitary.com, The Human Rights Campaign (HRC) national and state, the Gay and Lesbian Task Force, and PFLAG. We had lengthy discussions with them concerning our project goals, non-duplication of activities, and collaborations to support military integration efforts, repeal of DOMA, LGB military family issues, and anti-discrimination initiatives. They all unanimously and enthusiastically supported our project idea as an innovative way to reach LGB active and retired military, straight allies, and the general public.

Our goal is first to be a visible online presence for LGB military; active and retired, and straight allies to voice support for being out in the military. While there are many individual videos online stating this support and videos of military personnel coming out, these have been personal efforts and therefore not connected. This individuality disperses the message and lessens the impact of working to change minds and stereotypes. None of the above groups actively request or store videos online in a consistent way or ongoing basis as the preeminent focus of their operations.



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## IV. Community Support

### Organization and Individual Support

#### Endorsers

Endorsing organizations provide reciprocal logos and/or links, social media support, outreach to their constituencies, and other ancillary services (e.g. the SLDN will provide legal advice related to discrimination violations against soldiers using our site, the GLBT Center of Colorado will provide space for outreach events). Endorsers are encouraged to make individual and group videos for the site.

- **We are endorsed by:** The Servicemembers Legal Defense Network, OutServe, American Veterans for Equal Rights, Out & Equal Workplace Advocates, Outmilitary.com, the Colorado GLBT Center, Auraria campus GLBT and veterans' groups.
- **We are under consideration for endorsement by:** Servicemembers United, PFLAG, The Gay and Lesbian Task Force, and GLAAD.
- **We are seeking endorsement from:** the DOD, Gay and Lesbian Servicemembers for Equality, military family support groups, military academies and alumni (incl. Knights Out [West Point], Blue Alliance [Air Force Academy], USNAOut [US Naval Academy], The Gay and Lesbian Alliance [The Citadel], and similar), general LGBT organizations, and military units/bases.

#### Video Endorsers

Video Endorsers are higher profile military, elected and government officials, and public figures who submit videos of solidarity and support.

- Videos from: Colorado State Senator Pat Steadman, representatives of Congresswoman Diana DeGette's office.
- Videos will be solicited from: local, regional, and national ranking military and politicians; LGBT groups locally and nationwide; military installations, and support organizations.

#### Sponsors

Sponsors provide cash or material support to the organization. Sponsorship structure and levels have not yet been determined. Sponsors will receive advertising, reciprocal links, and other promotional considerations.

- We are currently sponsored by: Cutler & Co., P.C., Whaley Digital Press, and KB Consulting (the respective companies of the Board).

### Fundraising Plan

We have outlined an aggressive fundraising campaign on a number of fronts. For further budget detail and notes, See Attachment A: Budget.

Private donations	20,000
Sponsorships (10@\$2000)	20,000
Foundation grant(s) (1@10,000)	10,000
Military/government funding (2@10000)	20,000
OUT Armed Forces calendar(s)	20,000
Events – OUTaf award	15,000
Merchandise	30,000
Advertising sales	10,000
<b>Total</b>	<b>\$ 145,000</b>



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## Fundraising Efforts to Date

- We had a month-long crowd sourcing campaign on Crowdfunder that has met its payout goals (\$400). We have received approval to re-run the campaign as frequently as we'd like.
- Cutler & Co., P.C., Whaley Digital Press, and Mike Yost have funded our immediate needs to this point, however, until 501c3 status is secured, their support must be repaid.
- We have created a line of apparel and other merchandise available on Café Press. We will start promoting this line through social media on November 1. We plan to bring this merchandise in-house and into a web store as soon as possible.
- We have attended LGBT events and discussed funding with individual donors.

## Executive and Advisory Board

### Executive Board Members



**Mari Christie**

**Acting Director**

Mari has been in marketing and business communications for more than 20 years, in for-profit and non-profit environments. Her primary areas are: advocacy, business planning, fundraising and sales. She has founded multiple startups, including Whaley Digital Press, where she is currently Managing Editor and Publisher. She holds a Bachelor's degree in Writing from the University of Colorado at Denver, and freelances as an editor, writer, and designer.



**Mike Yost**

**Spokesperson**

Mike is a veteran of the 729th Air Control Squadron and Operation Southern Watch. He served at Hill AFB in Utah from 1997-2001, and was honorably discharged as a Senior Airman and Ground Radio Maintenance Journeyman. He is a member and volunteer for HRC Colorado and AVER, the author of *Remnants of Light*, and is a contributing writer at *Outserve Magazine*.



**Karen Bordner**

**VP Marketing**

Karen has been in sales, marketing, and executive coaching of authors and musicians for many years, including positions as National Account Manager at Simon and Schuster publishers, District Promotions and Marketing Manager for Media Play, and Regional Marketing Manager for the Capitol/EMI Music Group. She is a graduate of the CSU Executive MBA program, and is currently a Marketing and Promotions consultant with offices in Boulder, Colorado.



**David Cutler**

**Treasurer**

David is a highly qualified CFO with more than thirty years experience applying innovative solutions to a wide range of financial challenges. He has developed organizations from non-capitalized startups to multinational public companies, working with budgets from shoestring to hundreds of millions. He holds an MBA from Colorado State University and an MA from St. Catherine's College in Cambridge, and the principal of Cutler and Co., PC.

### Advisory Board Members

- John McKinnon, founder, owner, and operator of Outmilitary.com and CEO of Interactive Marketing Group (will move to Board of Directors upon completion of a successful merger).
- John Kelly, long-time Denver LGB military activist, founder and manager of the Colorado LGBT Color Guard, liaison with GLBT Center of Colorado.

### Potential Advisory Board Members

- Representative from HRC-Colorado
- Representative from SLDN
- Representative from OutServe
- Representative from AVER



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## V. Leadership

### Leadership Experience of the Project Director

Mari Christie has been in business marketing, communications, and promotions for more than 20 years in Denver, Colorado, including a freelance print marketing practice that has served more than 200 small business clients since 1991. She has worked in established and startup non-profits and for-profits in a variety of industries, including publishing, film and video, convention management, real estate, accounting, and printing. She has frequently maintained an activist stance on a number of social issues, starting with the 70s peace movement (with her parents), as well as anti-apartheid efforts, literary arts, interfaith dialogue, LGBTQ concerns, and other social and social justice issues.

She has experience in business planning; management; logistics; budgeting; volunteer resources; relationship-building; event planning; and grant/proposal writing for government, non-profit, and private industry. She acted as part of the management team for eight concurrent trade shows for two years, with managerial responsibilities on three. She has been published in multiple local and regional periodicals, and her events and promotions have been covered by news outlets worldwide. She is an expert in Microsoft Office (through 2007), the Adobe Creative Suite (CS4 Standard Design Edition), and mainstream social media (Facebook, Twitter, YouTube, Flickr, Wordpress blogging).

In 2001, she conceptualized and executed 24 hours (three 8-hour days) of leadership curriculum for alternative lifestyle advocacy with nine presenters and twelve topics for 24 adult learners. She taught one hour on Voice/Identity and co-taught three hours of Media Relations, and two hours of Volunteer Management. She was a weekly support group leader for two years at GLBT Student Services of Auraria, was named their 2009 Student Ally of the Year, and still serves on their Speaker's Bureau.

She has developed and presented seminars and workshops in leadership development, business writing, personal statements, argumentation, writing for the Internet, and creative topics. She has also created individualized writing programs in argumentation, research, and business writing for second-language learners, and has created dozens of grammar- and writing-related handouts and worksheets. She currently continuing her long-time freelance practice and looking forward to spending the rest of her life as a progressive advocate.

## VI. Other

### Major Barriers to Implementation

Our major barriers are those of any rapid-start organization: minimal finances, limited staff, and inadequate infrastructure. We created this idea four weeks before National Coming Out Day and were immediately accepted and supported by national, state, and local advocacy groups and national and state politicians. In planning the press conference for our launch—which was executed in ten days—we were caught off guard by the immediate and total support of a brand-new organization.

While we are a small and nimble organization right now, and hope to always stay that way (at least the nimble part), we have been stretched to our managerial limit by our fast startup and the tasks ahead of us. We know we need to grow in many ways to meet our goals and the expectations of our early supporters. We need to be able to ramp up ongoing promotions, marketing, and outreach to the military, general public, mass media, governmental agencies, and politicians. We also need support in handling corporate and individual fundraising and the ongoing daily operations of these activities. We have an excellent spokesperson in Mike Yost, but we need to be able to leverage his time for outreach, media exposure, and speaking engagements, rather than for day-to-day operations. We are also currently looking for legal advice and representation related to non-profit status, contracts, intellectual property, and liability, as well as basic business legalities.



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Along with minimal staff, we have—like all small new organizations—minimal finances to launch a best-of-class website with full audio/video capabilities. As our entire focus is on people posting videos, and on a high-quality online LGB military community, this capacity is central. We also have to have high security and a review system in place for submissions in order to avoid accidental (or malicious) “outing” of an LGB servicemember, as this would be antithetical to our mission and, in the case of maliciousness, could involve the organization in evidentiary efforts.

We have had productive conversations with Blue State Digital at the suggestion of our contacts at It Gets Better and with local web management company Page One Solutions/Megahunter about designing and building our website, ongoing management, security, social media presence, and analytics. Page One is considering working with us on a pro bono or deferred-payment basis.

Along with the website, we need to have a robust Information Technology (IT) platform to maintain our organization’s finances, operations, online donations, communication, marketing, and promotions. We are all familiar with cloud-based programs such as Salesforce.com and Netsuities.com and while they both offer free licenses to qualified non-profits, we do not have the technologists available or the funding to complete the total integration for our needs.

As a small, flexible, cost-conscious organization, right now we do not feel we need ongoing office space, although it will be a consideration once other startup costs have been met. For the moment, we can exist as telecommuters with a substantial cloud-based operation constructed to grow as we do. We have several downtown locations available as conference/meeting space.

Due to the nature of the subject matter, we also have the barrier of stereotypes, misinformation, and possible public anger and threats. In addition to his status as an out gay veteran, Mike is a freethinker who left a conservative Christian church while he was in the service. He credits his religious upbringing for keeping him in the closet before (and to a lesser extent, during) his time in the Air Force, which may prove to be a secondary unpopular position. While the risk to Mike and the organization can be minimized by ongoing outreach activities, we realize they will always be resistance to LGBTQ rights from some quarters, and we need to plan for potential disruption accordingly.

### **Money Raised To Date**

Not including contributions made by stakeholders, \$1000. Stakeholders have contributed 400+ hours since Sept. 10. Mari Christie is currently paid \$600/month by Cutler & Co., PC.



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## Debts and Obligations To Date

<b>Cutler and Co:</b>	Mari PT salary (2@\$600/month)	\$ 1200
	Mktg. Admin PT (2@\$300/month)	600
	Desktop computer (3/4 time)	600
	Business cards	129
	Media directory (1 yr.@\$100/year)	100
	Constant Contact (1 yr.@\$12.75/month)	153
	Web hosting/Email (12@\$15/month)	180
	Lapel pins	279
	Video Camera w/tripod	250
	Photo/Lighting tent	50
	LCD Projector	120
	<b>Subtotal</b>	<b>\$3661.00</b>

<b>Whaley Digital:</b>	Business Registration	\$ 50
	Trademark of logo set	325
	Bank account	30
	PO Box	30
	Virtual Phone (1 yr.@\$10/month)	120
	Office Max	50
	Press Conference supplies	25
	Presentation	175
	Pics for Mike	50
	Web domain names	40
	Board meeting materials	25
	<b>Subtotal</b>	<b>\$920.00</b>

<b>Mike Yost:</b>	Image/presentation	\$ 181
	OUTaf T-Shirts	37
	Temp business cards	10
	<b>Subtotal</b>	<b>\$228.00</b>

Subject to change prior to MOU	<b>TOTAL</b>	<b>\$3914.00</b>
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# Attachments

## A. Budget

### Year One Expenses

Payroll	\$ 36,000
Employee Benefits	8000
Insurance	6000
Virtual Services	1,500
Accounting	0
Graphic Design (print)	0
Website Development	15,000
Merchandise production	10,000
Advertising/Marketing	1,500
Conferences/Travel	1,500
Outreach events	1,000
Printing	1,000
Computer Programs	1,000
Memberships/Subscriptions	1,000
Contract Services	500
Postage/ Copying/ Secretarial/ Courier	750
Education	500
Board Expense	250
Professional Fees	350
<b>Total</b>	<b>\$85,850.00</b>
15% contingency	+ 12,877
	<b>\$98,727.00</b>

### Expense Notes

No item is currently contracted, except as outlined in Section VI: Debts and Obligations To Date.

- **Payroll/Benefits:** 1 FTE
- **Virtual Services:** Cloud-based operation, including office, etc.
- **Accounting:** Working board member
- **Graphic Design (print):** Working board member
- **Website Development:** Integration of two sites, ecommerce, and video management, redesign, hosting.
- **Merchandise production:** Bringing top-selling OUTaf logo merchandise in-house. Pins and other giveaways.
- **Advertising/Marketing:** Online, event promotion, sponsorships, etc.
- **Professional Fees:** TBD
- **Conferences/Travel:** One person to one national conference; local/regional mileage
- **Outreach events:** Portable video booth events
- **Printing:** Identity, promotions, giveaway cards
- **Computer Programs:** social media integration, contact databases, etc.
- **Memberships/Subscriptions:** LGB/military groups, magazines, etc.
- **Contract Services:** TBD
- **Postage/ Copying/ Secretarial/ Courier:** giveaway mailings, direct mail
- **Education:** Board training
- **Board Expenses:** TBD



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## Year One Revenue

Private donations	20,000
In-kind donations:	10,000
Sponsorships (10@\$2000)	20,000
Foundation grant(s) (1@10,000)	10,000
Military/government funding (2@10000)	20,000
OUT Armed Forces calendar(s)	20,000
Events – OUTaf award	15,000
Merchandise	30,000
Advertising sales	10,000
<b>Total</b>	<b>\$ 155,000</b>

### Revenue Notes

- **Private donations**
- **In-kind donations**
- **Sponsorships** (10@\$2000)
- **Military/government funding** (2@10000): Grants and/or allocated funds for LGB integration educational efforts
- **Merchandise:** See Attachment E: Supporting Materials
- **Foundation grant(s)** (1@10,000)
- **Advertising sales:** TBD after merger
- **OUT Armed Forces calendar(s):** Male/Female “pin-up” calendars from photo submissions to the website.
- **Events – OUTaf award:** Awards for exemplary out military, beginning with one or more who have stood out publicly during the repeal effort (e.g. Lt. Choi; Staff Sgt. Alva)



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## B. Resumes

### Mari Christie, President, Project Director

# MARI ANNE CHRISTIE

MARKETING PROMOTION COMMUNICATIONS



Mari Christie has spent twenty years in business: marketing, communications, public relations, proposal writing, graphic design, for-profit and non-profit planning, and a wide range of corporate documentation. She holds a Bachelor's degree in Writing, *summa cum laude* and with distinction, from the University of Colorado Denver. Currently, she is self-employed as a communications consultant, writer/editor, and e-publishing agent.

*She has been a lifestyle advocate since 2001.*

## MARKETING AND COMMUNICATIONS

## STRATEGIC AND TACTICAL

### BUSINESS PLANNING

- Startup
- Marketing
- Strategic
- Media
- Fundraising
- Philanthropy

### WRITING AND EDITING

- Promotional/Sales
- Grants/Proposals
- Government
- Technical
- Training
- Media

### 6+ COLOR DESIGN

- Advertising
- Promotional
- Identity
- Brochures
- Magazines/Catalogs
- Specialty
- Visual Aids

### PUBLIC RELATIONS

- Press Releases
- Media Kits
- Outlet Research
- Contact Mgmt.
- Event Planning

#### Covered by:

- Associated Press
- Reuters
- Agence France-Presse
- *The Denver Post*
- *Rocky Mountain News*
- *Westword*
- Local/Regional Broadcast, Web, Print

### JOURNALISM

- Publication Startup and Expansion
- Print Production
- Editorial
- News
- Features
- Interviews
- Reviews
- Advertorial

### SOFTWARE APPLICATIONS

#### PLATFORMS

Microsoft Windows  
MacOSX Leopard

#### PRODUCTIVITY

Microsoft® Word  
Excel  
PowerPoint  
since 1988 Outlook  
Adobe Acrobat

#### SOCIAL NETWORKING

Facebook  
LinkedIn  
Twitter  
YouTube  
WordPress

#### GRAPHIC DESIGN

Adobe InDesign  
Photoshop  
Illustrator  
Pagemaker  
since 1994

QuarkXpress  
Microsoft Publisher

#### OTHER

Database Mgmt.  
ePublishing  
Cloud Computing

### WORK IN THE COMMUNITY

**Editor, Agent** for *Remnants of Light*, a fictional DADT tragedy.

**Founder, *OutsideTheArmedForces.com***, asking former GLBT servicepeople to come out in support of those still serving.

#### Auraria Campus GLBT Student Services

- Student Ally of the Year, 2009
- Support Group Leader, 2006-2009
- Speaker's Bureau, 2006-present

#### Rocky Mountain Leather Leadership Training, 2001. 24

hours of lifestyle-specific advocacy skill-building: curriculum development, logistics, promotion, and subject-matter training (media contact, volunteer management, voice/identity).

"I have worked with Mari Christie on a wide variety of projects since 1995. She is a skilled communicator, whom I utilize as frequently as possible. Ms. Christie has a creative and logical mind, and I have always found that she intuitively understands business issues...."

One of the things that I appreciate about Ms. Christie is that she has never lived her life "closeted." Even when it might have been easier to dissemble, she has been uncompromising about revealing herself as an advocate for alternative lifestyles. She has been instrumental in my decisions to support GLBT causes financially."

— David Cutler,  
Cutler & Co., P.C.

MARICHRISTIE@COMCAST.NET

720-276-7732



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# MARI ANNE CHRISTIE

MARKETING PROMOTION COMMUNICATIONS

33 PEARL STREET, #305, DENVER, CO 80203

MARICHRISTIE@COMCAST.NET

720-276-7732

## EDUCATION

- BA, Writing** University of Colorado Denver, December 2009, *summa cum laude*, with distinction, Class Rank 1/664. Minors in Sociology and Creative Writing.
- Professional** Technical Writing and Editing, Technical Design, Proposal Writing, Metropolitan State College, 2010. Advanced training in Microsoft Office, 2004 – 2010. Woodhull Institute for Ethical Leadership, Ancramdale, NY, October 2000.

## SKILLS

- |   |   |  |
|---|---|--|
| <p>Writing and Editing</p> <ul style="list-style-type: none"> <li>• Marketing and Sales</li> <li>• Grants and Proposals</li> <li>• Business, Technical, Government</li> </ul> | <p>Research and Reporting</p> <ul style="list-style-type: none"> <li>Business Planning</li> <li>Public and Media Relations</li> <li>Event Management</li> <li>Data Collection and Analysis</li> </ul> | <p>Volunteer and Subcontractor Management</p> <ul style="list-style-type: none"> <li>Budget Development and Management</li> <li>Bidding and Contract Negotiation</li> <li>Graphic Design</li> <li>Public Speaking</li> </ul> |
|---|---|--|

## EXPERIENCE

**Self-Employed, Denver, Colorado 1995–2003, 2006–present**  
Writing, editing, and promotions for a variety of small business and non-profit clients, including:

- **Numerous publications:** newspapers, magazines, and trade publications, including *The Denver Post*, *New ReView Magazine*, and *Focus on Denver*. Press releases circulated by AP, Reuters, Agence France-Presse, and others.
- **Whaley Digital Press:** Editor and agent for *Concrete Loyalties* and *Remnants of Light*. Author relations, digital edition management, media campaigns, and other marketing.
- **Cutler and Co., P.C.** (since 1995): Marketing, communications, and management in the accounting, real estate, and nonprofit industries. Corporate identity, web management of more than ten websites, social media, graphic design, and advertising writing.
- **Multi-Link Communications:** Marketing planning, media and customer relations, business communications, and graphic design for multiple projects, including a \$75,000 retail initiative and a \$10,000 customer retention project.
- **Colorado Production Resources Guide 1995–1998:** Listings Editor and Production Assistant for a 300-page, 2C & 4C directory of more than 1100 individual listings.
- **ExpoMasters, Inc.:** Trade show management and planning, copywriting, direct mail, print production, and sponsorship development. Concept and design of promotions that increased lead generation by 10 times in one year.
- **John-Phillip's Printing:** Writing and editing of sales materials, including RFP/RFQ/SOQ responses for local, state, and federal government and Fortune 100 companies. Resulted in tens of millions in sales.

**State of Colorado Department of Human Services, Office of Child Support Enforcement** (contract), Denver, Colorado. 6/2009–4/2010

*Technical Writer:* Needs Assessment for a division-wide platform migration and Enterprise Architecture initiative, ultimately seeking more than \$50 million in Federal and State funding. Included writing for executive and technical audiences, integration of diverse materials and concepts, editing, proofreading, design, and print production of 650 pages.

**University of Colorado Denver Writing Center,** 8/2007–8/2008

*Consultant:* Individualized writing instruction for undergraduate and graduate students, in development, structure, grammar, proofreading, and analysis of personal, business, and academic writing. Developed structured learning programs in academic writing, argumentation, and research. Developed and presented six two-hour workshops on business writing.

**Technology Plus, Inc., Denver, Colorado.** 7/2003–2/2006

*Document Specialist:* High-level document work in technology engineering, including writing, editing, proofreading, and formatting in Microsoft Word, Excel, Acrobat, Illustrator, and PowerPoint. Resulted in more than \$20 million in sales. Completed GSA certification paperwork and executed government procurement contract in half the expected time.

**Diamond Lake Media, Denver, Colorado.** 1/1998–5/2000

*General Manager:* Media product development, budgeting, marketing, and promotions in publishing and radio, with a \$75,000 budget. Included product inception, development, and marketing for *Mile High Menus* restaurant marketing program.

MARICHRISTIE@COMCAST.NET

720-276-7732



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## Karen Bordner, Vice-President for Marketing



### KAREN BORDNER

303.579.2616



[KBConsultingStrategies@gmail.com](mailto:KBConsultingStrategies@gmail.com)



[LinkedIn.com/karenbordner](http://LinkedIn.com/karenbordner)



[Twitter/karenbordner](https://twitter.com/karenbordner)

Executive-level sales and marketing project manager in the corporate creative industries.

#### Qualifications

- Comprehensive analytical and strategic innovation in all facets of sales, marketing, business development, and project management from startup to Fortune 100.
- Rapid assessment of competitive markets, economic and industry trends, new markets, strategic alliances for cross- and co-promotion, and product development initiatives.
- Development and management of multimillion-dollar sales/marketing budgets. Increased corporate sales an average of \$25 million and 520% over career lifetime.
- Nationwide territory and district sales/management for Simon and Schuster, Capitol/EMI, and Media Play from startup. Worked with sales outlets like Amazon.com, Walmart/Sam's Club, Costco, etc. on marketing opportunities and challenges, internal and external goals, and strategic and tactical plans.
- As National/International Sales & Marketing Director for a startup independent record label, opened international markets by signing licensing deals in Japan, Southeast Asia, Europe, and the UK. Developed a new non-traditional music line for specialty and lifestyle markets generating revenue from LOHAS, specialty retail, grocery, and gift store market distribution.
- As Regional Sales Manager for a multi-genre, growth-oriented independent music distributor, grew sales at a key national wholesaler 1300% in six months. Led digital integration strategy for audio division and accounts, worked with internal cross-functional task force to develop company's web-based sales forecasting system.
- Supervised as many as 100 employees, including professional development and change management for improved performance and efficiency
- Public relations and media savvy, working with outlets like CNN, NPR/PRI and Top U.S. radio markets, and with artists like Paul McCartney, Garth Brooks, Bob Seger, MC Hammer, Radiohead, Sinéad O'Connor, Billy Idol, Tim McGraw, Smashing Pumpkins, and Bonnie Raitt.
- Extensive work with artists and creatives in publishing and music.

#### Education and Professional Development

Executive MBA, Colorado State University, Denver, Colorado

Master of Arts, Speech Communication, Broadcasting & Cinematic Arts, Central Michigan University

Bachelor of Arts, cum laude, Speech Communication, University of Toledo

Certificate in Organizational Leadership - Colorado State University Executive Education Spring 2011

Project Management Certificate: Colorado State University Continuing Education

- **The White House Office of Faith Based and Neighborhood Partnerships:** *Connecting Communities for the Common Good Conference* on issues of disabilities, veterans, and employment. Ongoing conference calls with the Office of Faith-Based and Neighborhood Partnerships.
- **Colorado State University, Alumni Association Board of Directors**
- **The Special Needs Trust Network, Founding Board Vice President:** Project management for nonprofit startup offering special needs pooled trust options to Coloradoans with disabilities.
- **Return to Work, Advisor to the Board of Directors:** Nonprofit marketing in employment for the disabled.
- **Cosi10 2010: Connecting Social Innovation:** Six-week program in local-to-global social entrepreneurship comprised of working sessions and venture-building. Collaboration of leading change makers & social entrepreneurs for global progressive change.
- **Facebook Success Summit 2010**
- **Classes, Seminars, and Continuing Education:** Ethical, Legal, and Regulatory Matters; Social Media Marketing; Sustainability; Team-Building; Innovation; and Creativity.



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## Selected Professional Experience

### **KB CONSULTING STRATEGIES** Boulder, Colorado 2009-Present

Working with growth companies & turnarounds, innovative entrepreneurs, and professional creatives on: integrated marketing & sales strategies and planning, project management, marketplace analysis, brand positioning, social responsibility, product development and launch, content marketing, and social media marketing. Projects include:

- Complete market, business analysis and metadata cleanup for independent musician with August 2010 re-launch and re-branding into LOHAS, LGBT, alternative markets and mainstream channels integrating traditional and new media marketing. Grew artist's Facebook page by 80% and doubled Twitter account in 3 months.
- Marketing & sales analysis for startup online game company, VC funding search. Executive coaching of company's founder to presentation finalist at vator.tv "Amplify" Women in Tech business plan contest.
- Vice President of Marketing and Sales for startup all-digital publisher, managing social media, advising creatives and executives on marketing, sales, and media management.

### **SIMON AND SCHUSTER, INC** New York, NY 2003-2009

#### **National Account Manager**

High-profile sales, business development, and account management position with leading publisher of general interest audio books. Account base covered Fortune 100 companies including warehouse clubs, mass merchants, wholesale, retail, digital, and Internet.

- Increased audio book sales by \$5 million in one year; Presidents' Award Employee of the Year in 2005.
- Grew territory 71% or \$13.3 million between 2003-2008 by leveraging account relationships, increasing market penetration & sales cycles, creating differentiated account marketing plans and resolving operational issues.
- Increased sales at Amazon.com 169% or \$2.3 million, including 207% or over \$700,000 growth in language learning program sales using SEO techniques, long tail, and continuous new title promotions 2006-2007.
- Achieved 63% sales growth in territory. Created first audio marketing campaign with Wal-Mart, and increased total territory sales \$5 million.
- Winner of Making the Year Contest 2005, developing fourth quarter promotions worth additional \$1 million, with nearly \$300,000 added billing for 2006.
- Created audio category management plan for Wal-Mart & Sam's Club to implement in 2007. Created category management plan for Hastings Entertainment Fall 2003; resulting in a 22% or \$132,000 net sales increase in 2004.
- Launched audio test market with national office supply retailer 2004.
- Led digital integration strategy for audio division and accounts.
- Selected for internal cross-functional task force to develop company's web-based sales forecasting system.

### **MEDIA PLAY (Division of Musicland)** Pontiac, Michigan 1995-1997

#### **Promotions & Marketing Manager/District Promotions**

Managed merchandising and marketing efforts at startup book, music, video, software superstore. Responsible for store openings, training district promotion managers, grand openings, regional event management, selling retail positioning & display campaigns, district marketing budgeting, media relations, and creating district marketing efforts.

- Established relationships with book, media, music, video, software sales and marketing representatives increasing opportunities for consumer advertising, promotional activities, and events.

### **CEMA DISTRIBUTION, CAPITOL/EMI MUSIC GROUP** Cleveland, Ohio 1988-1994

#### **Regional Marketing Manager** (1992-1994); **Sales Representative** (1989-1992); **Field Marketing Representative** (1988-1989)

Recruited to fast-paced, dynamic marketing position to re-build marketing department for a \$70 million sales region. Focused on hiring, training, development, and teambuilding marketing department with sales team. Directed planning, staffing, budgeting, cost reductions, and B2B & B2C marketing campaigns across multiple channels & target audiences.

- Transitioned marketing team to sales and customer-driven business unit to drive growth and market expansion.
- Developed retail store and event marketing, coordinated artist-in-store appearances, designed event and artist related promotional items, and established regional and local marketing priorities.
- Acted as liaison between home office, labels, artist management, regional field staff, media, in-house marketing team, radio promotion, and sales representatives.



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## Mike Yost, Spokesperson, Board Member



FACEBOOK.COM/MIKEYOST.AUTHOR

WORDPRESS.COM: MIKEYOST

MIKEYOST@WHALEYDIGITAL.COM

### EDUCATION

**MASTER'S DEGREE IN HUMANITIES (LITERATURE/PHILOSOPHY):** University of Colorado Denver, 2009, "Mauvaise Foi: Fiction as an Alternative Textual Mode in Understanding the Concept of Self Deceit."

**BACHELOR'S DEGREE IN ENGLISH LITERATURE:** University of Colorado Denver, 2006.

**FOUNDING MEMBER** of a twice-monthly fiction critique group running for three years.

**SEASONED PARTICIPANT** in formal and informal workshops with writers at all levels, and groups of all sizes.

### MILITARY SERVICE

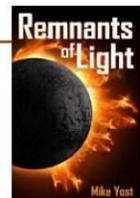
**US AIR FORCE:** Ground Radio Communications Journeyman, 729th Air Control Squadron. Honorably discharged as a Senior Airman and Staff Sergeant Select. Hill AFB, Ogden, Utah, 1997 – 2001. Combat service in Southern Watch.

### PUBLICATIONS

**REMNANTS OF LIGHT**, novel. Whaley Digital Press, Sept. 2011. Digital e-book.

"ONE BATTLE AT A TIME." *OutServe Magazine* (and online), November 2011 issue, pp. 30-31.

 **MIKE YOST:** Author Blog, [www.wordpress.com/mikeyost](http://www.wordpress.com/mikeyost)



### AFFILIATIONS

**FOUNDING BOARD MEMBER AND SPOKESPERSON:** [www.OUTArmedForces.com](http://www.OUTArmedForces.com), providing a place for LGBT veterans and active-duty military to come out in support of those serving in silence, and for family, friends, and the public to show support for LGBT troops.

**VOLUNTEER:** Human Rights Campaign (HRC) – Colorado chapter, Web and Social Media Committee.

**MEMBER:** HRC, American Veterans for Equal Rights.

### IN DEVELOPMENT

**STALKERS**, novel. Whaley Digital Press, under contract.

**PRIDE IN SERVICE**, anthology. Whaley Digital Press, in development.

### RESEARCH/WRITING INTERESTS

Fiction and Creative Nonfiction  
Gay and Civil Rights Issues

Existential Philosophy  
Literature

Comparative Religions  
Astronomy



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## C. Letters of support

### D. Colorado State Senator Pat Steadman (CO-31)

October 31, 2011

To the Colorado Nonprofit Development Center:

*I am happy to write this letter of support for OUT Armed Forces, a group advocating for LGBT rights in the US military. The group was founded by constituents of my district (CO31), and it is my pleasure to endorse their work.*

*As the repeal of Don't Ask, Don't Tell is implemented, it is imperative for LGB military to have support as they begin to serve openly. This project, allowing our gay service members to come out publically, is a first step in equal rights for all of America's troops.*

*Being gay or straight should never be a prerequisite for service to one's country, and we are pleased that groups like OUT Armed Forces are stepping up to help remind America that sexual orientation doesn't matter to the mission. We are looking forward to seeing the results of this important project and my office will lend what support we can.*

*Thank you,  
Senator Pat Steadman, SD31*

### John Kelly, Denver LGBT Military Activist

November 1, 2011

Dear Mari,

*I am very pleased to submit this letter in support of OUT Armed Forces plan to register as a non-profit organization. I believe there is a need for addition support for LGB service members and veterans faced with the question of coming out.*

*The fact that you have, and will continue to work with already established organizations involved in these efforts, rather than compete with them, is commendable. After years of disrespect, persecution and prosecution, going back long before DADT, the emotional toll is huge for these individuals. It is not always an easy decision for them to make. The more assistance they receive in doing so is vital.*

*I am also optimistic of your plans to use the phenomena of social media for expanding your outreach. Likewise the making of videos and providing modern day methods to allow people to tell their personal stories will help men and women make their decisions about coming out. These efforts will also help educate the general public about who and what we are and help eliminate the stereotypical images.*

*Personally, I have been involved in the efforts to repeal DADT since the mid 90's including serving as Colorado Chapter President of American Veteran's for Equal Rights and as Chair of three National Conventions. I'm committed to seeing repeal continue to be implemented with fairness and with emphasis on LGT service members obtaining full and equal rights.*

*Respectfully and with best wishes for your success,  
John J. Kelly, GLBT Community Color Guard: Founder, Coordinator*



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## Seth Levy, General Counsel, It Gets Better

# IT GETS BETTER PROJECT™

WWW.ITGETSBETTER.ORG

8315 Beverly Boulevard, Suite 101, Los Angeles, CA 90048  
(323) 782-1437

November 12, 2011

Ms. Mari Christie  
OUT Armed Forces

Re: **Letter of Support**

Dear Mari:

We at the It Gets Better Project are happy to submit this letter of support for the OUT Armed Forces application for fiscal sponsorship.

We were intrigued by your idea to use the It Gets Better Project's model in connection with LGBT military advocacy, and we are happy to lend what support we can in your development. The similarities between our projects are obvious, including the rapid start-up and accompanying growing pains, as well as the need for collaborative efforts with groups already providing direct services in connection with the issues about which we're primarily concerned -- in our case, organizations like the ACLU, GLSEN and the Trevor Project; in yours, SLDN and Outserve.

In our first year, we collected tens of thousands of videos which were viewed tens of millions of times, and our Project grew in ways that we could never have imagined at the outset. We have gained support from diverse communities and organizations around the world, and were responsible for generating several hundred thousand dollars of unrestricted funds for our non-profit beneficiaries. While our establishment and growth have been extremely fast and thus created challenges in managing them, they have also had remarkable success. We believe that our Project has made a significant difference in helping to reduce the incidence of LGBTQ bullying in schools and to stem the tide of suicide among LGBTQ youth. We also believe that we have helped keep this issue present in the media and in front of decision-makers, parents and others who have the power to effectuate the kind of change that our Project is means to accomplish.

We have been impressed by your adaptation of our Project's concept to meet the needs of a related, albeit different audience, and by your success at cooperation with existing organizations. Much like our work, efforts made by those who have already come out will lead to a safer environment for those who haven't or can't.

Please let us know if we can be of assistance as your grow your organization.

Very truly yours,

Seth D. Levy  
General Counsel

DWT 18552716v1 0090502-000008



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## **William ReMine, Alternative Lifestyle Activist**

October 31, 2011

To whom it may concern:

I have worked with Mari Christie many times over the years on advocacy projects for those with sexual preferences outside the mainstream, most notably the Rocky Mountain Leather Leadership program of the late nineties. The leadership conference was an extended seminar spanning several weekends, to develop the potential of emerging leaders in the leather lifestyle. Mari originated the idea, developed the concept, recruited the faculty, marketed the conference to the various groups within the lifestyle, and administered the seminars flawlessly. I served on her faculty, teaching public speaking and legal issues. From my experiences with Mari, I can state that she is motivated and highly capable. And she has a particularly strong background in marketing, which makes her an outstanding person to lead advocacy efforts.

Mari's advocacy around DADT and coming out issues, and her publishing of Mike Yost's Remnants of Light to coincide with these efforts, stand as an example of her ability to bring issues into the public eye. Although I am not connected with these recent efforts, I have followed them closely and am impressed with her effectiveness, as I have been in the past.

Yours,

William ReMine

## **Teague Bohlen, Asst. Professor of Creative Writing, University of Colorado Denver**

November 7, 2011

Please accept this email as a sincere and strong letter of support for OUT Armed Forces, Mike Yost as a dedicated, goal-oriented high achiever, and Mari Christie's abilities in personal leadership.

I've known Mari for years now, first as one of her writing professors at the University of Colorado Denver. In her time in my courses, I found Mari to have a consistent and positive effect on the class and the work at hand. Her skill in language and honesty in constructive editing are two of her strongest traits; indeed, I found myself relying on her feedback in my classes to supply editorial candor and a supportive attitude in class discussion and group work.

I served on Mike's thesis committee when he received his Master's in Humanities, as well as one of his professors of fiction, and it was a great pleasure to watch the successive drafts and forward movement of his novel. His contributions to my class, to his discipline, and to the LGBT community have been exemplary, and his dedication to excellence served as a positive example for my other students.

It was in my class that Mike and Mari met, formed a professional writing group, and began the friendship and business partnership that led to this project. Their creative work together, resulting in the publication of Remnants of Light, stands as an example of the work they can accomplish as a team.

The OUT Armed Forces project is admirable in both scope and purpose. Mari and Mike (among others) were not only able to start this website and group, but also to organize an impressive event on the UCD campus a couple of weeks back—one that not only drew significant crowds, but boasted members of Colorado's congressional delegation in attendance. This is indicative of Mari's commitment and ability, and Mike's determination to make his mark as an author and an activist. I expect big things from these two, and fully expect them to deliver.

Best,

Teague Bohlen



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## E. Equal Opportunity and Nondiscrimination Policy

We understand that The Colorado Nonprofit Development Center is dedicated to equal employment opportunities in any term, condition, or privilege of employment. This policy applies to all employees, including managers, supervisors, co-workers, and non-employees such as customers, clients, vendors, consultants, etc.

CNDC does not discriminate on the basis of: race, color, national origin, ancestry, creed, religion, sex, age, disability, marital status, gender expression, veteran or military status, citizenship, sexual orientation, or any other characteristic protected by state or federal law.

I understand that this policy applies to my project, CNDC's project-related staff, as well as clients and volunteers of all projects. **OUT Armed Forces is fully committed to this policy.**

<b>Project Name</b>	OUT Armed Forces
<b>Project Director Signature</b>	
<b>Date</b>	November 4, 2011



## F. Supporting materials

### Internet Presence

[www.OUTArmedForces.com](http://www.OUTArmedForces.com); [www.OUTMilitary.com](http://www.OUTMilitary.com); Click on links in the left-hand column to see our social media presence.



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### Test Merchandise

The blue numbers below show profit per item on Café Press. Black is consumer cost.

#### Apparel for OUT personnel

	\$5 OUT in the Air Force: \$24.99	\$5 OUT Veteran: \$24.99	\$5 OUT in the Marines: \$24.99
	\$5 OUT in the Army: \$24.99	\$5 OUT in the Navy: \$24.99	\$5 OUT in the Coast Guard: \$24.99

#### Logo apparel

\$5 Hooded Sweatshirt: \$39.99	\$5 Long Sleeve T-Shirt: \$24.99	\$5 Women Long Sleeve Tee: \$25.99	\$5 Women's Zip Hoodie: \$39.99
\$5 Fitted T-Shirt: \$22.99	\$5 White T-Shirt: \$20.99	\$5 Value T-shirt: \$14.99	\$5 Sweatshirt: \$34.99
\$5 Zip Hoodie: \$44.99	\$5 Women's T-Shirt: \$21.99	\$5 Men's Sleeveless Tee: \$20.99	\$5 Men's Tank Top: \$19.99
\$5 Golf Shirt: \$23.99	\$5 Military Cap: \$24.99	\$5 Cap: \$19.99	



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### Other Merchandise

 <b>\$5</b> Messenger Bag: \$33.99	 <b>\$5</b> Field Bag: \$26.99	 <b>\$5</b> Shoulder Bag: \$74.99	 <b>\$5</b> Gym Bag: \$18.49
 <b>\$5</b> Kindle Sleeve: \$30.99	 <b>\$5</b> Nook Sleeve: \$30.99	 <b>\$5</b> iPad Case: \$37.99	 <b>\$5</b> iPad 5-in-1 Case: \$54.99
 <b>\$1</b> Mini Button: \$2.49	 <b>\$3</b> Rectangle Magnet: \$6.49	 <b>\$4</b> Mini Button (10): \$19.99	 <b>\$5</b> Necklace Circle Charm: \$19.99

In-house, the profit margin increases:

Café Press Avg. Per Unit	Consumer Cost	CP Comm.	OUTaf Profit
(all items)	\$27.58	\$22.79	\$4.79

In-House Production	Consumer Cost	OUTaf Cost	OUTaf Profit
Lapel pins	\$10.00	\$3.00	\$7.00
Military-style hats	\$15.00	\$6.00	\$8.00
T-shirts	\$20.00	\$10.00	\$10.00
Sweatshirts	\$25.00	\$10.00	\$15.00
Field/gym bags	\$30.00	\$15.00	\$15.00
<b>Average per unit</b>	<b>18.00</b>	<b>8.80</b>	<b>11.00</b>



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## Media

### OutFront Colorado Magazine – Online October 12, 2011; Print October 19, 2011

HOME
ABOUT OUT FRONT COLORADO
CONTACT US
ADVERTISING
DIGITAL EDITION
CALENDAR
VIP CARD

# OutFront

COLORADO

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 MOVING & STORAGE  
 Peace of Mind, All in One Place  
 Moving can be stressful. Let Exodus take the stress out of the moving equation.  
 800-549-1488 Call us for a free estimate  
 LOCAL • LONG DISTANCE • WORLD WIDE [www.exodusmoving.com](http://www.exodusmoving.com)

News
OFC Now
Politics
Opinion
Entertainment
Out & About
Life + Style

Like OutFront on Facebook

Your social network for breaking local & national online news and entertainment ... updated constantly ... (and we give away free stuff, too)

## On National Coming Out Day, supporters ask lesbian and gay troops to stand and report

By **Matthew Pizzuti**  
 October 12, 2011 | 9:52 am  
 (Updated: October 12, 2011 | 9:57 am)

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Ending Don't Ask Don't Tell was only one step in helping lesbian, gay and bisexual members of the U.S. military come out and serve with integrity, said Mike Yost, member of the board of directors of a new project for the integration of the armed forces.

Policymakers, activists and veterans spoke out Oct. 11, National Coming Out Day, for Out Armed Forces, the effort asking LGB servicemembers to come out.

Yost is an Air Force veteran who was "deep in the closet" before his honorable discharge in 2001, he told the audience at Tivoli Student Union at the Auraria Campus.

Yost said he was closeted because of his conservative religious background, and under Don't Ask Don't Tell had no one to talk to about it. He told the gathering he "kicked the closet door down" only after his term of service.

Citing data that close to a third of military members surveyed in 2010 believed the end of Don't Ask Don't Tell would hurt the military, Yost said many lesbians and gays in service could remain apprehensive to come out.

So OutArmedForces.com will feature videos of coming out stories from active-duty service members and veterans, as well as their families and supporters, to encourage troops considering the risk – and also "put a face" to the community.

"Videos will help them realize they're not alone," Yost said. And of the troops who still oppose having out colleagues, he said, "I know that number will go down."

Three members of Colorado's congressional delegation – Sen. Michael Bennet, Rep. Diana DeGette and Rep. Jared Polis, who is openly gay – sent representatives to the event while they remained in Washington to vote on pending legislation.

Openly gay State Sen. Pat Steadman told the gathering coming out leads to personal liberation and strength.

**Specialist Christopher Daugherty makes a video for OutArmedForces.com. The new website, modeled after the "It Gets Better" campaign, for servicemembers launched Oct. 11. Photos by Charles Broshous**

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"It's very fitting we celebrate Don't Ask Don't Tell in the rear-view mirror on this day we celebrate being open about who we are," Steadman said. "We are here to encourage service members to come out."

A video booth set up during the 1:30 p.m. press conference recorded some of the first coming out stories for the website, including the account of Army Reserve member Chris Daugherty, who appeared in full uniform.

"My roommate got kicked out" over Don't Ask Don't Tell, Daugherty said. Daugherty was personally able to come out to some of his colleagues he considered safe or supportive – if they asked.

Daugherty said one thing about Don't Ask Don't Tell he always reminded people of is that it also prohibited service members from asking if fellow members are gay – but many did anyway.

"People ask you all the time," he said, "and you are supposed to get kicked out for asking. My philosophy was to tell if they asked."

Daugherty said he is now completely out.

That's the kind of openness Yost and the project's organizers are looking for; "The more people we get to come out, the better," Yost said. "Imagine if just 10 percent of the 65,000 active-duty LGB service members came out."

To participate go to <http://outarmedforces.com>

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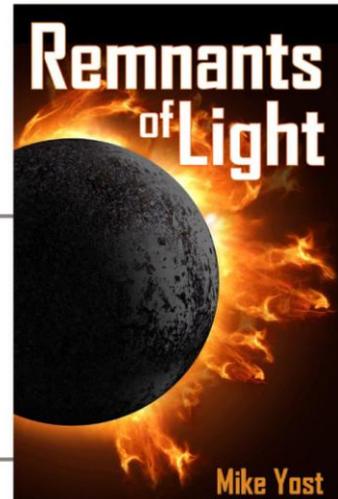
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## Outserve Magazine – November 2011 issue

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# ONE BATTLE AT A TIME

By Mike Yost



### WINTER, 2000

An airman I worked with at Hill Air Force Base asked me one night, “what’s wrong?” For almost a year, when I wasn’t trying to act straight, I was brooding, and he had finally noticed. I worked hard at appearing straight. Went to strip clubs. Nodded my head when someone said, “she’s hot!” Talked about boobs. No one ever asked why I never had a girlfriend. Why I never went on dates. They only wondered why I was so aloof. He asked again. My mind was racing. He knows, I thought. *He knows!* Panic. The words formed in my mind and landed on my tongue, knocking at the back of my teeth: *I’m gay.*

“Nothing’s wrong,” I replied. John (not his real name) knew I was lying, but he didn’t ask again.

### SPRING, 2003

“I’m gay.” It had been two years since I left the Air Force with an honorable discharge. I was on the phone with John. I was 25, going to college in Denver on the GI Bill. “Oh,” I heard on the other end of the line. The panicked feeling returned. “I’m a Christian now,” he said. “I don’t agree with that behavior.” Our conversation was short. I tried again with my former sergeant, but had a similar response. These were people I respected—who had respected me. These were my friends, friends I had been forced to lie to for years because of Don’t Ask, Don’t Tell (DADT). These were people I would have taken a bullet for—and I know they would have done the same for me.

I made myself a promise not to contact anyone else from my military past again.

### DECEMBER 18, 2010

It was graduation day. I was listening to the chancellor speak, waiting to queue up to receive my Master of Philosophy and Literature degree. My phone buzzed. I flipped up my commencement robe and reached into my pocket. The screen lit up with a text message from my partner: “*THEY REPEALED DADT!*”

Four hours later, at the graduation party, my editor held a glass of champagne in the air. “To the death of Mike’s book.” I had spent three years working on a novel about a gay POW, Mark Bradford, discharged under DADT. Mark’s story wasn’t mine, but as I wrote **Remnants of Light**, he became as real as any other person. His captivity, discharge, and the heartbreaking ramifications made me think long and hard about the 14,000+ men and women who were unfairly kicked out, and how it must have altered their lives—some surely as tragically as my anti-hero. A friend asked me at the party why my novel was dead. “It’s no longer relevant.” My editor agreed, and my friend just looked confused. I couldn’t have been happier.

After graduation, I went back to my book in a post-repeal era. I thought about how Mark’s struggles, along with all those kicked out under DADT, would last long after the repeal. I wondered how different Mark’s story would have been had the book been set after the repeal. How would his life have changed if he hadn’t been discharged? I worked with my editor to find a direction for the book, and we settled on a plan for revision and publication. Through that process, I started to think about what it would mean to be out in the military. What it would have meant to Mark. *To me.*



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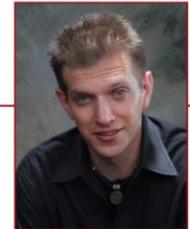
More than 29 percent of active-duty service members believe the repeal of DADT will have a negative impact on unit cohesion. Almost one out of three. This means that even after the repeal, some men and women in uniform will continue to serve in silence out of fear of homophobia, hostility, or losing the respect and friendship of the men and women with whom they serve.

*One out of three.* I couldn't accept that statistic, and neither could Mark.

When I decided to become an advocate for coming out in the military, I broke the promise I had made to myself; I started coming out to more members of my squadron. Acceptance all around—even from a devout Christian with whom I'd shared close quarters. "You're still the same Mike," he told me, and then we spent two hours catching up and reminiscing. He told me about his wife and kids, and I told him about my partner and my book. This is the future for all service members. But, as in the military, the objective is achieved *one battle at a time.*

### OCTOBER 11, 2011 (Coming Out Day)

Five weeks after publication of my dead-but-resurrected book, I launched *OUTArmedForces.com*, a website where veterans and active-duty military can put a face to the LGBT military community; where straight service members can reaffirm that the LGBT men and women with whom they work deserve the same respect as anyone in uniform; where families, friends, and American citizens can declare, in a single voice, that we support all of our troops—gay or straight.



Mike Yost is a veteran of the 729th Air Control Squadron, the author of *Remnants of Light*, and the spokesman for *OUTArmedForces.com*.