NOV 2 1984

SURVEY OF STATE LEAGUES WITH A PERMANENT OFFICE

(Please feel free to consult with previous presidents, board and staff members, as we need your League's depth of experience on which to base our decision to establish a permanent state office. If you want to explain anything in more space than provided, please hold forth on another sheet of paper. Many thanks!)

1. Name of LWV TEXAS
2. Location of permanent state office Austin; 2 blocks from state Capitol
3. When was permanent office established? 1975; Now in process of our Ed. Fund purchasing the office space.
4. What were the main reasons for establishing the permanent office?

   To increase efficiency, effectiveness, and visibility to state govt. Also means more permanent staff.

THE PRESIDENT

5. How often does the president visit the state office? What is the usual duration of stay? Once a month; overnight--1 or 2 days. Communicate by phone several times per week.
6. What accommodations are provided for the president's overnight visits? We are very lucky. We're in an apartment bldg. whose 1st floor was converted to offices, so we have a full bathroom & have equipped one of our rooms with a sofa bed.
7. Does the staff experience any problems by not having the president at hand on a daily basis? Yes___ No X Explain Our executive secretary is an experienced League member--knowledgeable, pleasant & efficient. If someone needs to talk to me or another state board member, she tells them who to call.
8. Does the president believe there are any jurisdictional lines overstepped by the staff or are there other problems because the president is not always available? Yes___ No X Comments Our exec. sec. has held her position for 9 years & is very conscious of jurisdictional lines; also very diplomatic.

COMMUNICATIONS/PROCEDURES

9. How are communications handled between the president and state office when the president is at home? There is a weekly Friday mailing to each board member, sometimes an extra mailing to pres., & lots of phone calls. Occasionally I have to dictate a memo or letter over the phone, but write most of my own letters.
10. Do you use Federal Express? NO, but I have resorted to Express Mail (USPS & less expensive than Fed. Exp.) 2 or 3 times.
11. Who reviews materials prior to printing and/or mailing? Usually the pres. but sometimes the appropriate vice president. If no time for mail, sec. reads it to me over the phone.

Continued

name to finance solicitation letters.

12. On correspondence, who signs for the president? Exec. sec. when authorized & other board members when approp. & authorized. Development director regularly signs my
13. What items require authorization by the president? Press releases; signing of contracts; program action letters & testimony must be cleared by Pres. or Prog. V-P

STAFF DIRECTOR

14. Does your League have an executive staff director? Yes X No ___
If yes, what is her/~~his~~ title? Executive Secretary
What is her/his salary? $1100 / month; hope to raise 5% in fiscal 85-86

15. What are the responsibilities of the director? Open mail, answer phone, make all bank deposits, make out internal adjustment forms for office overhead costs, organize state office work; hire/fire assistant; typing, filing, & operating equipment.

16. Is League experience one of the job qualifications for the director? Yes ___
No ___ What other qualifications do you consider? Hard to answer since we have had only 1 person, a League member, in this position. ~~I think we would consider~~ ability more important than League experience, though the Lg. exp. is desired.

17. Does the director serve as lobbyist? Yes ___ No X We have a legislative director on board--always someone from the Austin area.

OTHER

18. What other staff is employed?

	Number	Full-time or Part-time	Salary
Secretary	1	6 hrs/day, but really	$680/mo.; hope to
File-clerk		needed full time	raise 5% in 85-86
Bookkeeper		(Treasurer does this)	
Fundraiser		(Development director does)	
Other	1	Legislative office sec. hired for regular leg. session.	About $5000 for 5 month reg. session.

19. What is your PMP? $8.75; will probably propose raise to $9.50 for 86-87 to be voted on at convention in April, 1985.
20. What are your office operating costs (rent-utilities, staff, president travel** to office/accommodations, other?) See attached budget pages

a) Do you have an Ed Fund? Yes X No ___

b) If yes, how do you pro-rate these expenditures? Now, 40% of office costs reimbursed by LWV-TEF, but plan to change sharing formula to 50/50. Under new TEF ownership LWV-T will pay rent to TEF. This ends TEF sharing rent (IRS won't let TEF give office space to T, a lobbying group.)

**Pres. is ablt to travel to Austin every 2 mos. at state expense due to being a member of the Texas Juvenile Probation Commission. Our immediate past pres. had a similar advantage.

LEAGUE OF
WOMEN VOTERS
OF FLORIDA

Susan Shulman, President

OCT 9 1984

October 5, 1984

Lois Carpenter
LWV of Texas
1212 Guadalupe, #109
Austin, TX 78702

Dear Lois:

I am writing to ask for your help and counsel based on the experience that your League has had as a result of establishing a permanent state office. Our state office has been shifting around Florida every two years according to the home town of the current president. There are advantages in this but also serious disadvantages.

The Florida LWVF state board and I would like to learn how you regard your system of having an office anchored in one city. We are also surveying several other League state presidents. After the returns are tabulated, we would be glad to share our findings with you.

I look forward to having your reply to our survey. May I hear from you by November 5. Thanks so much for your assistance.

Sincerely,

Susie

Susan Shulman
President

Enclosures

Enjoyed seeing you in Detroit.

1420 N.W. 2nd Avenue, Suite 2 and 3, Boca Raton, Florida 33432, Telephone: 305/391-5602

Budget Ctte met Oct. 31, 1984 — Not yet approved by board

LWV-T

EXPENSE	ACTUAL 83-84	BUDGET 84-85	PROPOSED 85-86	
N. State Office				
1. Equipment Maintenance	$ 1,592	$ 1,600	2000	maintenance contracts
2. General Supplies	580	1,000	1000	
3. Postage	523	1,200	1400	
4. Telephone	1,786	1,400	1650	
5. Insurance & Bonding	497	600	550	
6. Rent	6,838	7,240	4,785	
7. Salaries	20,400	21,360	22,430	(1155 for ex. sec.; 714 for asst.)
8. Payroll Taxes	1,616	1,670	1,780	(7.05 – FICA) ($200 SUTA and U
9. Audit & Tax Reports	250	500	500	
10. Office Overhead	(6,565)	(7,315)	(7,219)	20% of N 1-9
11. Equipment Purchases	7,063	1,000	100	
12. TEF Reimbursement	(14,120)	(12,100)	( )	(1-5 and 7-11 at 50%)
	20,460	18,155		
O. Board & Administration				
1. President				
a. Travel/per diem	371	1,000	700	
b. Telephone	1,615	1,500	1600	
c. Postage & Supplies	60	100	100	
2. Secretary & Treasurer	821	750	800	(114 to finish this year's book.
3. Board of Directors				
a. Tools	575	600	650	
b. Board Meetings	8,491	9,060	9,300	(increase for food & travel)
c. Board Mailings	2,754	2,300	2,600	
d. Unreimbursed Exp.	339	400	400	
4. Administrative Committees				
a. Budget	249	400	400	
b. Development	1,829	700	1500	
c. Interim Committees	0	300	300	
d. Nominating & Bylaws	17	465	50	(Mostly for bylaws)
5. TEF Reimbursement	(6,941)	(7,030)	( )	40% of 0.1 – 0.4 except 3.d.
6. Unreimbursed Expense	583	400	600	
	10,763	10,945		
P. Convention/Council				
1. National Council/Convention	1,911	1,500	2000	
2. State Council	4,016	0	4500	
3. State Convention	0	12,000	0	
	5,927	13,500	6500	
Q. National Services (PMP)	1,144	1,035	1,510	155 Members, some house-holds, 75% pd. by LWV-T 25% pd. by TEF (N-3)

STATE OF TEXAS

COUNTY OF TRAVIS

OFFICE LEASE AGREEMENT

1. Parties. This lease is made between Penthouse (F.K.D, Inc.) _____ as Lessor, and League of Women Voters of Texas _____ as Lessee. Lessor leases to Lessee and Lessee leases from Lessor, upon the terms and conditions herein, the demised premises described below.

2. Demised premises. The demised premises and the building in which the premises are located, are described as follows:

Building name: Penthouse Suite No: 109

Building street address, city, county, state: 1212 Guadalupe Austin, Travis, Texas

Sq. Ft. of the demised premises: 580. Floor plan with dimensions is attached. Legal description of land is attached. (Lot and block, or metes and bounds).

3. Term. The primary term of this lease shall be for 24 months, commencing February 1, 1983 and ending January 31, 1985.

4. Rent. Rent shall be $ 455.00 per month, payable in advance, on the first of each month at Lessor's office, if any, in the above building; otherwise, at such other address in said county as may be subsequently furnished by Lessor for such purposes. Adjustment to rent for increases in building operation costs (including but not limited to taxes, insurance, custodial services, maintenance and utilities) shall be as set forth in an attached addendum. Rent received after the first shall be deemed as delinquent. If rent is not received by Lessor by the 10th of the month, Lessee shall pay a late charge to Lessor of $15.00 plus an additional charge of one percent of monthly rental per day until rent is received in full. Lessee shall pay to Lessor's agent $10.00 for each returned check.

5. Security deposit. Lessee shall make a security deposit in the sum of $ N/A, said security deposit being payable on or before the signing of this lease. Refund thereof shall be made upon performance of this lease agreement in full by Lessee, including timely surrender of possession. If Lessor applies any part of the security deposit to cure default by Lessee, an equivalent amount shall be immediately deposited with Lessor by Lessee.

6. Use. Lessee shall use the premises for the following purposes and no other: (nature of Lessee's business).

7. Utilities. Lessor shall cause the following utilities to be made available to the demised premises or common areas as appropriate: water, waste water, electricity, gas, and refuse collection. Lessor shall pay for same unless otherwise specified in an addendum hereto. Lessee shall not use any electrical equipment, which in Lessor's reasonable opinion, will overload the wiring of the building or interfere with use by other tenants.

8. Access and air conditioning. Lessee shall have access to the building during the following hours and days of the week: 8:00 a.m. - 5:00 p.m. Monday through Friday. Lessor shall furnish air conditioning and heating, as appropriate during the following hours and days of the week: 8:00 a.m. - 5:00 p.m. Monday through Friday and additional hours upon notice by Lessee to Lessor. Non-weekend holidays on which air conditioning and heating shall not be furnished are as follows: All Legal Holidays.

9. Custodial services. Lessor shall be responsible for customary custodial services five days per week (excluding holidays) for common areas, parking areas, and the demised premises (but excluding carpet shampooing on the demised premises).

10. Maintenance and repair. Lessor shall be responsible for reasonable repair and maintenance of the building exterior, common areas, common area equipment, and for windows and interior lighting of the demised premises. Lessor shall perform, at Lessee's expense, any other repair and maintenance of the interior of the premises, including walls, ceiling, floors, carpets, and doors, but excluding windows and lighting. Lessee shall promptly reimburse Lessor for repairs or damage caused by Lessee or Lessee's agents, invitees, or licensees.

11. Construction procedures for initial occupancy. Lessor and Lessee agree to prepare and finish out the demised premises to the extent and on the timetable as set forth in an attached addendum regarding initial construction or remodeling. Otherwise, Lessee leases the premises in "as is" condition.

12. Taxes. Lessor shall pay all real estate ad valorem taxes. Lessee shall pay all taxes on personal property taxes within the demised premises and all sales taxes or occupational taxes on Lessee's business.

13. Insurance, liability of Lessor. Lessor shall pay for fire and extended coverage insurance on the building. Lessee shall be responsible for fire and casualty insurance on Lessee's contents. Lessee shall provide for public liability

insurance for its business operations on the leased premises as follows: bodily injury not less than $ 300,000 for each occurrence, and property damage not less than $ 500,000 for each occurrence. Lessor and Lessor's agent shall be named as additional insured and shall be provided with a certificate of such insurance within 10 days of the commencement of this lease. Lessor shall not be liable to Lessee or Lessee's agents, employees, guests, or invitees or to any person claiming by or through Lessee for any injury to any personal loss or damaged property or for the loss or damage to Lessee's business, occasioned by or through the acts or omissions of Lessor or any person, or by any other cause whatsoever except Lessor's negligence. Lessee shall indemnify Lessor and save Lessor harmless from all suits, actions, damages, liability, attorneys fees, and expense in connection with personal injuries or property damages arising in or on the leased premises or occasioned totally or in part by any action or omission of Lessee, Lessee's agents, contractors, employees, servants, invitees or licensees.

14. Signs, equipment, alterations. All signs shall conform with the rules and regulations as attached. No other signs shall be permitted unless by written consent of Lessor. Any limitations on equipment shall be those set forth in the rules and regulations. Any subsequent alterations or remodeling of the demised premises shall be at Lessee's expense and only upon prior written approval by Lessor. All improvements by the Lessee shall become property of the Lessor at the time of installation.

15. Compliance with laws and regulations. Lessee shall comply with all laws of all governmental entities regarding use and occupancy of the premises. Lessee and Lessee's agents, employees, invitees will fully comply with the rules and regulations of the building as attached. Lessor may make reasonable changes in such rules from time to time as deemed advisable for the safety, care and cleanliness of the premises and convenience of other occupants of the building provided same are in writing and are not in conflict with this lease.

16. Subordination. Lessee accepts the premises subject to and subordinate to any existing or future recorded mortgage deed of trust or other lien applicable to the premises or its contents. Upon request, Lessee shall execute estoppel letters recognizing such subordination.

17. Assignment and subletting. This lease shall not be assigned or sublet or encumbered by Lessee without written approval of Lessor which shall not be unreasonably withheld.

18. Surrender of premises; Holding over. On expiration or termination of the lease term, Lessee shall surrender to Lessor the demised premises in good condition (except for ordinary wear and tear). Lessee shall remove all of its trade fixtures, signs, and personal property, including furniture, equipment, inventory and other improvements by Lessee as requested by Lessor. Where Lessee unlawfully holds over, Lessee shall pay triple rents for such holdover, plus reasonable attorneys fees and damages such as loss of rentals from prospective Lessees.

19. Destruction; Condemnation. In the event of total damage or destruction of the building or in the event of damage so extensive as to render reconstruction unfeasible in the judgment of Lessor, both Lessor and Lessee shall have the option to terminate this lease in its entirety. In the event of partial damage or destruction of the premises by fire or other cause, Lessor shall be obligated to reconstruct and repair the premises to a condition comparable to that existing prior to the casualty, within a reasonable period of time considering all circumstances, Lessor shall proceed with due diligence in such repair or reconstruction. Rent shall not abate in the event of partial damage or destruction. Lessor shall not be responsible for damage or destruction to Lessee's trade fixtures, furniture, and/or equipment; and Lessee shall have the sole responsibility of carrying insurance or the risk of loss thereof. If the entire building is taken in condemnation, this lease shall terminate. If only part of the tract land on which the leased premises is located, is taken in condemnation, the rent shall not be reduced except to the extent that such partial taking reduces the usable space of the demised premises within the building.

20. Notices. Notices to Lessee shall be at the leased premises. Notices to Lessor shall be at the place rent is payable. All notices shall be in writing.

21. Default by Lessor; Interruption of services. In the event of breach by Lessor or any covenant, term or obligation of this lease, Lessor shall be in default only if Lessor fails to commence a good faith effort to cure same within 30 days after written notice thereof by Lessee; and in such event, Lessee's sole remedy shall be termination. If services or utilities furnished by Lessor are interrupted and continue to be interrupted despite the good faith efforts of Lessor to remedy same, same shall not be construed as grounds for constructive eviction or abatement of rent and Lessor shall not be liable in any respect for damages. Lessor shall only be liable to use reasonable diligence to repair and remedy such

interruption.

22. Default by Lessee. The occurrence of either of the following shall constitute a default by Lessee: (a) failure to pay rent or any other amounts to be paid by Lessee, when due, if failure continues for 10 days after written notice has been given to Lessee, or (b) failure to perform any other provision of this lease, if the failure to perform is not cured within 30 days after written notice by Lessor to Lessee has been given. Provided, however, that if the Lessee's breach cannot reasonably be cured in 30 days by Lessee, Lessee shall not be in default of this lease if Lessee commences to cure the default within the 30 day period and proceeds in good faith to cure the breach. In the event of default by Lessee as set forth above, Lessor at its option shall have the right to: (a) terminate Lessee's right of possession, (b) evict Lessee, (c) relet the leased premises and apply receipts from reletting toward Lessee's obligations hereunder, and/or (d) recover judgment for damages and/or rents, and other sums due and owing by Lessee to Lessor hereunder. All rents for the remainder of the lease term which shall be automatically accelerated and due, without demand, upon default by Lessee. Eviction for default shall not terminate Lessee's obligations under this lease. Acceptance of rent or other sums shall not be a waiver of Lessor's right of eviction, damages, past due rent, or other sums due. All rental obligations of Lessee are independent covenants. Lessor shall be obligated to mitigate damages by attempting to relet; and notwithstanding same, Lessor may at anytime thereafter elect to terminate this lease. Any subsequent rentals shall be applied to Lessee's indebtedness and/or judgment against Lessee. In any assignment for benefit of creditors by Lessee, or the institution of involuntary backruptcy proceedings by or against Lessee, landlord shall have the option to terminate this lease. All personal property on the leased premises (except property except by statute or specific waiver) is subjected to a contractual landlord's lien to secure payment of delinquent rent and other sums due and payable under this lease. In order to remove property from an abandoned premises or in order to exercise the landlord's lien, Lessor's representative may peacefully enter the premises (and any storage facilities) and remove and store all property therein, except property exempt by statute or specific waiver; provided, however, Lessee must be present or written notice must be left afterward. Lessor shall be entitled to reasonable charges for packing, removal, storage, and private sale of same. Sale shall take place no

less than 30 days after certified mail notice of sale to Lessee. Lessor will have the right to enter any time for reasonable business purposes. Lessee's failure to pay rent in full after receipt of notice of delinquency by certified mail, return receipt requested, shall entitle Lessor to change or modify door locks on the demised premises, provided Lessor leaves a written notice on the door informing Lessee where a new key can be picked up by Lessee any time of day or night.

23. Miscellaneous provisions. Lessee shall have quiet enjoyment of the premises. This lease is the entire agreement between the parties. No other oral or written agreement or warranty exists, either express or implied; and same are expressly disclaimed by Lessor and waived by Lessee. Lessor shall have no duty of security other than that set forth in the attached regulations, if any. In any lawsuit by Lessor, Lessee, or their agents or successors to enforce the provisions of this lease, the prevailing party shall be entitled to recover reasonable attorneys fees from the non-prevailing party, including all out-of pocket costs of litigation, travel, depositions, witnesses, etc. This lease shall be binding on and incure to the benefit of Lessor, Lessee, their agents, and their successors.

24. Lease commissions. The name of Lessor's agent is indicated below. Lessor agrees to pay said agent a leasing commission pursuant to terms of the separate leasing/management agreement between Lessor and agent; and Lessee shall not be liable therefor. If the term of this lease is extended, or if a new lease for a longer term or for expanded space is entered into, a commission shall be due and payable at such time by Lessor pursuant to such leasing/management agreement.

25. Special conditions and written addendums. Special conditions, if any, are contained in the attached addendums. All attachments and written addendums to this lease agreement are identified and briefly described as follows:

Building Rules and Regulations

Legal Description

Rent Adjustment

Floor Plan

EXECUTED this the 27th day of JAN, 1983.

Lessee:	Lessor:	Lessor's Agent:
League of Women Voters of Texas	Penthouse (F.K.D., Inc.)	Martine Properties, Inc.
By Diana L. Peart	By W.A. Aldridge (AGENT)	By D.C. Aldridge (AGENT)

All attachments and addendums have been initialed by the parties.

EXHIBIT

BUILDING RULES & REGULATIONS

1. The requirements of Tenants will be attended to only upon application at the office of the Building. Employees of Lessor will not perform or do anything outside of regular duties unless under special orders from Lessor.

2. Tenant will be allowed access to the Building between 7:00 a.m. and 6:00 p.m. It may also enter the Building after these hours if there is a watchman on duty by presenting proper identification to the watchman. Anyone not satisfying the watchman of his right to enter the Building may be excluded by him. The Lessor shall in no case be liable for damages for any error with regard to the admission to or exclusion from the Building of any person. In case of invasion, mob, riot, public excitement or other commotion, the Lessor reserves the right to prevent access to the Building during the continuance of the same by closing the doors or otherwise.

3. The sidewalks, entries, passages, court, corridors, stairways and elevators shall not be obstructed by Tenant, his employees or agents, or used by them for other pruposes than for ingress and egress to and from their respective suites.

4. All safes or other heavy articles shall be carried up or into premises only at such times and in such manner as shall be prescribed by Lessor and Lessor shall in all cases have the right to specify the property weight and position of any such safe or other heavy articles. Any damages done to the Building by taking in or removing any safe or other heavy article, or during the time they are in the Leased Premises, in any way shall be paid by Tenant. Defacing or injuring in any way any part of the Building by Tenant, his agents or servants, shall be paid for by Tenant.

5. No furniture, packages, supplies, equipment or merchandise will be received in the Building or carried up or down any elevators, except between such hours and in such elevators as shall be designated by the Lessor.

6. No sign, fixture, advertisement or notice shall be displayed, painted or affixed by any Tenant on any part of the outside or inside of said Building or on or about the premises of any Tenant without written consent of the Lessor and then only of such color, size, style and materials as shall be first specified by the Lessor.

7. No Tenant shall obstruct or interfere with the rights of other Tenants or in any way injure or annoy them, or conflict with the laws relating to fire, or with any regulation of the fire department, or with any insurance policy upon said Building or any part thereof, or conflict with any of the rules or ordinances of the Board of Health of Austin, Texas.

8. No Tenant shall employ any person or persons than the janitor of Lessor for the purpose of cleaning or taking care of the Leased Premises without written consent of Lessor. Lessor shall be in no way responsible to any Tenant for any loss of property from the Leased Premises, however occuring, or for any damange done to the furniture by the janitor or any of his employees, or by other person or persons whomsoever. The janitor of the Building may at all times keep a passkey, and he and other agents of the Lessor shall at all times be allowed admittance to said Leased Premises.

9. No additional locks shall be placed upon any doors without written consent of Lessor, nor shall any duplicate keys be made. All necessary keys shall be furnished by Lessor and the same shall be surrendered upon the termination of this Lease, and Tenant shall then give the Lessor or his agents explanation of the combination of all locks upon the doors of vaults.

10. The restrooms and lavatories and other water fixtures shall not be used for any purposes other than those for which they were constructed, and any damage resulting to them from misuse, or defacing or injury of any part of the Building shall be borne by the person who shall occasion it. No person shall waste water by interfacing with the faucets or otherwise.

11. No person shall disturb the occupants of the Building by the use of any musical instruments, the making of unseemly noises, or by interference in any way. No dogs or other animals will be allowed in the Building.

DC

12. No bicycles or similar vehicles will be allowed in the Building.

13. Nothing shall be thrown out of the windows of the Building, or down the stairways or other passages.

14. Lessor shall not be liable for any damages from the stoppage of elevators for necessary or desirable repairs or improvements, or delays of any sort or duration in connection with the elevator service.

15. If Tenant desires telegraphic, telephonic or other electronic connections, Lessor or its agents will direct the electricians as to where and how the wires may in introduced, and without such directions, no boring or cutting of wires will be permitted.

16. Tenant shall not be permitted to use or to keep in the Building any kerosene, camphene, burning fluid or other illuminating materials except candles, and except the electricity in general use in the Building.

17. No sleeping, cooking, dying, clothes cleaning, or laundering shall be done or permitted on the demised premises without the written consent of Lessor.

18. Lessor reserves the right to exclude or expel from the Building any person who, in the judgment of Lessor, is intoxicated or under the influence of liquor or drugs, or shall in any manner do any act in violation of any rules and regulations of the Building.

19. Movement in or out of the Building of furniture or office equipment or dispatch or receipt by the Tenant of any merchandise or materials which require the use of elevators or movement through the Building entrances or lobby shall be restricted to the hours designated by the Lessor. The Lessor may require that any such movement of furniture or equipment that will interfere with normal Building traffic is to be made at hours other than normal business hours.

20. The removal of furniture and equipment from the Building will require presentation of a permit or written authorization by an authorized representative of Lessor. Security guards, watchmen and janitors will have the right to challenge all persons leaving the Building with such articles.

21. Canvassing, soliciting or peddling in the Building is prohibited without written permission of the Lessor, and Tenant shall cooperate to prevent same.

22. The Lessor reserves the right at any time to change or rescind any one or more of these rules and regulations, and to make such other and further rules and regulations as in its judgment may from time-to-time be necessary for the safety, care, convenience or cleanliness of the premises or for the preservation or comfort or good order therein.

EXHIBIT

RENT ADJUSTMENT

On each anniversary date during the term of this lease, an adjustment of the rental rate shall take place. Such adjustment shall be based on the greater of:

A) Consumer Price Index (Section I below) or

B) A pro-rata share of actual expense increases of taxes, insurance, and utilities (Section II below).

In no event shall Lessee's rent be increased in the same year by both actual expense increases and Consumer Price Index increases.

SECTION I CONSUMER PRICE INDEX

On each anniversary date during the term of this lease, the Consumer Price Index, All Items U.S. 1967 = 100 (or the Replacement Index, if the Consumer Price Index has been discontinued) will be compared with the index on the origination date of this lease and any increase will be multiplied against the monthly rent set forth in Paragraph 4 to determine the rental rate for the next ensuing year. In the event such an increase is due, Lessor will notify Lessee in writing of any increase which will then become effective with the first monthly payment due after notification.

SECTION II ACTUAL EXPENSE INCREASES

On each anniversary date during the term of this lease, the total expense of taxes, insurance and utilities for the previous twelve months shall be compared to the total expense of taxes, insurance and utilities for the next previous twelve months and Lessee's monthly rent shall be increased by 1/12 of Lessee's pro-rata share of such increase beginning with the next month's rent after written notification. Lessee's pro-rata share shall be determined by dividing Lessee's net rentable space by the total net rentable space in the building.

DC

EXHIBIT

Legal Description

TRACT ONE: The North One-half (N ½) of Lots 5 and 6, and all of Lot 7, and a portion of the East One-third (E 1/3) of Lot 8, all in Block No. 150, in the City of Austin, Travis County, Texas, according to the plan of said City on file in the General Land Office of the State of Texas; said portion of Lot 8 being more particularly described as BEGINNING at the Northeast corner of said Lot 8; THENCE Westerly along the North line of said Lot 8, and South line of S. 13th St., 23 feet to corner; THENCE South 19° West 103.6 feet; THENCE South 70° 36' East 15 feet; THENCE South 18° 47' West 56.4 feet to North line of Alley; THENCE Easterly along the Alley and the South line of said Lot 8 to the Southeast corner of said Lot 8; THENCE Northerly along the East line of Lot 8, 160 feet to the PLACE OF BEGINNING.

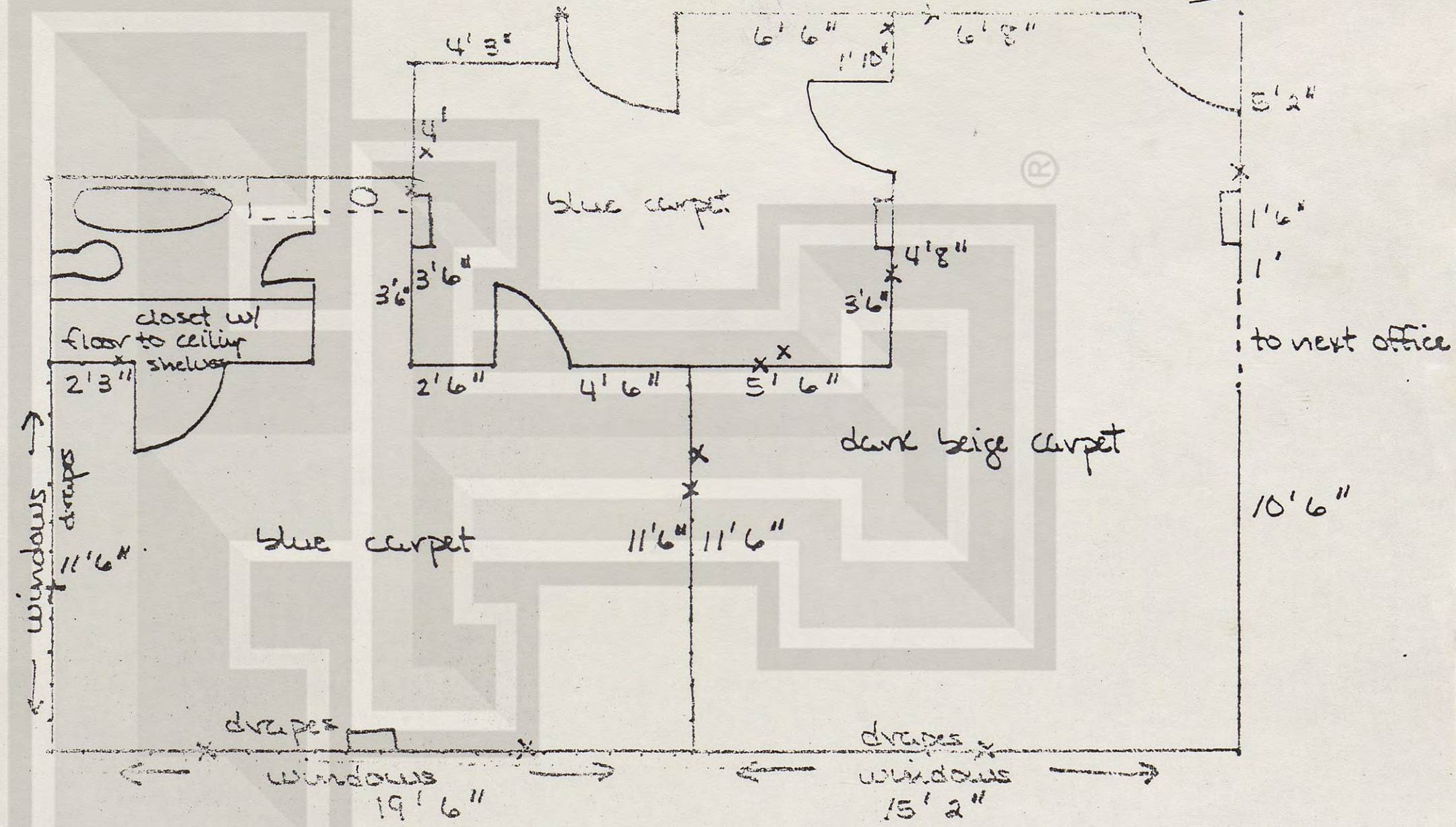
TRACT TWO: A part of Lot 8, in Block No. 150, in the City of Austin, Travis County, Texas, according to plan of said City on file in the General Land Office of the State of Texas, described as follows: BEGINNING at the Northwest corner of said Lot 8, in Block 150, in the original City of Austin, Texas; THENCE Southerly along the West line of said Lot 8, South 19° West 103.6 feet to corner in said line; THENCE Easterly parallel with the North and South lines of said Lot 8, South 70° 36' East 45.75 feet; THENCE North 19° East 103.6 feet to a point in the North line of said Lot 8 and the South line of W. 13th Street; THENCE North 70° 36 West along the North line of said Lot 8, and the South line of W. 13th Street, 45.75 feet to the Northwest corner of said Lot 8 and the PLACE OF BEGINNING.

TRACT THREE: The North One-half (N ½) of Lot 5 and 6, Block No. 151, ORIGINAL CITY OF AUSTIN, according to the map or plat of record in the General Land Office of the State of Texas.

TRACT FOUR: Lots 1, 2 and 3, Block No. 157, ORIGINAL CITY OF AUSTIN, according to the map of plat of record in the General Land Office of the State of Texas.

Hallway

R.pt. 109



2- DC ES SO ✓

STATE OF TEXAS

COUNTY OF TRAVIS

OFFICE LEASE AGREEMENT

1. Parties. This lease is made between F..K. D., Inc. as Lessor, and League of Women Voters of Texas as Lessee. Lessor leases to Lessee and Lessee leases from Lessor, upon the terms and conditions herein, the demised premises described below.

2. Demised premises. The demised premises and the building in which the premises are located, are described as follows:

Building name: Penthouse Apartments Suite No: 109

Building street address, city, county, state: 1212 Guadalupe Austin, Travis, Texas

Sq. Ft. of the demised premises: 580. Floor plan with dimensions is attached. Legal description of land is attached. (Lot and block, or metes and bounds).

3. Term. The primary term of this lease shall be for 24 months, commencing September 1, 1979 and ending August 31, 1981.

4. Rent. Rent shall be $ 377.00 per month, payable in advance, on the first of each month at Lessor's office, if any, in the above building; otherwise, at such other address in said county as may be subsequently furnished by Lessor for such purposes. Adjustment to rent for increases in building operation costs (including but not limited to taxes, insurance, custodial services, maintenance and utilities) shall be as set forth in an attached addendum. Rent received after the first shall be deemed as delinquent. If rent is not received by Lessor by the 10th of the month, Lessee shall pay a late charge to Lessor of $15.00 plus an additional charge of one percent of monthly rental per day until rent is received in full. Lessee shall pay to Lessor's agent $10.00 for each returned check.

5. Security deposit. Lessee shall make a security deposit in the sum of $ N/A, said security deposit being payable on or before the signing of this lease. Refund thereof shall be made upon performance of this lease agreement in full by Lessee, including timely surrender of possession. If Lessor applies any part of the security deposit to cure default by lessee, an equivalent amount shall be immediately deposited with Lessor by Lessee.

6. Use. Lessee shall use the premises for the following purposes and no other: (nature of Lessee's business).

7. Utilities. Lessor shall cause the following utilities to be made available to the demised premises or common areas as appropriate: water, waste water, electricity, gas, and refuse collection. Lessor shall pay for same unless otherwise specified in an addendum hereto. Lessee shall not use any electrical equipment, which in Lessor's reasonable opinion, will overload the wiring of the building or interfere with use by other tenants.

8. Access and air conditioning. Lessee shall have access to the building during the following hours and days of the week: N/A

_____.

Lessor shall furnish air conditioning and heating, as appropriate during the following hours and days of the week: N/A

_____.

Non-weekend holidays on which air conditioning and heating shall not be furnished are as follows: N/A

_____.

9. Custodial services. Lessor shall be responsible for customary custodial services five days per ~~week (excluding holidays) for common areas, parking areas, and the demised premises~~ (but excluding carpet shampooing ~~on the demised premises~~).

10. Maintenance and repair. Lessor shall be responsible for reasonable repair and maintenance of the building exterior, common areas, common area equipment, and for windows of the demised premises. Lessor shall perform at Lessee's expense, any other repair and maintenance of the interior of the premises, including walls, ceiling, floors, carpets, and doors, but excluding windows and lighting. Lessee shall promptly reimburse Lessor for repairs or damage caused by Lessee or Lessee's agents, invitees, or licensees.

11. Construction procedures for initial occupancy. Lessor and Lessee agree to prepare and finish out the demised premises to the extent and on the timetable as set forth in an attached addendum regarding initial construction or remodeling. Otherwise, Lessee leases the premises in "as is" condition.

12. Taxes. Lessor shall pay all real estate ad valorem taxes. Lessee shall pay all taxes on personal property taxes within the demised premises and all sales taxes or occupational taxes on Lessee's business.

13. Insurance, liability of Lessor. Lessor shall pay for fire and extended coverage insurance on the building. Lessee shall be responsible for fire and casualty insurance on Lessee's contents. Lessee shall provide for public liability

insurance for its business operations on the leased premises as follows: bodily injury not less than $ 300,000.00 for each occurrence, and property damage not less than $ 100,000.00 for each occurrence. Lessor and Lessor's agent shall be named as additional insured and shall be provided with a certificate of such insurance within 10 days of the commencement of this lease. Lessor shall not be liable to Lessee or Lessee's agents, employees, guests, or invitees or to any person claiming by or through Lessee for any injury to any personal loss or damaged property or for the loss or damage to Lessee's business, occasioned by or through the acts or omissions of Lessor or any person, or by any other cause whatsoever except Lessor's negligence. Lessee shall indemnify Lessor and save Lessor harmless from all suits, actions, damages, liability, attorneys fees, and expense in connection with personal injuries or property damages arising in or on the leased premises or occasioned totally or in part by any action or ommission of Lessee, Lessee's agents, contractors, employees, servants, invitees or licensees.

14. Signs, equipment, alterations. All signs shall conform with the rules and regulations as attached. No other signs shall be permitted unless by written consent of Lessor. Any limitations on equipment shall be those set forth in the rules and regulations. Any subsequent alterations or remodeling of the demised premises shall be at Lessee's expense and only upon prior written approval by Lessor. All improvements by the Lessee shall become property of the Lessor at the time of installation.

15. Compliance with laws and regulations. Lessee shall comply with all laws of all governmental entities regarding use and occupancy of the premises. Lessee and Lessee's agents, employees, invitees will fully comply with the rules and regulations of the building as attached. Lessor may make reasonable changes in such rules from time to time as deemed advisable for the safety, care and cleanliness of the premises and convenience of other occupants of the building provided same are in writing and are not in conflict with this lease.

16. Subordination. Lessee accepts the premises subject to and subordinate to any existing or future recorded mortgage deed of trust or other lien applicable to the premises or its contents. Upon request, Lessee shall execute estoppel letters recognizing such subordination.

17. Assignment and subletting. This lease shall not be assigned or sublet or encumbered by Lessee without written approval of Lessor which shall not be unreasonably withheld.

18. Surrender of premises; Holding over. On expiration or termination of the lease term, Lessee shall surrender to Lessor the demised premises in good condition (except for ordinary wear and tear). Lessee shall remove all of its trade fixtures, signs, and personal property, including furniture, equipment, inventory and other improvements by Lessee as requested by Lessor. Where Lessee unlawfully holds over, Lessee shall pay triple rents for such holdover, plus reasonable attorneys fees and damages such as loss of rentals from prospective Lessees.

9. Destruction; Condemnation. In the event of total damage or destruction of the building or in the event of damage so extensive as to render reconstruction unfeasible in the judgment of Lessor, both Lessor and Lessee shall have the option to terminate this lease in its entirety. In the event of partial damage or destruction of the premises by fire or other cause, Lessor shall be obligated to reconstruct and repair the premises to a condition comparable to that existing prior to the casualty, within a reasonable period of time considering all circumstances, Lessor shall proceed with due diligence in such repair or reconstruction. Rent shall not abate in the event of partial damage or destruction. Lessor shall not be responsible for damage or destruction to Lessee's trade fixtures, furniture, and/or equipment; and Lessee shall have the sole responsibility of carrying insurance or the risk of loss thereof. If the entire building is taken in condemnation, this lease shall terminate. If only part of the tract land on which the leased premises is located, is taken in condemnation, the rent shall not be reduced except to the extent that such partial taking reduces the usable space of the demised premises within the building.

20. Notices. Notices to Lessee shall be at the leased premises. Notices to Lessor shall be at the place rent is payable. All notices shall be in writing.

21. Default by Lessor; Interruption of services. In the event of breach by Lessor or any covenant, term or obligation of this lease, Lessor shall be in default only if Lessor fails to commence a good faith effort to cure same within 30 days after written notice thereof by Lessee; and in such event, Lessee's sole remedy shall be termination. If services or utilities furnished by Lessor are interrupted and continue to be interrupted despite the good faith efforts of Lessor to remedy same, same shall not be construed as grounds for constructive eviction or abatement of rent and Lessor shall not be liable in any respect for damages. Lessor shall only be liable to use reasonable diligence to repair and remedy such

interruption.

22. Default by Lessee. The occurrence of either of the following shall constitute a default by Lessee: (a) failure to pay rent or any other amounts to be paid by Lessee, when due, if failure continues for 10 days after written notice has been given to Lessee, or (b) failure to perform any other provision of this lease, if the failure to perform is not cured within 30 days after written notice by Lessor to Lessee has been given. Provided, however, that if the Lessee's breach cannot reasonably be cured in 30 days by Lessee, Lessee shall not be in default of this lease if Lessee commences to cure the default within the 30 day period and proceeds in good faith to cure the breach. In the event of default by Lessee as set forth above, Lessor at its option shall have the right to: (a) terminate Lessee's right of possession, (b) evict Lessee, (c) relet the leased premises and apply receipts from reletting toward Lessee's obligations hereunder, and/or (d) recover judgement for damages and/or rents, and other sums due and owing by Lessee to Lessor hereunder. All rents for the remainder of the lease term which shall be automatically accelerated and due, without demand, upon default by Lessee. Eviction for default shall not terminate Lessee's obligations under this lease. Acceptance of rent or other sums shall not be a waiver of Lessor's right of eviction, damages, past due rent, or other sums due. All rental obligations of Lessee are independent covenants. Lessor shall be obligated to mitigate damages by attempting to relet; and notwithstanding same, Lessor may at anytime thereafter to terminate this lease. Any subsequent rentals shall be applied to Lessee's indebtedness and/or judgment against Lessee. In any assignment for benefit of creditors by Lessee, or the institution of involuntary bankruptcy proceedings by or against Lessee, landlord shall have the option to terminate this lease. All personal property on the leased premises (except property exempt by statute or specific waiver) is subjected to a contractual landlord's lien to secure payment of delinquent rent and other sums due and payable under this lease. In order to remove property from an abandoned premises or in order to exercise the landlord's lien, Lessor's representative may peacefully enter the premises (and any storage facilities) and remove and store all property therein, except property exempt by statute or specific waiver; provided, however, Lessee must be present or written notice must be left afterward. Lessor shall be entitled to reasonable charges for packing, removal, storage, and private sale of same. Sale shall take place no

less than 30 days after certified mail notice of sale to Lessee. Lessor will have the right to enter any time for reasonable business purposes. Lessee's failure to pay rent in full after receipt of notice of delinquency by certified mail, return receipt requested, shall entitle Lessor to change or modify door locks on the demised premises, provided Lessor leaves a written notice on the door informing Lessee where a new key can be picked up by Lessee any time of day or night.

23. Miscellaneous provisions. Lessee shall have quiet enjoyment of the premises. This lease is the entire agreement between the parties. No other oral or written agreement or warranty exists, either express or implied; and same are expressly disclaimed by Lessor and waived by Lessee. Lessor shall have no duty of security other than that set forth in the attached regulations, if any. In any lawsuit by Lessor, Lessee, or their agents or successors to enforce the provisions of this lease, the prevailing party shall be entitled to recover reasonable attorneys fees from the non-prevailing party, including all out-of pocket costs of litigation, travel, depositions, witnesses, etc. This lease shall be binding on and incure to the benefit of Lessor, Lessee, their agents, and their successors.

24. Lease commissions. The name of Lessor's agent is indicated below. Lessor agrees to pay said agent a leasing commission pursuant to terms of the separate leasing/management agreement between Lessor and agent; and Lessee shall not be liable therefor. If the term of this lease is extended, or if a new lease for a longer term or for expanded space is entered into, a commission shall be due and payable at such time by Lessor pursuant to such leasing/management agreement.

25. Special conditions and written addendums. Special conditions, if any, are contained in the attached addendums. All attachments and written addendums to this lease agreement are identified and briefly described as follows:

Legal Description

Building Rules & Regulations

Rent Adjustment

addendum: Fluorescent fixture & lbs to be installed in front office Z #109 — Similar to existing fixtures JL for LWV

EXECUTED this the 17th day of Sept, 19 79.

Lessee:	Lessor:	Lessor's Agent:
League of Women Voters of Texas		Tom Martine Properties
By Joan Faulkner	By	By Tom Martine

All attachments and addendums have been initialed by the parties.

EXHIBIT

Legal Description

TRACT ONE: The North One-half (N ½) of Lots 5 and 6, and all of Lot 7, and a portion of the East One-third (E 1/3) of Lot 8, all in Block No. 150, in the City of Austin, Travis County, Texas, according to the plan of said City on file in the General Land Office of the State of Texas; said portion of Lot 8 being more particularly described as BEGINNING at the Northeast corner of said Lot 8; THENCE Westerly along the North line of said Lot 8, and South line of S. 13th St., 23 feet to corner; THENCE South 19° West 103.6 feet; THENCE South 70° 36' East 15 feet; THENCE South 18° 47' West 56.4 feet to North line of Alley; THENCE Easterly along the Alley and the South line of said Lot 8 to the Southeast corner of said Lot 8; THENCE Northerly along the East line of Lot 8, 160 feet to the PLACE OF BEGINNING.

TRACT TWO: A part of Lot 8, in Block No. 150, in the City of Austin, Travis County, Texas, according to plan of said City on file in the General Land Office of the State of Texas, described as follows: BEGINNING at the Northwest corner of said Lot 8, in Block 150, in the original City of Austin, Texas; THENCE Southerly along the West line of said Lot 8, South 19° West 103.6 feet to corner in said line; THENCE Easterly parallel with the North and South lines of said Lot 8, South 70° 36' East 45.75 feet; THENCE North 19° East 103.6 feet to a point in the North line of said Lot 8 and the South line of W. 13th Street; THENCE North 70° 36 West along the North line of said Lot 8, and the South line of W. 13th Street, 45.75 feet to the Northwest corner of said Lot 8 and the PLACE OF BEGINNING.

TRACT THREE: The North One-half (N ½) of Lot 5 and 6, Block No. 151, ORIGINAL CITY OF AUSTIN, according to the map or plat of record in the General Land Office of the State of Texas.

TRACT FOUR: Lots 1, 2 and 3, Block No. 157, ORIGINAL CITY OF AUSTIN, according to the map of plat of record in the General Land Office of the State of Texas.

EXHIBIT

BUILDING RULES & REGULATIONS

1. The requirements of Tenants will be attended to only upon application at the office of the Building. Employees of Lessor will not perform or do anything outside of regular duties unless under special orders from Lessor.

2. Tenant will be allowed access to the Building between 7:00 a.m. and 6:00 p.m. It may also enter the Building before or after these hours if there is a watchman on duty by presenting proper identification to the watchman. Anyone not satisfying the watchman of his right to enter the Building may be excluded by him. The Lessor shall in no case be liable for damages for any error with regard to the admission to or exclusion from the Building of any person. In case of invasion, mob, riot, public excitement or other commotion, the Lessor reserves the right to prevent access to the Building during the continuance of the same by closing the doors or otherwise.

3. The sidewalks, entries, passages, court, corridors, stairways and elevators shall not be obstructed by Tenant, his employees or agents, or used by them for other purposes than for ingress and egress to and from their respective suites.

4. All safes or other heavy articles shall be carried up or into premises only at such times and in such manner as shall be prescribed by Lessor and Lessor shall in all cases have the right to specify the proper weight and position of any such safe or other heavy articles. Any damages done to the Building by taking in or removing any safe or other heavy article, or during the time they are in the Leased Premises, in any way shall be paid by Tenant. Defacing or injuring in any way any part of the Building by Tenant, his agents or servants, shall be paid for by Tenant.

5. No furniture, packages, supplies, equipment or merchandise will be received in the Building or carried up or down any elevators, except between such hours and in such elevators as shall be designated by the Lessor.

6. No sign, fixture, advertisement or notice shall be displayed, painted or affixed by any Tenant on any part of the outside or inside of said Building or on or about the premises of any Tenant without written consent of the Lessor and then only of such color, size, style and materials as shall be first specified by the Lessor.

7. No Tenant shall obstruct or interfere with the rights of other Tenants or in any way injure or annoy them, or conflict with the laws relating to fire, or with any regulation of the fire department, or with any insurance policy upon said Building or any part thereof, or conflict with any of the rules or ordinances of the Board of Health of Austin, Texas.

8. No Tenant shall employ any person or persons than the janitor of Lessor for the purpose of cleaning or taking care of the Leased Premises without written consent of Lessor. Lessor shall be in no way responsible to any Tenant for any loss of property from the Leased Premises, however occuring, or for any damage done to the furniture by the janitor or any of his employees, or by other person or persons whomsoever. The janitor of the Building may at all times keep a passkey, and he and other agents of the Lessor shall at all times be allowed admittance to said Leased Premises.

9. No additional locks shall be placed upon any doors without written consent of Lessor, nor shall any duplicate keys be made. All necessary keys shall be furnished by Lessor and the same shall be surrendered upon the termination of this Lease, and Tenant shall then give the Lessor or his agents explanation of the combination of all locks upon the doors of vaults.

10. The restrooms and lavatories and other water fixtures shall not be used for any purposes other than those for which they were constructed, and any damage resulting to them from misuse, or defacing or injury of any part of the Building shall be borne by the person who shall occasion it. No person shall waste water by interfacing with the faucets or otherwise.

11. No person shall disturb the occupants of the Building by the use of any musical instruments, the making of unseemly noises, or by interference in any way. No dogs or other animals will be allowed in the Building.

12. No bicycles or similar vehicles will be allowed in the Building.

13. Nothing shall be thrown out of the windows of the Building, or down the stairways or other passages.

14. Lessor shall not be liable for any damages from the stoppage of elevators for necessary or desirable repairs or improvements, or delays of any sort or duration in connection with the elevator service.

15. If Tenant desires telegraphic, telephonic or other electronic connections, Lessor or its agents will direct the electricians as to where and how the wires may be introduced, and without such directions, no boring or cutting of wires will be permitted.

16. Tenant shall not be permitted to use or to keep in the Building any kerosene, camphene, burning fluid or other illuminating materials except candles, and except the electricity in general use in the Building.

17. No sleeping, cooking, ~~dying~~ dyeing, clothes cleaning, or laundering shall be done or permitted on the demised premises without the written consent of Lessor.

18. Lessor reserves the right to exclude or expel from the Building any person who, in the judgment of Lessor, is intoxicated or under the influence of liquor or drugs, or shall in any manner do any act in violation of any rules and regulations of the Building.

19. Movement in or out of the Building of furniture or office equipment or dispatch or receipt by the Tenant of any merchandise or materials which require the use of elevators or movement through the Building entrances or lobby shall be restricted to the hours designated by the Lessor. The Lessor may require that any such movement of furniture or equipment that will interfere with normal Building traffic is to be made at hours other than normal business hours.

20. The removal of furniture and equipment from the Building will require presentation of a permit or written authorization by an authorized representative of Lessor. Security guards, watchmen and janitors will have the right to challenge all persons leaving the Building with such articles.

21. Canvassing, soliciting or peddling in the Building is prohibited without written permission of the Lessor, and Tenant shall cooperate to prevent same.

22. The Lessor reserves the right at any time to change or rescind any one or more of these rules and regulations, and to make such other and further rules and regulations as in its judgment may from time-to-time be necessary for the safety, care, convenience or cleanliness of the premises or for the preservation or comfort or good order therein.

EXHIBIT

RENT ADJUSTMENT

On each anniversary date during the term of this lease, an adjustment of the rental rate shall take place. Such adjustment shall be based on the greater of:

A) Consumer Price Index (Section I below) or

B) A pro-rata share of actual expense increases of taxes, insurance, and utilities (Section II below)

In no event shall Lessee's rent be increased in the same year by both actual expense increases and Consumer Price Index increases.

SECTION I CONSUMER PRICE INDEX

On each anniversary date during the term of this lease, the Consumer Price Index, All Items U.S. 1967 = 100 (or the Replacement Index if the Consumer Price Index has been discontinued) will be compared with the index on the origination date of this lease and any increase will be multiplied against the monthly rent set forth in Paragraph 4 to determine the rental rate for the next ensuing year. In the event such an increase is due, Lessor will notify Lessee in writing of any increase which will then become effective with the first monthly payment due after notification.

SECTION II ACTUAL EXPENSE INCREASES

On each anniversary date during the term of this lease, the total expense of taxes, insurance and utilities for the previous twelve months shall be compared to the total expense of taxes, insurance and utilities for the next previous twelve months and Lessee's monthly rent shall be increased by 1/12 of Lessee's pro-rata share of such increase beginning with the next month's rent after written notification. Lessee's pro-rata share shall be determined by dividing Lessee's net rentable space by the total net rentable space in the building.

2-DC
2-OV
50

STATE OF TEXAS

COUNTY OF TRAVIS

SUPPLEMENT

This supplement is made as an addition to the attached lease date September 17, 1979, hereinafter referred to as "Lease" between F.K.D., Inc., hereinafter called "Lessor" and League of Women Voters of Texas, hereinafter called "Lessee."

Pursuant to rent adjustment addendum, Lessee acknowledges increase of $ 58.00 per month. The new rental rate for the above referenced space is $ 435.00.

For the ensuing twelve months, Lessee acknowledges all terms and conditions of the lease shall be incorporated as terms and conditions of this supplement.

Executed this 8th day of December, 1981.

LESSEE: League of Women Voters of Texas

By: Joan Lovelace

LESSOR: FKD Inc

By: Tom Martine (Agent)

April 1, 1976

TO: Shirley Gleason, LWV-Beaumont
FROM: Diana Tilley, State Office
RE: State Office Cost and Facilities

The following is a description of the facilities and the cost of the state office:

Three rooms with full bath and dressing area. Two entrances from corridor. Building is located two short blocks from the Capitol and has security (outside doors locked and attendant on duty) after 10:00 p.m. every night.
Refrigerator and hide-a-bed provided by building management.
Two parking spaces provided without charge.
Office can sleep four (rollaway has been donated and we have access to another in the building).
Total square footage: approx. 610 sq. ft.
Total rental: $200.00/month (including utilities and other provisions mentioned above)

One room houses the two secretaries (one part-time), the local League and administrative files, program files, postage machine, publications (those of interest to the general public), thermofax machine, and addressograph.
The second room houses the mimeograph machine, collator, work table, legislative files, paper supply, rollaway bed, publications file, and in-League publications.
The third room houses the president's desk (also for use of other state board members, etc.) hide-a-bed, refrigerator, miscellaneous files, work table, and bulk publications. We also store inactive files under the work table since we're short of file cabinets.

Since the building is approximately thirteen years old, the carpeting isn't in the best of shape (it could be the original!). We take care of the cleaning ourselves, although occasionally the cleaning woman accidentally wanders in here, thinking that we're on her route.

I hope this gives you the information you need to pass on to your members. Although the accomodations are far from luxurious, until the legislature is in session and we have to squeeze the legislative office in here, the facilities are adequate. People have commented on how we've put so much equipment in so little space, so I assume that the state office must look just like a local League office. I hope you have a chance to visit us in Austin. I promise not to put you to work!

LEAGUE OF WOMEN VOTERS OF TEXAS
1841 Bingle Road
Houston, Texas 77055

JAN 24 1968

January 19, 1968

TO: Local League Presidents in Texas

From: Permanent State Office Committee

At Presidents' Council in April 1967 on a motion from the Fort Worth League an Ad Hoc Committee was appointed to investigate the operation, functions and cost of establishing a Permanent State Office. This committee was directed to submit their findings to local Leagues for membership consideration. Time is to be allocated at the 1968 Convention to determine if the local Leagues wish to work toward establishing a Permanent State Office.

The enclosed report contains the results of our investigation.

We hope you will be able to arrange either a general or unit meeting to discuss this proposal so that at your Annual Meeting your membership can make their desires known to your delegates attending the Convention.

We are also enclosing a sheet briefly setting forth the Advantages and Disadvantages of establishing a Permanent State Office for every-member information through your Voter.

If possible, we will try to arrange a caucus at Convention should the delegates desire to explore this subject in more detail than set forth in this report.

Again, the question to be decided at that time will be:

"Do the local Leagues in Texas wish to work toward establishing a Permanent State Office?"

Respectfully submitted,

Mrs. George Boller
Mrs. Duane Jordan
Mrs. Karl Kamrath
Mrs. F. V. Rourk
Mrs. John C. Roberts, Chairman

REPORT OF PERMANENT STATE OFFICE COMMITTEE

SOURCES OF INFORMATION

State Presidents, Vice-Presidents and Other Officers; Fulltime State Office Secretaries; National Office; Seven State Leagues who have a Permanent State Office. Information in this report is based on their replies to our questionnaires to above.

The following were all asked: "What, in your opinion, are the advantages of a Permanent State Office? Disadvantages? (Additional questions for each group follow.)

State Presidents — Questionnaire to 5 — Replies from 4

Additional questions: Would a Permanent State Office in a central location in the state have affected your acceptance of the presidency? In what way? Acceptance of a second term? In what way?

Vice-Presidents and Other Officers — Questionnaires to 9 — Replies from 6

Additional question: Would a Permanent State Office in a central location in the state have affected your acceptance of the job?

Full-time State Office Secretaries: — Questionnaire to 4 — Replies from 4

Additional question: Would you care to comment on the use of volunteer help in staffing a state office, whether permanent or mobile.

ADVANTAGES OF A PERMANENT STATE OFFICE

(quotations direct tho edited. Underlining or caps by person replying)

A permanent home for the League of Women Voters instead of its present nomadic existence.

Easier to find by the general public, e.g., legislators, state agencies, etc.

Business-like and efficient.

Elimination of cost of moving state office.

Strong possibility of continuity of service by employees and elimination of constant training of new employees - always a problem when you must hire new people with promise of only two years, training them, and then experiencing resignations due to offers of more permanent employment.

A permanent address - listed in phone book, in Texas Almanac and on publications which are used in schools and colleges, etc.

Continuity in the event a President has to resign.

Relieve President of routine chores which we too often expect of them.

Allow President time for more Rublic Relations.

If Austin is the Permanent State Office headquarters the value for lobbying purposes of having headquarters in the Capitol City would be numerous - again ease the communications, records being available, a place outside the Capitol to have interviews.

Doing away with the turmoil that occurs when a new State President takes over and the routine set is broken and it is months before things run smoothly.

Continuity both to State Board members and the Local Leagues in all mailings.

Time saved in looking for the proper building, offering the right rental price and facilities, such as parking, office space, location. This might also effect hotel room rates since they could be booked on a more permanent basis for State Board meetings, etc.

The quality and continuity of service to local leagues remains constant and helps new State Board Officers become effective more quickly. It facilitates continuity of program and leadership.

No loss of time between moves (which amounts to about two months when you consider packing, unpacking and getting order out of chaos) which puts regular procedures way behind (such as filing, billing, etc.)

ONE PERMANENT FILING SYSTEM

More efficient office staff (tremendous help to each new state president because staff knows regular routine).

Helpful to local Leagues who are not aware the office moves (mail is constantly sent to old state addresses).

Stock room with ample space for supplies, permanent historical files and permanent space for contents of current catalog in certain order.

Cheaper printing prices on stationery, manila envelopes, Voter, and any other printed material published by state office.

Save office equipment wear and tear caused by moving.

Central location would be closer to leagues throughout the state.

Would make Legislative work immeasurably more stable - governmental officials would recognize a continuing address as one more evidence of the League's effectiveness.

Publishing would surely be more correlated.

Continuing personnel would provide the same sort of trained experience and helpfulness that has been evidenced in the Field Service area the past few years.

DISADVANTAGES OF A PERMANENT STATE OFFICE

Time required of a President away from home.*

Choice of State President will be limited to those who can be away from home for several nights a month when commuting is necessary.*

Increased expense for: President's travel to and from office.* Secretarial help for president in home town.* Additional office help in Permanent State Office.

(* These reasons appear on every reply received.)

Could limit choice of president to nearby leagues.

Limitation of service of a President from distant local Leagues.

Could diminish volunteer quality of League.

League might grow toward a paid professionally oriented organization.

Executive secretary could become "dictatorial" on policies and procedures. (She should NOT be a League member.)

Not being in same town as President.

State Presidents in answer to whether Permanent State Office in central location in the state would have affected acceptance of presidency: two would not have accepted since they would have been unable to spend several days a month away from home: one would have accepted but would have had to resign due to illness in her home: one replied question was not applicable since office was in Austin during her tenure. Two presidents favor a Permanent State Office.

All Vice- Presidents and Other Officers replying said a Permanent State Office would have made no difference in their acceptance. One added she favors same. Another stated the Board really makes no difference in any job except the President and the Legislative Chairman. However, wherever the office is, there should be available state Board personnel (within a 50 mile range) who can be resident Board member. In a Permanent State Office situation with a commuting State President, resident Board members are a "must". Another stated "something must be done to smooth the transition period for State Board members! Having a PSO would have helped to a considerable degree."

(This Committee did not attempt to determine from Nominating Committee members, past or present, whether they generally try to choose officers and board members from the more central and/or populous sections of the state. Or if they felt some desirable material was being by-passed since a state office far removed from most league membership would not be desirable.)

VOLUNTEER HELP

There was general agreement that volunteer help is seldom satisfactory. Reasons stated were that such help is not necessarily available when needed; that during rush periods the office staff is too busy to try to train and instruct volunteers who may vary from day to day; that the volunteer may not be able to come when promised. Some felt that volunteers can be used occasionally, but that part-time help is probably better and more efficient.

COMPARISON OF STATE TO NATIONAL OFFICE

The following was received from Mrs. Mabell M. Long, Organization Coordinator, National Office, in reply to various questions concerning establishing a Permanent State Office, including job classifications:

"A permanent state office would have some of the same advantages and some of the same problems as the national office. Because of the size of the national office anything

but a permanent arrangement would be out of the question. It would be extremely difficult for the national office to operate far removed from Washington. If we were located elsewhere a small office would need to be provided in Washington in addition to the main office just to take care of Congressional and other similar work. Not all permanent state offices are in the capitol city, but it helps tremendously if this is possible.

For many of the early years the national president was actually resident in Washington, but beginning with Mrs. Lee we had a non-resident president and as we gathered financial strength we could manager a president from the Chicago area, Mrs. Phillips, and now we have one all the way from the west coast. Even the arrangements of the national operation have taken a number of years to develop fully and the development of a permanent state office may need to be a step-by-step affair.

It would be quite appropriate to join the duties of an executive secretary and an office manager if someone could be found who had the necessary qualifications. It seems to me in a state office the Board decides what duties it wants taken on by its staff member (beyond clerical ones) and then finds a qualified person. It need not follow any job description. If the office is small, office management duties would not be too time consuming, so there should be time left for your staff member to undertake an executive staff role, opening and reading and distributing mail, answering the phone and routine mail, marking materials for file, preparing kits of material for field workers, making arrangements for conferences, whatever you decide it would be helpful to have done for you within the time available.

It would be quite appropriate for a Board member living handy to the office to be an assistant to the president. We have much this arrangement in Washington. We usually have two "resident" Board members, each of whom is in the office three or more days a week. These Board members always must come from the District of Columbia, or nearby Virginia or Maryland communities. We get the best available person regardless of her League. They give continuity to Board control of the whole national operation.

In general I think the trend is toward permanent arrangements as the size of state operation increases. As the files and equipment and number of staff grow in size, it becomes increasingly difficult to move everything and find new staff with each move."

This communication from National seems to emphasize:

1. For a state office the size of ours the trend is towards permanent arrangements.
2. The need to be close to the legislature. An important consideration due to the possibility of annual sessions.
3. The duties of an executive staff person are set up by the Board, but could include supervision of clerical help (in the role of office manager).
4. Qualifications need not follow any specific job description - certainly helpful would be, in addition to general executive secretarial experience, some interest in and knowledge of government and politics, some knowledge of the League structure and policies, and even experience in dealing with printers, etc.
5. Agreement that the time of a commuting President could be lessened a great deal by having one or more "resident members" of the board.

State and National offices - permanent - are alike in many ways:

1. Near legislative activity
2. Elimination of expense of moving every 2 or 4 years - or oftener if a President has to resign for some good reason.
3. Continuity of executive and clerical help, including knowledge of history, records, etc.
4. Build up of relations with suppliers and printers and/or accounting help.
5. Permanent address.
6. If a President must resign in the middle of the term, a well functioning permanent office would ease such a crisis.

Both National and State permanent offices have, of course, the cost of transportation and limitation of service from some Leagues. State is on a smaller scale with a smaller budget.

A main difference, it seems, is that generally speaking the National Board members are a little older and do not have to leave young families. In Texas many of our best possibilities for service on the State Board have said they were unable to serve because of time away from home. This may be the biggest barrier - even more so than cost - to a permanent state office. Perhaps the answers could be found - step by step, as they have been worked out by National.

POSSIBLE LOCATIONS FOR PERMANENT STATE OFFICE

Mrs. Zurback, of the National Board, spoke to the Texas State Board sometime ago and pointed out that it is not always desirable and sometimes may even be a mistake to locate a permanent office in the state capitol. She stated the most important consideration should be that the office be located in the center of League population, in order to be assured of the availability of "resident" board members. Leagues in capitol cities usually have to furnish the State Legislative Chairman as well as fill the positions in their own local league.

Below is a presentation of league membership in terms of distance from both Austin and two other cities which are near centers of league population. These figures are based on 1967 membership in local leagues in Texas as set forth in the Financial History.

City	Less than 100 miles	100 to 200 miles	200 to 300 miles	Over 300 Miles
Austin	500	2147	443	576
Dallas	986	434	1384	863
Houston	1243	764	1085	575

SUMMARY OF INFORMATION GATHERED FROM SEVEN STATE LEAGUES WITH PERMANENT OFFICES

LOCATION: Seven Leagues, Connecticut, Missouri, California, New York, Michigan, Kansas and Indiana were contacted in this survey. The length of time that these Leagues have had a permanent state office varies from 4½ years in California to 47 years for Missouri and Indiana. It is interesting to note that only two of the Leagues have their permanent offices in their state capitol, Kansas and Indiana. Until 1963 Connecticut had their office in their state capitol, but they moved it to the center of League population because they felt they could offer better services to their Leagues. They made arrangements to have desk space in their capitol building, which has worked out well for them. The New York League has made arrangements for the first time this year to have a desk in the Albany League's office (their state capitol city). California considered establishing their office in the capitol city, but instead chose San Francisco, the center of League population. The five leagues which indicated that they were not located in their state capitol said that they were in the center of their League population and Indiana indicated that they were geographically in the center of their Leagues, but more Leagues were in the north than south.

Most have taken into consideration, in making a choice for office location, the ease with which a majority of the members can get to the office. This is a large factor in finding not only officers to serve but volunteers to come to the office to relieve the staff during peak load periods.

Missouri League had an interesting comment to make about location: "We would like to point out that chosing a permanent location for your state office is a difficult task. In many instances, as in Missouri, the location of the State Capitol is not necessarily the wisest choice. While it is true that League members are seen and heard more often insofar as the Legislative program is conserned, it is also true that the local League may not have enough woman power to maintain a vital and active local League and also assist with the volunteer staffing of the State Office."

FUNCTIONS OF AN OFFICE: The Leagues, for the most part, used their offices for primarily the same purposes, channeling all mail and bills of state business; preparing and mimeographing publications; storing state and local League files. Some also used their offices to hold board meetings; others did not because of noise factors (machines), lack of space, or distance not convenient for the majority of board members. Stenography, typing, duplicating, assembling, posting bills, answering the phone, etc., were job descriptions given by most Leagues. These jobs were handled jointly by paid staff and Board members. For the most part, the staff was used to do routine jobs and decisions were made by the League members. In the case of a small staff, League members were used to do typing, assembling, phone-answering and the like. It became obvious that each League has tried to use their paid staff to relieve Board members of routine jobs, whenever time and money allowed.

It makes a great deal of difference on the responsibilities and duties, as well as the cost, of a paid staff if the President (and other Board members) are resident or non-residents of the city in which the office is maintained. Some Leagues, such as Michigan, depend on their staff (one of whom is an experienced League member) to do the majority of the work in the office. Missouri, on the other hand, expects resident Board members to come in one day a week to do office work. Some Leagues, which have a non-resident president, have a resident vice-president or Board member who spend time in the office making decisions.

COST AND WORTH: All Leagues surveyed, unaniously agreed that the advantages of having a permanent state office were worth the cost. Kansas has budgeted $1650 for the coming year to run their office (with a part-time secretary). California, on the other hand had budgeted $43,780. The average cost for the seven Leagues was $18,449 and the median was $13,675.

Several reasons were given for the value of a permanent state office:

Missouri - files would be incomplete if the state office was not permanently located. Added features include constant availability to the public, good relations with news media and elimination of transferring accounts and address changes every two years.

California - staff carry over for a smoother transition, obviated biennial "move", permanent address, permits president to be nominated from any part of the state.

New York - with 16,000 members in 89 Leagues could not possibly operate without a central office.

Michigan - it is the life line of the LWV of Michigan.

Kansas - State Board members are relieved of duplicating, typing, etc., and so are freed for more creative work. Can take advantage of quantity purchase of materials, paper, etc. Greatly improved communication with local Leagues.

Indiana - a permanent office with reasonably permanent staff gives continuity to balance a changing Board.

It becomes apparent, after reading these comments, that there were many valid reasons for considering having a state office, permanently located. However, as the Michigan League has said:

> "The most important factor in all consideration is money - or lack of it!! The cost of running an office, rent, telephone, supplies, etc., is with you no matter where you establish an office, hear the president or someplace else. It then becomes a question, are the costs of moving an office (moving, non-permanent address, change of staff, etc.) greater than the cost of keeping a permanent office with the accompanying problems of getting a president to the office (if she is non-resident) and losing potential presidents and board members because the travel factor is too much."

This is the questionnaire sent to the seven state Leagues with permanent offices.

QUESTIONNAIRE on PERMANENT STATE OFFICE

1. How long has your State League had a permanent state office?_____

2. Where is your office located?_____Is it in the State Capitol?

_____Center of League population?_____Other?_____

3. How many Leagues are in your state?_____Are they widespread?_____

Grouped?_____

4. How large is your office staff?_____Full-time_____

Part-time_____Volunteer?_____Temporary?_____

5. What are your job classifications? and number of persons in each classification?

6. How much do you pay for each classification? (per hour or whatever scale you use)?

7. If a person is unfamiliar with LWV, how long does it take to train them?_____

8. Do you have someone in your employ who does bookkeeping or accounting?_____

Do you use professional service?_____or one of your office staff?_____

9. Is all State League mimeographing done in the permanent office?_____

If not, how much is farmed out?_____%

10. How much time does your President spend in the office?_____days/week

How much time do your Vice-Presidents?_____other officers?_____

11. How much do you budget per year for the President to make trips to the state office?_____Does this amount include: travel expenses_____

per diem_____and/or motel_____and meals_____or other_____?

12. Do you budget additional sums for other officers?_____

If so, how much per year?_____

13. How much does it cost per year to run your office?_____

14. Do you think it is worth the cost?_____Reasons:_____

STATE	Length of Time they have had PSO	Location	State Capitol	Center of League Population	Number of Leagues in State	Widespread of Grouped
Conn.	20 plus	Hamden	no	yes*	57	Grouped
Missouri	47-48	St. Louis	no	yes	19	Widespread
Calif.	4½	San Francisco	no	yes	79	Widespread
New York	long long time	New York City	no	yes**	89	Widespread
Michigan	at least 15 yrs	Detroit	no	did not say	40	Widespread
Kansas	5	Topeka	yes	did not say	16	Widespread
Indiana	47	Indiana-polis	yes	yes (geographically)	35	Widespread (furtherest 168 miles away)

* The office was in the state capitol until 1963. It was moved because the nominating committee found good leadership was available from the many leagues in other parts of the state, but they would not serve on the state board because of the distance to the state office. They had some problems during the sessions of the legislature, but now have a desk in the secretary of state"s office! They feel it was worth the move to the center of league population because they can offer better services to the Leagues.

** They share space and a telephone operator with the New York City League. They have arranged for desk space in the Albany League's office for the first time this year.

RESULTS OF QUESTIONNAIRE - LOCATION

RESULTS OF QUESTIONNAIRE - STAFF

STATE	CLASSIFICATIONS	PAY SCALE	TIME	TIME TO TRAIN	PAY SUCCIFIENT?
Conn.	Executive Sec. (1)	$450/mo	Full-time	one year	?
	Typist (1)	$2/hr	part-time		
	Clerical (1)	$1.50/hr	part-time		
Missouri[1]	Secretary (1)	$435/mo*	full-time	two-six	yes
	Typist (1)	$2.25/hr	part-time	months	
Calif.	Administrative Secretary (1)	$500/mo	full-time	depends - three months	yes
	Publications-Bookkeeper (1)	$475/mo	full-time		
	Clerk-typiest (1)	$325/mo	full-time		
New York	Membership Sec. (1)	$18,735 for all salaries do give liberal vacation allowance	Full-time	two months (depends on person & job too)	Hard to get help - they like it once they come
	Publications (1)		Full-time		
	Office Manager (1)		Full-time		
	Secretary (1)		Full-time		
	Typist (1)		Full-time		
	1 part-time (no classification given)		Part-time		
	They also use temporary help when they need extra - and volunteers for emergencies.				
Michigan	Office Manager (1)	$4300/yr	Full-time+	no reply	so far - yes
	Secretary (1)	$3900/yr*	Full-time+		
	(1) occasional part-time		+35 hr week		
Kansas	Office Secretary (1)	$60/mo current min. wage	part-time (10 hr week)	six months	yes
	Typist on call. Secretary works a regular schedule of 10 hours per week and extra when needed.				
Indiana	Stenographer (1)	$100/wk	Full-time	depends	we hope so
	Clerk (1)	$100 wk	Full-time		
	(This present parity in wages is because the stenographer is inexperienced and the clerk has been an employee for seven years.)				

[1]Resident Board members are expected to spend one day a week in the office to answer the phone, proofread, assemble publications and file. Part-time help averages three days a week over the year.

* Both the Missouri and Michigan Leagues are planning to give raises if new budgets are accepted. (Missouri would then be $450.mo and $2.35/hr; Michigan would be $4600 for the office manager, $350/mo for present secretary and $300-325/mo for a new secretary.)

RESULTS OF QUESTIONNAIRE

ROLE AND RESPONSIBILITIES OF BOARD MEMBERS TO PERMANENT STATE OFFICE

STATE	TIME SPENT IN OFFICE BY PRES.	TIME SPENT IN OFFICE BY VP/s	TIME SPENT IN OFFICE BY OTHERS	Amount Budgeted for Expenses PRES	OTHERS
Conn.	2 days/wk	1 day/wk	varies	$800 for all expenses	$425 for Board expense plus additional from other accounts
	(Note: budget does not cover all expenses of either President or Board)				
Missouri	4 days/wk	2 days/wk Tres. by VP who is Office Manager	Tres. & other resident Bd. members spend 1 day/wk	$400	$1500
Calif.	2 days/wk	2-3 days/wk	1-2 days/wk	$1200	$6000
New York	2-3 days/wk	1 day/wk	Tres. 1-2 days/wk	$400 for all expenses	$3000 for Board travel and other expenses*
	* (They have instituted a system of O.D.'s, not defined, Office Directors? - where a volunteer is on duty every day in the office to direct and relieve in staff operations. These people get fare.)				
Michigan	1 day/wk	when needed		All trips to state office by Pres. and VPs are charged to Pres account. Budget for Pres is $100, for Board $1500.	
Kansas	Although the President's account contains funds for travel to the state office, ($200), the last two presidents have chosen to use this money for postage and telephone communication with the office. The Board member in charge of the office is the first vice president whose home is in Topeka and who averages about 10 hours per week in the office.				
Indiana	2-3 days/wk resident of Indidnapolis	1st VP 1 day/wk (non-resident)	Resident Board member-2 days/wk others come as needed when possible to do so	$150	$1150

** In the past, they have allowed 4 cents a mile for travel expenses and hotel bills for non-resident Presidents. Proposed budget includes $400 for president's expenses with the provision that any amount not expended be cumulated toward the necessary additional expense incurred in case of a future non-resident president. They are proposing to raise money alloted for board to $1300, which covers mileage and hotel for board meetings and travel to come to state office to do board work.

RESULTS OF QUESTIONNAIRE - COST and WORTH

STATE	COST	WORTH IT?	REASONS
Conn.	$13,675 Includes rent, equipment, maintenance supplies, phone, postage, salaries, audit fees and bank charges	yes	They can't remember when they didn't have one Dont feel they have a basis of comparison
Missouri	$12,945 includes rent, supplies, salaries, taxe s & as above	yes, essential	Houses all material published by League, complete files on all local Leagues, an adequate meeting place for board meetings. Many of these advantages would be lost in moving expenses alone to say nothing of the probability of incomplete files if State Office were not permanently located. Added features include constant availability to public, good relations with news media and elimination of transferring accounts and address changes every two years.
Calif.	$43,780	yes	Staff carry over for smoother transition, obviates biennial move, permanent address, permits president to be nominated from any part of the state - we like it.
New York	$30,527	must have	With 16,000 members in 89 Leagues we couldn't possibly operate without a central office. We certainly have not resolved the problem of office management...
Michigan	$12,370	yes	It is occasionally used for brief meetings but on the whole it is the life line of the LWV in Michigan.
Kansas	$1,605	yes	Greatly improved communication with local Leagues. Value our Leagues place on office demonstrated by over $1000 raised in voluntary contributions when office destroyed by tornado. Previous and current presidents say hzving the office was a deciding factor in their agreeing to serve.
Indiana	$14,240	yes, obviously	We cannot depend on non-Board volunteer help from Indianapolis League, as they need all that they can get to operate their own office. A permanent office with reasonably permanent staff gives continuity to balance changing Board. An office reasonably adequately staffed makes it possible to do all our mimeographing rather than "farming it out".

RESULTS OF QUESTIONNAIRE - MIMEOGRAPHING & BOOKKEEPING

STATE	WHO DOES BOOKKEEPING & ACCOUNTING	MIMEOGRAPHING
Conn.	Treasurer	All done in PSO
Missouri	Treasurer - bookkeeping Paid Secretary does billing. Professional service does auditing free	Farms out the printing of the Missouri VOTER, the Missouri Voter's Handbook, Lesiglative Roll Call and the Voter's Primer - all other work is done in office including all state program resource material. Printer used for publications if cheaper, otherwise do it themselves. (Multigraph)
Calif.	Uses a professional service	All mimeographing done in PSO
New York	Treasurer	All mimeographing done in PSO
Michigan	Treasurer keeps all books. Office Manager does billing. Professional audit by CPA	All mimeographing done in PSO
Kansas	Treasurer	All mimeographing done in PSO
Indiana	Treasurer keeps books and makes up treasurer and budget reports - office clerk does billing, makes deposits, writes receipts, etc.	All mimeographing done in PSO

COST OF OPERATION OF PRESENT STATE OFFICE

(Figures used are based on Proposed State Budget for 1968-1969)

Operating Costs		
Maintenance *	$2,400.00	
Resident Board Car Allowance	200.00	
Supplies	700.00	
~~Transfer of State Office~~	000.00	
Salaries and Social Security		
Executive Secretary	4,500.00	
Assistant Secretary	3,000.00	
Social Security	404.00	
Audit	100.00	
	Total	$11,304.00

* Maintenance includes rent, telephone, constracts on equipment, insurance janitorial service, etc.

ESTIMATED ADDITIONAL EXPENSE FOR PERMANENT OFFICE **

President's Travel Expense to State Office	$1,600.00	
Secretarial assistance to President in her home town, long distance calls, etc.	1,300.00	
Resident Board member expense	100.00	
		$ 3,000.00
Less savings:		
Transfer of State Office (usually budgeted $500 biennially)	250.00	
Printing, wasted stationery etc	50.00	300.00
	Total	$ 2,700.00

This total represents a percentage increase of eight percent (8%) over the proposed 1968-69 local League pledgesof $33,880.00

** Should local Leagues decide to work toward establishing a Permanent State Office, the Budget Committee could be directed to establish a firm estimate of expenses involved and savings which could realistically be expected.

Explanation of method of arriving at President's Travel Expense:

Based on 20 trips per year averaging two days per trip.
(Does not include quarterly Board meetings)

Per diem $20 x 2 =$40 x 20	$800.00	
20 round trips of 500 miles @ 8¢ per mile	800.00	$1600.00

SUMMARY OF ADVANTAGES AND DISADVANTAGES OF A PERMANENT STATE OFFICE

(from the statements made by State Leagues which have such offices)

ADVANTAGES:

A Permanent Address (with the following advnatages)

1. makes it possible to buy materials, stationery, paper, etc., in bluk
2. letterheads are not wasted
3. makes it possible tp put a permanent address on all publications
4. eliminates the need of transferring accounts
5. eliminates expense of moving (and need to find suitable accommondations)
6. provides a permanent housing for equipment
7. eliminates potential damage to equipment from moving it
8. provides permanent storage place for files and publications
9. provides constant availability to the public
10. makes it possible to develop and keep good relations with news media

A Permanent Office (with the followingadvantages)

1. gives continuity and makes for a smoother transition when the officers change over
2. can continue to function in the event a president must resign in mid-term
3. makes it easier to hire people for the staff when the job promises to be more permanent than 2 to 4 years
4. can relieve board members of duplicating, typing, etc so they are free to do more creative work.
5. improves communication with the local Leagues
6. potentially can provide an adequate place for board meetings.

DISADVANTAGES:

1. May limit choice of President and Board members to those closest to the permanent office.

2. May limit the choice of President to one who is free to travel a great deal out of town.

3. The costs of travel for the President may be more than the cost of moving the office to be close to her.

4. It may be necessary to set up a small office for the president in her home town - an additional expense.

5. Necessitates finding persons willing to serve as "resident" board members.

PERMANENT STATE OFFICE COMMITTEE
LEAGUE OF WOMEN VOTERS OF TEXAS
1841 Bingle Road
Houston, Texas 77055

FIRST CLASS MAIL

Mrs. Willard E. Jones
League of Women Voters of Texas
1841 Bingle Rd.
Houston, Tex 77055

FIRST CLASS MAIL

IMMEDIATE ATTENTION PLEASE!!!

Ruth
State office has
a copy - the
rest is yours -
Joyce

JAN 24 1968

10-10-74

Talked to Mr. Stephens at Sandlin. He showed me 2 sets of offices, one on the thrid floor, one on the 4th floor. The set on the third floor had 2 rooms, 400 sq. ft, rented for $150 per month including utilities; parking spaces were an extra $10 ea. per month.
One the 4th floor there were 3 rooms, one of which was full wall, the other was 1 large separted by a partition from a smaller one, sq. ft. 800, rent $320 per month including utilities.
Mr. S. said in Austin offices at the cheapest were 38¢ per sq. ft. The 2 room one was 45¢; the 3 room was 40¢ per sq. ft. Leases could be arranged; either month to month or by the year; if the latter than it had to have some kind of escaltor clause. His costs have risen 5% in the past year, due to rise in taxes and in utilities.

FROM THE DESK OF

Ann Gallaher

Dear Henrietta,

Betty A. asked that I send the P. S. O. file to you.

When you're finished with it, will you return it to the office - it's the only one we have.

Form PP-140© The Drawing Board, Inc., Box 505, Dallas, Texas

MEMORANDUM FROM:

League of Women Voters of Texas

DICKINSON PLAZA CENTER • DICKINSON, TEXAS 77539

December 2, 1974

To: Cragon cc: SO, Anderson, Coker, Stock, Glickman, Naman
From: Brasher
Re: State office costs

The figures for the office sound good in comparison to the amount being now paid. Some thoughts I have: I think the nearness of the office to the Capitol is important as it is practically impossible to find a parking space when the hearings, etc. are going on. Too, think about this: If for instance, the Sandlin Bldg. is retained--with 2 rooms for $150, a separate 2 more rooms, also for $150 is cheaper than having 3 rooms altogether. The other two rooms could be utilized by the Austin League and the Legislative Office when Legislature is in session, with the Austin League paying $50 per month, or more if possible, and the regular office utilizing this space when not in session, a total of $250 for SO....minus the $80 for 6 mos. paid for the Legislative Office, which compares to the $175 now being paid ($170)--which means we pick up the tab for the remaining six months when the Legislative Office is not being used for that purpose...a total of $480 per year. Course if we don't go to annual sessions...we would be paying an extra $960. This is just a thought, and I think we need to take a look at some of the other places before we make a decision.

Since we will not need to actually rent anything until after the Convention, I would assume the Budget Committee would make the final budget estimates...taking into consideration other factors such as the President's secretary & travel.

November 27, 1974

To: Yaman cc: Anderson, Stock, Glickman, Brasher, Coker, SO
From: Cragon
Re: State office costs for 1975-76

Slary range for secretaries:
Executive secretary: $500 - $550 per month
Assistant secretary: $450- $500 per month
Part time : $2.25 - $2.50 per hour
(source of these figures: Texas Employment Commission, various employment agencies and newspaper ads)

Telephone rates:
One line: $16.32 per month plus tax and deposit of $75.00
$85.00 installation
This is for one instrument with no buttons
Two lines: $43.20 per month plus tax and deposit of $XXXXX 100.00
$130.00 installation
This is for two instruments with buttons; also two numbers, either consecutive or nonconsecutive. If we want three instruments that will cost an additional $3.75 per month.

Rent: Cheapest I have found is 40¢ per square foot and all space I hve looked into is rented by the square foot.

Sandlin Bldg. at Lavaca and 15th: (5 blocks from the Capitol)
2 rooms, 400 sq. t., $150 per month, includes utilities; additional $10 per month for each parking space.
3 rooms, 800 sp. ft., $320 per month, includes utilities, same price for parkig.

Scudder Bldg. at 8th and West Ave.: (bit less than one mile from Capitol)
40¢ per sq. ft., includes utilities. Space can be arranged as desired; carpeted and draped. One free parking space for each 200 sq. t. of office space rented. New buildings.

Eichelberger Bdg. on Burnet Road: (8 miles n.w. as crow flies from Capitol)
40¢ per sq. ft., includes utilities. Has PBX operator to take calls kwhen own secretry is out. Has 12-25 person conference room for tenants' use. Plenty free parking; free coffee.
All of above have janitor service and owners willing to sign leases. Less expensive space might be found when rental time arrives. Currently small houses near downtown and further out are being rented as office and retail space. The advantages and disadvantages of such kspace would have to be throughly considered. Judging from what is now on the market it appears that the only difference between cost of space close to the Capitol and that further out is the cost of parking. Also, the further away the more extras.

The present office has 420 sq. ft and this is divided into 2 rooms and one closet and costs about $175 per month. Annie says we cannot do with less space.

I am assuming that the budget committee will draw the necessary comparison between operating the state office and the legislative office separately or jointly so I have not done that.

The budget committee of the Austin League has discussed at length the idea of sharing an office with state. Since I am a member of that committee I heard all the discussion. There is a great deal of interest in Austin's having an office; however, there is uncertainty as to whether or not it should be a joint venture with state. At present the budget committee does not think that Austin can afford an office next year,not at 40¢ per sq. ft. However, if state had a proposal that would cost Austin less than going it alone, thaan Austin kwould seriusly consider it.

My move to Dallas is schedulednext weekend . So after Dec. 7th:

NEW Address: [redacted]

November 3, 1974

To: Chris and Jo cc: Betty A., state office
From: Henrietta Cragon
Re: Some figures on permanent office in Austin

Consider the following and let me know your reaction.

Salary range for secretaries: according to one employment agency the range is $450 to $500 per month. After reading several weeks of classified ads I'm inclined to think that's low a bit.

Telephone rates:
one line: $16.32 per month plus tax and deposit and installation of $85.00
This is for one instrument with no buttong
two lines: $43.20 per month plus tax and deposit and installation of $130.00
This is for two instruments with buttons; also two numbers, either consecutive or nonconsecutive. If we want three instruments it will cost an additional $3.75 per month.

Rent: At the beginning of this search I was told that the cheapest one could find space was 38¢ per square foot. So far I have not found anything that cheap; the cheapest I've found is 40¢ per square foot.

Sandlin Bldg. at Lavaca and 15th: (5 blocks from the Capitol)
2 rooms, 400 sq. ft., $150 per month including utilities, additional $10 per month for each parking space.
3 rooms, 800 sq. ft., $320 per month including utilities, same price for parking.

Scudder Bldg. at 8th and West: (bit less than one mile from Capitol)
Have not yet seen. Owner says space can be arranged as needed at 40¢ per square ft. Includes utilities. Carpeted and draped. One free parking space for each 200 sq. ft. of office space rented.

Eichelberger Bldg. on Burnet Road: (8 miles northwest as crow flies from C.)
Have not yet seen. 40¢ per sq. ft. incluing utilities. Has PBX operator to take calls when secretary out. Has 12-25 person conference room for tenants' use. Plenty free parking. Free coffee.
All these prices include janitor service and owners are willing to give 1 yr. lease.

The present state office has 420 sq. ft and that is divided into 2 rooms and one closet. Annie says we cannot do with less space.

If I am in Dallas during the workshop Nov. 13 and 14, will Chris and/or Jo a call to see if there is any time (ha!) to talk aboutthis.

In the meantime anybody have suggestions or ideas?

No moving plans yet.

MEMORANDUM FROM:

League of Women Voters of Texas

DICKINSON PLAZA CENTER • DICKINSON, TEXAS 77539

Oct. 21, 1974

To: Cragon cc: SO
From: Betty A.
Re: State office location

Carolyn Jordan recently gave me her files from the ad hoc permanent state office committee of 1967-68. There is an extra copy of the report of the 7 Leagues with permanent state offices they interviewed. I assume you and SO have a copy, so I am circularizing the extra copy from Glickman, to Coker to Stock to Naman. It should be to Naman by the time she returns.

Thanks for sending the material from the Workbook of 1969. In Cardyn's file there is a report of 1962 from a PSO committee headed by Dorothy Brown--I had not seen nor heard of that report before.

10-10-74

To:Brasher, Coker, Naman, Anderson, Stock, Glickman, SO
From: Henriette Cragon
Re: State Office costs for 1975-1976

Enclosed is background on the permanent state office from Chris' files.

SO: Have begun looking at offices. What is your present square footage? Is it adequate? Do you have any storage facilities, i.e., closets, shelves, etc.?

Jo: Have passed along your request to Suzie Reed. You mentioned a trip to Austin this fall. Any idea when?

Jeanette:thanks for the information. I want to get this information to you as soon as possible, but am glad to know you don't have to have it til early December.

MEMORANDUM FROM:

League of Women Voters of Texas

DICKINSON PLAZA CENTER • DICKINSON, TEXAS 77539

10-9-74

TO: Cragon
FROM: Naman
cc: Brasher, Coker, Anderson, State Office
RE: State Office Costs for 75-76

State Budget Committee will meet in Houston on either 12/9 or 12/10; we will need at least some preliminary figures for locating the state office in Austin. I would think at this time the most important ones that we would like to have a handle on would be rent expense, telephone costs, and salary ranges for both an executive secretary and other clerical-office help, full-time and part-time basis.

The rent expense figures should include utilities; the telephone costs should note cost of installation. At this point, I cannot think of any other significant figures that would be needed....but perhaps Veta and Annie will be able to suggest what I may have forgotten.

I do not have the answers, obviously, to your other questions.

I intend to have a good time.....if I ever get all this LWV stuff done before the BIG TAKE-OFF! Back 11/15.....take care 'til then.....

10-2-74

To: Jeanette Naman cc: Brasher, Coker, Anderson, state office
From: Henrietta Cregon
Re: Feasibility of LWV-Texas - LWV-Austin office

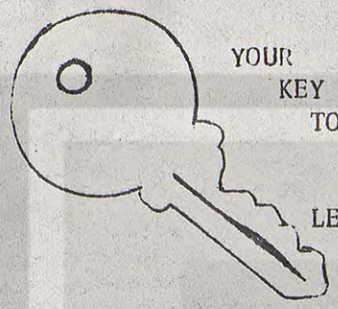
I have just received the permanent state office file and am kbeinning to look at costs that might be affected by a cooperative venture. You mentioned at state board meeting that there were figures you would have to have. Will you have a chance before you leave to let me know thase areas?

State office: what was the decision made at 1968 convention? And k∕hen what happened? 'Tis a mystery story with the last chapter missing!

SUPPLEMENTARY BUDGET FOR PSO
LEAGUE OF WOMEN VOTERS OF TEXAS--1970-1971

		AUSTIN	DALLAS
EXPENSES OF TRAVELING PRESIDENT			
1. Transportation		$2,000	$2,000
2. Motels		300	300
3. Meals		400	400
4. Tips		120	120
5. Transportation at state office		500	500
	Sub-total	3,320	3,320
EXPENSES OF STATE BOARD			
1. Travel		1,664	1,248
2. Lunches		390	390
	Sub-total	2,054	1,638
ADDITIONAL EXPENSES			
1. President's at home telephone		700	700
2. Subscription for president		12	12
3. Extra postage		100	100
4. President's secretary		1,200	1,200
5. Establishing at home office		120	120
	Sub-total	2,132	2,132
LEGISLATIVE OFFICE IN AUSTIN			
1. Rent and utilities (6 months)			678
2. Secretary " "			2,100
3. Furniture rental " "			387
	Sub-total		3,165
EXTRA RECEPTIONIST IN AUSTIN		3,000	
	TOTAL	$10,506	$10,255

- from Convention Workbook, 1970



YOUR KEY TO

SUPPLEMENTARY PROPOSED BUDGET
OF THE
LEAGUE OF WOMEN VOTERS OF TEXAS, 1970-1971

	AUSTIN	DALLAS
EXPENSES OF TRAVELING PRESIDENT	$3,320	$3,320

These figures are based on an average of two trips a month including two nights' lodging.

EXPENSES OF STATE BOARD	$2,054	$1,638

To maintain the unique volunteer character of the League of Women Voters, it is necessary for state Board personnel to be in the state office regularly. Within a 50 mile radius of Dallas, Board members might come from Dallas, Fort Worth, Richardson, Irving, or Greenville.

Travel for the Austin site is based on drawing state Board personnel from Austin, San Marcos, Waco, and Dallas areas which are within a 200 mile radius of Austin. Therefore, the travel charge for Austin is higher than for Dallas.

ADDITIONAL EXPENSES	$2,132	$2,132

These expenses seem necessary for the president to maintain adequate communication with the office and state Board members. The $120 estimate for setting up an at home office for the president include permanent files and other equipment and should be a one time expense.

LEGISLATIVE OFFICE IN AUSTIN		$3,165

Some League members feel that if the PSO is in Dallas, there should be a Legislative Office in Austin while the Legislature is in session. These figures are based on estimates from Austin on the assumption that we could get an office and a secretary for a six months period.

EXTRA RECEPTIONIST IN AUSTIN	$3,000	

If the Austin site is chosen, increased traffic in the office from visitors will necessitate a receptionist. The figure is based on $2.00 an hour for 6 hours daily in a 50-week year.

TOTAL	$10,506	$10,255

Local Leagues would be asked to raise their support to cover these additional expenses in proportion to their membership.

President	Mrs. Darvin Winick (Dickinson)
First Vice-President	Mrs. Herbert C. Martin (Amarillo)
Second Vice-President	Mrs. Ralph McKinley (Austin)
Third Vice-President	Mrs. Albert Barstis (Denton)
Secretary	Mrs. Hill Baggett (Lubbock)
Treasurer	Mrs. Don Berthelsen (Houston)
Directors:	Mrs. Irwin Brand (El Paso)
	Mrs. Thomas Brasher (San Marcos)
	Mrs. Ralph I. Bubis (Dallas)
	Mrs. Tom Kenyon (Brazosport)
	Mrs. W. E. Morehead (Dickinson)
	Mrs. Jack Wackerbarth(Tarrant County)
1970-71 Nominating Committee:	Mrs. Duane Jordan (Lubbock) Chairman
	Mrs. D. A. Ballard (Houston)
	Mrs. John C. Roberts (Tarrant County)

Budget: Mrs. Carl Herman, Chairman, introduced the members of the Budget Committee, and referred the delegates to the proposed budget in Workbook I, which totalled $46,718.00. She said that because of its possible budgetary impact, a partial report of the ad hoc committee to study reorganization of the state legislative program would be heard.

Mrs. Francis B. May, reporting for Mrs. James Lancaster, the chairman, who was not present at the time, stated that one recommendation of the committee was to establish a legislative office in Austin for the duration of the 1971 legislative session. A budget of $1,720 was suggested.

Permanent State Office: Proceeding to discussion of the supplementary budget for establishing a permanent state office, Mrs. Mervin Rosenbaum (Baytown) said she felt the additional $10,000 required annually to support such an office is not available at this time. She moved that the decision concerning the permanent state office be postponed. The motion was seconded.

Mrs. Donald Larson (Wichita Falls) and Mrs. Kenneth St. Clair (Richardson) spoke in favor of the motion. Both stated that while they would like to see a permanent state office established, funding is not available now.

Mrs. Campbell Brennan (Tyler), Mrs. William Watson (Tarrant County), and Mrs. Duane Jordon (Lubbock), spoke against postponing the decision, saying they felt the need for such an office is compelling, now.

Mrs. R. E. Conner (Galveston), Mrs. G. Roy Reissling (South Jefferson County), Mrs. Reese (Houston), and delegates from Victoria and Waco spoke in favor of the Legislative Office as a substitute, and a step forward which could be financed now.

Mrs. Robert Battle (Brazosport) called for the question. Motion PASSED by voice vote. Mrs. Rosenbaum's motion to portpone action on the permanent state office also CARRIED, and delegates were advised that the matter of the legislative office could not be resolved until after pledges were received. A number of questions concerning the proposed budget were answered by Mrs. Herman. Mrs. Watterworth (Houston) asked the extra amount which would be

necessary to support the Legislative Office. Mrs. May said that the proposal as submitted by the Committee called for a budget of $1,720 which would approximate 45¢ per member.

Pledges: Pledges totalling $35,280.50 were received from local Leagues. Since this amount was $1,654.50 short of the amount requested in the proposed budget, Mrs. Joor appointed an adjustment committee consisting of the members of the Budget Committee, plus Mrs. Schmitt (Austin), Mrs. David M. Phillips (Brownsville), and Mrs. Larson (Wichita Falls). Mrs. Henry Lanz (Dallas) said that in order to achieve the legislative office, if a cut in expenditures elsewhere is necessary, the committee should take this action.

Program: Consideration of program, with Mrs. Herbert Martin, First Vice-President, presiding, was the next order of business of the Convention. State Board recommended program items were presented as follows:

By Mrs. Walter Caine: Quality of Environment: A Study of Texas Water Planning.

By Mrs. Ralph McKinlay: Texas Constitutional Revision: Support of measures to promote revision of the Texas Constitution.

By Mrs. Carl Herman, Jr.: The Texas Executive Department: Support of measures to increase the effectiveness of the executive department of the state government.

By Mrs. Ralph I. Bubis: The Texas Legislature: Support of measures to increase the efficiency and responsiveness of the Legislature.

By Mrs. John Brient: State-Local Relations: Support of more flexibility and adequate powers at the local level, comprehensive regional and state planning, and the formation of regional planning councils.

By Mrs. John Brient: Voter Registration: Support of improved procedure for the registration of voters in Texas.

Mrs. Pollard reported that no additional delegates had registered since her first report. Thus, the voting strength was 212 (194 local League presidents and delegates, plus 18 members of the state Board).

Non-Recommended Items: The following non-recommended items were proposed for consideration:

By Mrs. Lionel Birkeland (San Antonio): Quality of Environment:

A. Human Resources: Support of equality of opportunity for education, employment and housing. Evaluation of the legislative proposals to implement this position in Texas.

B. Natural Resources: Evaluation of measures to achieve and maintain a physical environment beneficial to man.

Motion seconded and CARRIED.

(1) Have advantages + disadvantages of PSO changed greatly since 1968?

(2) National PO evolved - showed not a PSO? How? Has evolution already begun with a legislature office?

(3) Showed legis. + PSO be divided?

Additional expenses (check against list)

travel by Pres. to SO

duplicate carbons to Pres. home?

Savings:

moving expenses

O.E. that might change (mer/deer)

Rent + Utilities

postage

General supplies

Telephone (Pres. be called by SO)

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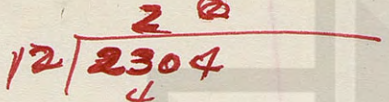
possibly legis. office rent decrease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PERMANENT STATE OFFICE

Two factors were uppermost in the minds of the state Board when it was making its final decision as to the location of a permanent state office. The first and most difficult to work around was the need to set up a working situation appealing to a traveling state president, and conducive to maintaining the highest League standards we have grown to expect. The second was to keep expenses at a reasonable level for the local Leagues.

The basic proposal will be established so that the nominating committee in its choice for state president will never be limited to the area in which the office is located. The only factors involved in selecting a state president should be those involving ability, experience, and willingness to serve.

It will be necessary for the president to conduct her League business from her home as well as the state office. It is for this reason that a great deal of consideration was given to the conveniences of such an operation. She must be kept abreast of all League activities at all times and also be available to come into the office at least twice monthly to handle business requiring her personal attention.

Because of the "at home" work required of the president the Board is recommending that:

1. She be provided with a complete file system adequate to handle her needs.
2. A private telephone be installed in her name to avoid conflict with the family telephone. To be assured of constant communication, there will be a need for more extensive use of the telephone between the state office and her home.
3. Duplication of all subscriptions will be sent to her home. This will keep state office files intact, and at the same time, keep the president fully informed of material and information coming in for her consideration.
4. All correspondence to the president from local Leagues and state Board members will require an additional carbon for state office files.
5. A major credit card will be issued for her use for travel, motel, and meal expenses. This is to avoid the use of her own funds while waiting for reimbursement.

(TRAVEL FACTORS INVOLVED WITH A TRAVELING STATE PRESIDENT) Recommendations:

1. All expenses for travel, motel, meals and tips will be paid based upon the current policy guide limitations for meals, mileage, etc.
2. A fund will be set up for transportation costs of the president while at the state office. This money to be used for car rental, or taxis for transporting her between the airport, motel, and office. The Board felt that asking the paid staff to handle this transporting problem was out of the question. At the same time, expecting the local Leagues in the area to provide this service was a disservice to those particular Leagues. The purpose of the state office is to assist the local Leagues, not to become a burden to any of them.
3. The office will be located in an area with a large League population in a small (50 mile) radius so that state Board personnel will be available to fill in for the president when she is not in the office. Experience has shown that someone on the state Board must be in the office a minimum

(OVER)

of three days a week. These individuals will handle non emergency correspondence; will act in the capacity of assistants to the president, barring policy making. They will serve in the office to maintain the volunteer atmosphere of the League and thus avoid the pitfall of professional staff becoming a determining factor in League business. Travel expenses and lunch will be paid to the state Board office personnel based on the limitations of the policy guide. With the 50 mile limitation this travel comes to over 15,000 miles per year. Going beyond this mileage limitation would be an almost impossible economic burden. Expenses alone were not the only consideration given to the site location. It must be remembered that once the office is established, we are committed to having available for a continuing period enough state Board people to act in this capacity. For this reason, the size of the League population became an essential consideration.

4. Convenience of transportation in and out of the office location. This would be a major concern of the traveling president. She must have access to convenient and frequent airline facilities if her traveling is not to become a severe burden to her and her family. The Board is proposing that air travel be allowed her, again based on the need to lessen inconvenience and promote efficiency. It would be difficult to expect the state president to use her own car for such transportation, when the mileage paid would not adequately cover the wear and tear of equipment and the car itself. Her family may need the car for their use, and considering that this would be extended over a period of two years or longer, she should not be expected to make this sacrifice. If using her car would be expected of her, the choice of president could be limited to those in a convenient driving radius were we not to have air travel as the recommendation of the Board.

EXPENSES TO THE LOCAL LEAGUES

Projected expenses of operating the state office per year (over and above the existing expenses of rent, utilities, staff, etc.) are as follows:

1. President's travel (based on an average of $60.00 per round trip air travel), motel, meals, tips for twelve months.

Plane fare	$1,440.00
Motels--two nights per month - $9.00 per nite	216.00
Meals--four days per month - $8.00 per day	384.00
Tips--$5.00 per trip twice a month	120.00
Transportation at office--$10.00 per day, four days a month)	480.00
Total	$2,640.00

2. Expenses of state Board personnel, based on three days each week.

Travel--maximum of 300 miles round trip per week - 52 weeks--15,600 miles @ 9¢ per mile	$1,404.00
Lunches --present policy rate of $2.00 @ $6.00 per week for 52 weeks	312.00
Total	$1,716.00

3. Additional expenses:

President's telephone, plus long distance estimate per year.....	$700.00
Additional postage for state Board extracommunication.....	100.00
Cost of additional subscriptions for president at home.....	50.00
Total	$850.00
Grand Total	$5,206.00

A great deal of effort was made to keep these expenses at a minimum. Several items given consideration initially were deleted due to the additional cost to the local Leagues. The minimum proposal of time necessary in the office was based on past experience in Texas, as well as the recommendations of other states having permanent state offices. Naturally, as the cost of living increases, these costs must be reflected in the budget from year to year. The above figures were based on the proposal that the office be established in 1970 as per the request of the delegates at the 1968 Convention.

How much will this cost your local League? At the present time, the figures do not reflect the essential need for two full time secretaries in the state office. This will be a necessity when the office is established permanently. There will be the additional workload of working for the "at home" president, aside from normal office functions, which now require more than the existing staff. Also, in order that we consider any increase in costs of rental, supplies, etc., we will use a comparison of the proposed 1969-1970 budget with and without the permanent state office expenses (including transfer of office, which would be included the first year--1970). For equitable purposes, we have set these costs at a per member basis--for general consideration. Based on membership of 3,978.

League	Without PSO-(cost per member $3.35)	With PSO - (cost per member $4.67)
Abilene	$121.00	$168.00
Amarillo	231.00	322.00
Austin	831.00	1,156.00
Bay Area	359.00	499.00
Baytown	224.00	312.00
Beaumont	352.00	490.00
Brazos County Provisional	282.00	392.00
Brazosport	241.00	336.00
Brownsville	124.00	173.00
Corpus Christi	563.00	783.00
Corsicana	191.00	266.00
Dallas	1,923.00	2,678.00
Denton	332.00	462.00
Dickinson	281.00	392.00
Edinburg	107.00	149.00
El Paso	419.00	583.00
Galveston	308.00	429.00
Garland Provisional	214.00	298.00
Harlingen	87.00	121.00
Houston	1,593.00	2,217.00

(OVER)

PERMANENT STATE OFFICE

League	Without PSO-(cost per member $3.35)	With PSO-(cost per member $4.67)
Hunt County Provisional	$171.00	$238.00
Irving	201.00	280.00
La Marque	184.00	256.00
Longview	151.00	210.00
Lubbock	399.00	555.00
Midland	255.00	354.00
Odessa	111.00	154.00
Pasadena	245.00	340.00
Richardson	282.00	392.00
San Antonio	559.00	778.00
San Marcos	191.00	266.00
South Jefferson County	221.00	308.00
Tarrant County	503.00	699.00
Texas City	174.00	242.00
Tyler	168.00	233.00
Victoria	288.00	401.00
Waco	298.00	415.00
Wichita Falls	131.00	182.00
Members-at-Large	17.00	23.00

Please bear in mind, when looking at these figures, they do not reflect the total pledge from your local League. They are dealing with the expenses of office maintenance alone or the combined cost of office maintenance plus the added figures of setting up and maintaining a permanent state office. We have used these as a means for comparing the increased cost to the local Leagues. Membership is not the only factor used in determining the total pledge from a local League, but for our purpose in this report, it was the only criteria we could use at this time to show the equitable increase to each League.

You will note that there is a beginning fund for setting up the permanent state office in the proposed budget. This figure was to allow us to have the money available for establishing such an office for the changeover in 1970. The balance of maintenance will come in the next budget.

The purpose in bringing the cost to you at this time is to allow you to work through your own budget so that you will have the funds available for the support of the office when the target date of 1970 is upon us.

It is hoped that this report gives you a comprehensive understanding of the groundwork being laid to fulfill the Convention recommendation. It you have any questions or suggestions, you may send them into the state office.

Bd Mtg PSO

TO: Herman, SO
FROM: Ramey
RE: Request for PSO information

NOV 12 1969

I found your note when I was unpacking my briefcase (yes, I am just getting around to that - would you believe it?)

I hope it will be of some help to you, and I apologize for getting it to you so late.

I have all the reports from the various states in the PSO file - should you want them, just give me the word, and I'll send them on to you. I'm keeping the files here, primarily to be able to respond to requests for information (even tho late) and to answer questions as they arise - saves Joyce or Muggs having to look all the info up.

I can't recall the exact report Roberts committee gave to Convention - but it was not a very accurate reflection of their findings, or the original summary she had for state office. I don't know where they came up with the Austin location recommendation since all the information we had was against this decision. Some of the comments in the original answers from the various states are quite interesting, to say the least.

As you know, we did not re-survey these same state Leagues

I am enclosing with my re-capping material, the results of the questionaire sent by the original committee. The notations - omit, etc., are theirs -

Please send it back to me when you finish with it, it should be in the permenent file.

By for now -

PERMANENT STAT OFFICE INFORMATION

MICHIGAN - Location, Detroit (1967) Office always in Detroit - League center
40 Leagues in state
2 full time secretaries, 1 part time
President in office one day per week - board members, as needed

NOV 12 1969

Expenses	
Equipment upkeep	150.00
General Supplies	400.00
Postage	950.00
Telephone	500.00
Insurance	100.00
Audit	100.00
Taxes and fees	30.00
Rent	900.00
Electricity	60.00
Salaries	
Office Mge	4,300.00
Secretary	3900.00
Part time	300.00
Social Sec.	360.00
Health Ins.	20.00

Missouri - location in St. Louis since 1919 - League center (1968)
19 Leagues in state
one full time secty - one part time
President in office four days a week - office manager two days (vice President)
Treasurer in one day per week to make deposits and pay bills

Expenses	
Rent	1200.00
Cleaning	300.00
Electricity	300.00
Insurance	125.00
Telephone	700,00
Postage	700.00
Equipment upkeep	300.00
Supplies	1,000.00
Salaries taxes	8320.00

Connecticut - located in Hamden "Our office used to be in the state capitol of Harfford untill 1963. There was a great hye and cry from the Leagues in the Hartford area when we first started to study the advisability of moving the office. The results of the study showed that there were a great many more leagues closer to Hamdan and a much larger percentage of the league population. The hue and cry has subsided and the use of the office by local leagues has increased, communication lines have been easier to keep open, and the availability of board members has been greatly alleviated. During the legislative session we use a desk in the secretary of states office. We do use the public telephone, but are in the center of the capitol building

1 full time secty - 2 part time
57 local leagues
President in office 2 days per week - vice president, one day

Operating costs	2,883.00
Salaries	4,650.00
Taxes	500.00

NEW YORK - located in Manhatten, NYC League population center - formerly in Albany -
89 local Leagues
5 full time secty's. 1 part time
President in office 2-3 days per week; VP, 1 day; Treas. 1 or 2 days

Expenses	
Salaries	18,735.00
taxes	1,725.00
Maintenance	6,100.00
Postage	1,700.00
Telephone	1,300.00
Supplies	900.00

KANSAS - Topeka location (capitol) 11 of 16 Leagues in state in area
one secty. (works ten hours per week)
President does not come to office - decisions made by first VP who lives in Topeka and she spends 10 hours per week in office. President out state.
Office in operation 5 years. "We find that volunteer help is not a very satisfactory way to operate and have abandoned it except in certain emeggen cy eituations. The two state board members in Topeka do much of the typing and mimeographing."
Expenses - $1,605.00 per year total

CALIFORNIA - location San Francisco 4½years. Center of League populaaion
79 local leagues
Three full time secty's.
President in office 2 days per week - Vice Presidents 1-2 dayw per week.
Expenses - $43,780.00 (6,000 for board travel)

INDIANA - location Indianapolis - state capitol and center of league population
35 Leagues
2 full time sectys.
President in office two -three days per week. First VP comes in ò day per week
Resident board member (assistant to Pres.) comes in two days per week.
Expenses - $14,240.00 per year

SUMMARY OF ROBERTS REPORT RE: PSO STUDY _ ORIGINAL IN PSO FILES

"Seven Leagues, Conn. Mo. Calif., New York, Mich., Kansas, and Inciana were contacted in this survey. The length of time that these Leagues have had a PSO varies from 4½ years in California to 47 years in Mo. And Ind. It is interesting to note that only two of the Leagues have their permanent offices in their state capitol, Kansas and Indiana. Until 1963, Conn., had their office in their state capitol, but they moved it to the center of League population because they felt they could offer better services to their Leagues. They made arrangements to have desk space in their capitol building, which has worked out well for them. The New York League has made arrangements for the first time this year to have a desk in the Albany Leagues office. California considered the capitol city, but instead chose San Francisco, the center of League population. The five Leagues which indicated that they were not located in their state capitol said that they were in the center of their League population and Indiana indicated that they were georgrphically in the center of their Leagues, but more Leagues were in the north than in the south.

Most have taken into consideration, in making a choice for office location, the ease with which a majority of the members can get to the office. This is a large factor in finding not only officers to serve but volunteers to come to the office to relieve the staff during peak load periods.

Missouri League had an interesting comment to make about location; ' We would like to point out that chosing a permanent location for your state office is a difficult task. In many instances, as in Missouri, the location of the State Capitol is not necessarily the wisest choice. While it is true that League members are seen and heard more often insofar as the legislative program is concerned, it is also true that the local League may not have enough woman power to maintain a vital and active local League and also assist with the volunteer staffing of the state office.'"

PENNSYLVANIA - location in Pittsburgh - League center not capitol. Just opened a Legislativ
office in capitol - no information re; this, as yet.

Joan Will you answer this? RJ

SEP 2 1969

LEAGUE OF WOMEN VOTERS OF ARIZONA

2708 East Third Street
Tucson, Arizona 85716
August 27, 1969

Mrs. William E. Joor, President
League of Women Voters of Texas
1841 Bingle Road
Houston, Texas 77055

Dear Mrs. Joor:

One of the results of Gwen Murphree's state board training visit to Arizona in June is that we now have a special group planning for future state office operations, office staffing, use of paid staff, etc.

Mrs. Montgomery of NB suggests that Texas has recently reviewed their office operations problems and may be able to help us with advice. I do know that Texas does have some paid staff, at least your field secretary and some others no doubt. Some of your more technical problems may not be ours yet, but I suspect that anything you can tell us about the broad outlines of your state operation might be helpful.

For example: how much of typing and mimeoing is done at the state office? how much of state board and president's correspondence is done there? is there quite a bit of reproduction of reports, etc., still done in the home towns of board members? Are you yourself at the state office frequently? Are you really the "person in charge" there? (I ask this because one of our considerations is the possibility of a state office not in the president's home town.)

If you have worked out (and have copies of) any directions for state office workers, any directions for state board use of state office, etc., we surely would benefit.

Texas is so much bigger in space and League population than Arizona that I am not sure of what information on state office operations to ask you for! We do have an office, part of LWV of Tucson's office; I am just about the whole permanent staff, but do have half a dozen Leaguers to call on for typing, mimeographing, and address-file chores. Even with only 800 members, it's not enough to keep up with our state! Any and all advice welcome.

I believe that Texas does not have a permanent office but moves it when the presidency moves. Do you have any words of wisdom on this problem? Has Texas investigated the question of a permanent office? Do you have some special arrangement to provide the equivalent of an office at Austin during legislative sessions? (If Arizona established a permanent state office, it would logically be in Phoenix, the state capital and most central city in the state.)

Yours,

Marion M. Kelley

Mrs. W. D. Kelley
President

SO Correction - mail on original

SEP 17 1969

September 13, 1969

Mrs. W.D. Kelley
2708 East Third Street
Tucson, Arizona
85716

Dear Mrs. Kelley,

Mrs. Joor asked that I reply to your letter of inquiry dealing with Permanent State Offices. I have served as Chairman of the PSO committee for the past year, and could give you some of our thinking on the subject.

At our 1968 Convention, the delegates voted to establish a permanent state office with the year 1970 as a target date. Until this directive, the state office moved with the change of President. In each location, a new staff was hired, trained by the outgoing staff, and remained there until the election of a new President. Presently, we do have two full-time paid secretaries, as well as a paid staff specialist, who works primarily in field service activities. The basic problem of a moving office was the time consumed in training the new staff, the familiarizationwof the staff with filing systems, etc. All this was added to the burden of a new President having to go into the immediate needs of her office. We would budget $500.00 over a two year period to handle the cost of moving the office, and this expenditure was not the main problem of a moving office.

With the present set-up, the President spends approximately three days each week in the office, and is definitely the person making the many decisions with which she comes face to face. We have been cautioned by national board members, and by other states having permanent offices, that there is a hazard in allowing the paid staff to make decisions, and that it is very important that someone from the state board be responsibile for the "running" of the office. The state president does most of her work while in the office, and all of the state board work is reproduced in the office, with the exception of carbon memos to one another, and publications which have been professionally printed. Memos to local Leagues; pre-board and post board reports; program information; special projects dealing with membership, finance and voters service are all handled in the state office. It is our policy that all material to be reproduced must come into the office typed, double-spaced, and edited - ready for the secretaries to cut stencils and run.

In working towards our permenent state office, the board has agreed to, and the delegates to our convention in 1970 will approve expenditures including: all travel, motel and meal expenses for the traveling president to come to the office for a period of two days, twice a month. The president will be provided with a complete file system for her home, as well as a "League" telephone. Extra money is to be included in the budget to include duplicate subscriptions to the Presidents home, as well as additional funds for the extra carbon copy of all inter board communication to her home. In other words, there would have to be one extra copy of every thing to or from state office, so that the office files would be complete, and still have the president completely informed on everything coming in.

In addition to the above expenditures, the board has agreed to the necessity of

having someone from the state board in the office at least three days a week. For this reason, funds will be allocated for the expense of traveling and luncheon for this service. This amount is based upon the policy guide for state board expenses.

The proposal made by the state board at Presidents Council in 1969 was to set the permanent state office in Dallas. The reason for this was primarily because of the convenience of travel in and out; the availability of potential state board people from a larger League population; and the lesser expense of travel for those state board members traveling to and from the office.

There is a difference of opinion among league members in Texas as to the location of the office. Some feel that League population should be the major factor, while others feel the state capitol (which has a small population from which to draw) would be the most logical location. Since our Legislature meets every other year, this factor became a strong one to consider. Expense was not the major factor involved in the state board decision to have the office in some location other than the state capitol. It was the concern of the board that we would be too limited in selecting and getting enough state board people to "man" the office the three days a week decided upon. We used an arbitrary radius of 50 miles to analyze League population availablity and expense feasability, when considering the various sites. In going beyond this radius, we felt there would be difficulty in getting state board members agreeable to traveling the distance to and from the office for such a long period of time.

Presently, there is a special committee studying the possibility of having a Legislative office, during the legislative session. This practise is being used by others of the larger state Leagues who chose to establish their office in the center of League population, rather than the state capitol. (New York, California, Pennsylvania and Illinois, for example)We hope to have the findings of this committee ready for our convention next spring. At the same time, we will have the opportunity for the delegates to vote upon site, and if the budget is adopted to include the additional expenditures for a PSO, we will go into the project immediately following convention.

Unfortunately, we do have size problems in Texas - and do wish we could have our League population centered around our capitol. Needless to say, our job would be much easier. The PSO committee used several criteria when considering the situation. 1. The PSO arrangements must be such that the "traveling" president would not hesitate to serve, and that the inconvenience to her family be kept to a minimum. 2. The control of the League be kept in the hands of the elected board, and not the paid staff. 3. The location of the state office must not be a burden to any local League - for volunteer workers, or for potential state board members. 4. Convenience of travel in and out of the location was very important. 5. Cost to the local Leagues be kept to the lowest possible amount.

I hope this has answered some of your questions, and wish we could have more positive information to give you regarding our PSO position at this time. Texas members all agree as to the need for the PSO - and now we will reconcile ourselves as to the best possible location.

Good luck with your venture,

Sincerely,

Mrs. Darol K. Ramey 3rd VP

10-14-69

OCT 15 1969

to: herman, ramey, so
from: may
re: estimates of office costs in Austin

I have made numerous phone calls to get some idea about how much it might cost to rent office space and to hire a receptionist or full-time secretary in Austin. The figures can be used to estimate how much an office in Austin would cost -- that is, a permanent state office -- and how much a temporary legislative office would cost.

At this moment it might be possible to get a very small unfurnished office in not the very best building for as little as $40 a month. It would be easier to get a minimal type of dwelling for $50 or $60. However, if inflation continues we should count on about $75 in 1970 or 71 for a modest unfurnished un-utilitied office. The location would not be too close to the capitol of such rental property except there are properties across from Austin High, which via 15th Street is close enough to the Capitol. For an unfurnished office, we would, of course, have to supply table and chairs, lamps, and other equipment we would want. Utilities are not too bad except the telephone would cost at a minimum of $16 - 17 a month at commercial rates. Electricity would vary with the equipment, I guess. My estimate is about $20 a month. Gas -- a few dollars.

Now, if we want to go up in the world there is good office space at Westgate (although none right at the moment), which is directly across from the Capitol. If we got an office this year in the red carpet suite we would pay as a minimum $150 a month. However, the office would be <u>furnished</u>; all utilities except telephone would be included; a part-time secretary would be thrown in (she answers the phone and does chores for all in that particular suite); and even stationery supplies would be included -- carbon, copy paper, pencils, but not our letterhead stationery, of course. Also, it turns out that a League-lover, Julian Zimmerman is President of the Lumberman's Investment Corporation which owns this property; and he might conceivably be persuaded to let us have it at less than the $150 or their higher rates (they go up over $200 a month, of course).

As for help, we can get a college girl or boy for as little as $1.65 - $1.75 an hour for part-time help. We ought to plan on $1.75 - $2.00 an hour for good help. A full-time secretary in Austin expects to get about $325 a month as a beginning salary. An average figure for secretaries is as little as $350 a month. The best get only a little over $400 amonth, on the average, I am told. I am sure the very best make more than that. As you know, Austin is known the country-wound as one of the cheapest places to live.

I hope this has been of help.

Board mtg

Discuss after Budget meeting

PSO

League of Women Voters of Baytown

BOX 3105 BAYTOWN, TEXAS 77520

July 25, 1969

Dear President:

The League of Women Voters of Baytown believes that while a permanent state office is a necessary and desirable objective, we cannot afford it at this time; we further believe that when a permanent state office is established, it should be located in Austin.

We hope your League agrees with us and will support our move at Convention this spring. We plan the following:

I. A request for sufficient time on the agenda for debate on this important matter.

II. A request to Joan Ramey, Chairman of the PSO Board committee, to include in her cost comparison report (due in November) a cost estimate on a legislative office in Austin, which would be necessary if the state office were in Dallas.

In support of our stand we offer the following arguments:

1. We cannot afford the big additional expense of a permanent state office at a time when we are skimping on other things.

2. The P ublic relations value of a PSO cannot be overlooked. In fact this is a prime reason for esta blishing a PSO. The League is an organization concerned with government and should be visible in the state capitol, thus making us accessible to legislators and other governmental officials, and vice-versa.

It is not.

3. Location in A ustin would eliminate the need for a separate legislative office.

4. While Austin is not the center of League population, it does have a sufficient number of members to draw upon within reasonable travelling distance for staffing the office and Board.

?

5. Texas is a large state which cannot be reasonably compared with any other state. Distances from state capitals to center of League population are much smaller in other states. Austin is roughly the geographical center of the state, located approximately midway between the three largest cities in Texas.

6. The Houston-Gulf Coast area has the largest League population and convenience to these Leagues should not be overlooked in selecting a PSO site. A ustin is 160 miles from Houston, Dallas is 240 miles.

7. The dangers of an office employee running the organization have been exaggerated. Areas of responsibility can be clearly defined. Hired personnel can be fired.

Please let us know if you agree with us. A ny suggestions or criticisms will be welcomed.

Sincerely yours,

Ellen DePierri

Ellen DePierri
(Mrs. Wm. G. DePierri, Jr.)

PERMANENT STATE OFFICE COMMITTEE REPORT

At Presidents' Council in April 1967 an Ad Hoc Committee was appointed to investigate the operation, functions and cost of establishing a Permanent State Office. This committee was directed to submit their findings to local Leagues for membership consideration. Time is to be allocated at the 1968 Convention to determine if the local Leagues wish to work toward establishing a Permanent State Office.

In January 1968 a fourteen-page report was sent to all local Leagues. This report set forth information concerning

Advantages and Disadvantages of a Permanent State Office
Comparison of State to National Office
Functions and Job-Classifications
Locations of State Offices
Possible locations for Texas Permanent Office
Pay Scales
Role and responsibilities of Board members to a Permanent State Office
Estimated Additional Costs for establishing Texas Permanent State Office

These findings were gained from questionnaires sent to seven state Leagues who have a permanent state office, state presidents, vice-presidents and other officers, and full-time state office secretaries.

SUMMARY OF INFORMATION GATHERED FROM SEVEN STATE LEAGUES WITH PERMANENT OFFICES

LOCATION: Seven Leagues, Connecticut, Missouri, California, New York, Michigan, Kansas and Indiana were contacted in this survey. The length of time that these Leagues have had a permanent state office varies from 4 1/2 years in California to 47 years for Missouri and Indiana. It is interesting to note that only two of the Leagues have their permanent offices in their state capitol, Kansas and Indiana. Until 1963 Connecticut had their office in their state capitol, but they moved it to the center of League population because they felt they could offer better services to their Leagues. They made arrangements to have desk space in their capitol building, which has worked out well for them. The New York League has made arrangements for the first time this year to have a desk in the Albany League's office (their state capitol city). California considered establishing their office in the capitol city, but instead chose San Francisco, the center of League population. The five Leagues which indicated that they were not located in their state capitol said that they were in the center of their League population and Indiana indicated that they were geographically in the center of their Leagues, but more Leagues were in the north than south.

Most have taken into consideration, in making a choice for office location, the ease with which a majority of the members can get to the office. This is a large factor in finding not only officers to serve but volunteers to come to the office to relieve the staff during peak load periods.

Missouri League had an interesting comment to make about location: "We would like to point out that choosing a permanent location for your state office is a difficult task. In many instances, as in Missouri, the location of the State Capitol is not necessarily the wisest choice. While it is true that League members are seen and

heard more often insofar as the Legislative program is concerned, it is also true that the local League may not have enough woman power to maintain a vital and active local League and also assist with the volunteer staffing of the State Office."

FUNCTIONS OF AN OFFICE: The Leagues, for the most part, used their offices for primarily the same purposes, channeling all mail and bills of state business, preparing and mimeographing publications; storing state and local League files. Some also used their offices to hold Board meetings; others did not because of noise factors (machines), lack of space, or distance not convenient for the majority of Board members. Stenography, typing, duplicating, assembling, posting bills, answering the phone, etc., were job descriptions given by most Leagues. These jobs were handled jointly by paid staff and Board members. For the most part, the staff was used to do routine jobs and decisions were made by the League members. In the case of a small staff, League members were used to do typing, assembling, phone-answering and the like. It became obvious that each League has tried to use their paid staff to relieve Board members of routine jobs, whenever time and money allowed.

It makes a great deal of difference on the responsibilities and duties, as well as the cost, of a paid staff if the president (and other Board members) are resident or non-residents of the city in which the office is maintained. Some Leagues, such as Michigan, depend on their staff (one of whom is an experienced League member) to do the majority of the work in the office. Missouri, on the other hand, expects resident Board members to come in one day a week to do office work. Some Leagues, which have a non-resident president, have a resident vice-president or Board member who spend time in the office making decisions.

COST AND WORTH: All Leagues surveyed, unanimously agreed that the advantages of having a permanent state office were worth the cost. Kansas has budgeted $1650 for the coming year to run their office (with a part-time secretary). California, on the other hand had budgeted $43,780. The average cost for the seven Leagues was $18,449 and the median was $13,675.

Several reasons were given for the value of a permanent state office:

Missouri - files would be incomplete if the state office was not permanently located. Added features include constant availability to the public, good relations with news media and elimination of transferring accounts and address changes every two years.

California - staff carry over for a smoother transition, obviated biennial "move", permanent address, permits president to be nominated from any part of the state.

New York - with 16,000 members in 89 Leagues could not possibly operate without a central office.

Michigan - it is the life line of the LWV of Michigan

Kansas - state Board members are relieved of duplicating, typing, etc., and so are freed for more creative work. Can take advantage of quantity purchase of materials, paper, etc. Greatly improved communication with local Leagues.

Indiana - a permanent office with reasonably permanent staff gives continuity to balance a changing Board.

Permanent State Office Committee Report (continued)

It becomes apparent, after reading these comments, that there were many valid reasons for considering having a state office, permanently located. However, as the Michigan League has said:

> "The most important factor in all consideration is money - or lack of it!! The cost of running an office, rent, telephone, supplies, etc., is with you no matter where you establish an office, near the president or someplace else. It then becomes a question, are the costs of moving an office (moving, non-permanent address, change of staff, etc.) greater than the cost of keeping a permanent office with the accompanying problems of getting a president to the office (if she is non-resident) and losing potential presidents and Board members because the travel factor is too much."

COST OF OPERATION OF PRESENT STATE OFFICE
(Figures used are based on Proposed State Budget for 1968-1969)

Operating Costs		
Maintenance*	$2,400.00	
Resident Board Car Allowance	200.00	
Supplies	700.00	
Transfer of State Office	000.00	
Salaries and Social Security		
Executive Secretary	4,500.00	
Assistant Secretary	3,000.00	
Social Security	404.00	
Audit	100.00	
Total		$11,304.00

* Maintenance includes rent, telephone, contracts on equipment, insurance, janitorial service, etc.

ESTIMATED ADDITIONAL EXPENSE FOR PERMANENT OFFICE **

President's Travel Expense to state office:	$1,600.00	
Secretarial assistance to president in her hometown, long distance calls, etc.	1,300.00	
Resident Board member expense	100.00	
		$ 3,000.00
Less savings:		
Transfer of state office (usually budgeted $500 biennially)	250.00	
Printing, wasted stationery, etc.	50.00	300.00
Total		$ 2,700.00

This total represents a percentage increase of eight percent (8%) over the proposed 1968-69 local League pledges of $33,880.00

Permanent State Office Committee Report (continued)

** Should local Leagues decide to work toward establishing a Permanent State Office, the Budget Committee could be directed to establish a firm estimate of expenses involved and savings which could realistically be expected.

Explanation of method of arriving at President's Travel Expense:

Based on 20 trips per year averaging two days per trip.
(Does not include quarterly Board meetings)

Per diem $20 x 2 = $40 x 20	$ 800.00	
20 round trips of 500 miles @ 8¢ per mile	800.00	$1600.00

Respectfully submitted,

Mrs. George Boller
Mrs. Duane Jordan
Mrs. Karl Kamrath
Mrs. F. V. Rourk
Mrs. John C. Roberts, Chairman

MAY 13 1969

MAY 9 1969

LEAGUE OF WOMEN VOTERS

OF OREGON

May 7, 1969

Mrs. William E. Jeer, President
League of Women Voters of Texas
1841 Bingle Road
Houston, Texas

Dear Mrs. Jeer

A committee has just been appointed to investigate the matter of a permanent office in Oregon. We have read your report dealing with the same subject with a great deal of interest.

Is it possible for you to send additional information as to how you determined where to have your office? Was it based on the center of population of the state, or center of most of the local leagues? In fact, any information beyond the report would be very helpful. A full report of how you set up your study would be appreciated, if it is available.

Yours very truly,

Hermine H. Blood

Mrs. F. C. Blood, Jr.
3305 S.W. Upper Drive
Lake Oswego, Oreg. 97034

MAY 13 1969

May 10, 1969

Mrs. F.C. Blood, Jr.
3305 S.W. Upper Drive
Lake Oswego, Oregon 97034

Dear Mrs. Blood,

In the absense of Mrs. Joor (she is on vacation), I am taking the liberty of answering your letter of May 7th - requesting information on the progress of the Texas state permanent office committee.

The initial work on this project statted in 1967, when an ad hoc committee of non-state board members was appointed to investigate the possibility of setting up a PSO. This committee wrote the states having PSO's at the present time, and asked questions dealing with the need for such a set up, the cost, the efficiency, and location. They they reported this information to the state convention in 1968. From this report, the delegates agreed to work towards establishing a PSO, and a committee of state board members was appointed to proceed with the direction of the delegates.

As chairman of the second committee - I can be a little more explicit about the procedure of our study. We utilized the same reports of the first committee, and then went into the needs of the office - from the standpoint of state board experience. Our initial concern was for expense, of course, and secondly, for the availability of state board personell to supervise the office. In a state the size of Texas, we recognized the fact that a traveling president could be coming from great distances, and would not be able to be in the office as frequently as in other states.

We determined, first, the needs of a traveling president - her at home needs, such as file equipment, duplication of all correspondence (so that both she and the office would have copies); her expenses of traveling at least twice monthly to the office - tranaportation for her at the office, meals and motel expenses. We felt, also that a League telephone should be installed at her home, to release the family phone. In other words, we tried to provide as many conveniences to her, as possible to offset any problems the nominating committee might face in finding women willing to serve in this position, with these added inconveniences.

Secondly, we tried to forsee any problems of the office, itself, and to overcome them at the onset of the project. For example, it was agreed by the board, that there must be state board supervision in the office, atleast three days per week. This is to assure the membership of direct control of policy setting decisions which are sometimes made at the office. We had been advised of the dangers of staff control of the office, by national board members, and also by other states presently having PSO's.

It was the recommendation of the state board to the membership at Presidents Council in March of this year, that the PSO be set up in the Dallas metropolitan area. Actually, three locations had been considered carefully - Austin, the state capitol; Dallas, and Houston. We recognized the great value in having the office in the state capitol, but were aware, also, of the limited number of League members

in that area from which to draw a constant flow of potential state board members. Another major factor taken into consideration was the ease of transportation into the three locations being considered. Certainly, with the amount of time the President would be traveling, this would be very important to her. Austin, was eliminated on this basis, too.

The final decision between Houston and Dallas, was made more or less arbitrarily; both areas enjoy approximately the same size League population - from 1200 to 1500 and both have excellant transportation facilities. Dallas, however, was somewhat more centrally located, and thus it became the final recommendation.

The solution to our quest is yet to be found. When the report was presented at Presidents Council this year - there was opposition to the site location. There were a few local Leagues who still want to have the office in the state capitol. It was pointed out to them that the cost will be doubled (because the source of state board supervision will have to be expanded, miles wide) and, indeed, the possibility of securing state board members who, themselves, are willing to travel for extended miles to supervise the office is less sure.

We have found the greatest problem to be in explaining fully, to the membership, just what the state office is, and how it functions. The members opposing the site were not convinced of the need for state supervision of the office. This, of course, is a nebulous need felt by those who have indeed experienced the day to day activities of the office.

Presently, we are in the process of attempting to provide a more accurate picture of the office - as a means of building up the League members knowledge before the state convention in 1970. We are proposing that the state budget adopted at that time will include pledges from the local Leagues to support the office, which will then be set up in 1971. We are somewhat confusing ourselves on this, since we will be changing over to odd-numbered years for convention in 1971.

In essence, then, we will propose a budget in 1970 - for the support and maintenance of the PSO. The delegates, by their approval, will be allowing the nominating committee for 1971-73 to secure a slate, based on the needs of a PSO. This slate will be elected at the 1971 convention (isn't it fun- we have conventions, two years in a row for those two years). With the money, and the slate, the office could be located immediately following the 1971 convention.

I don't know to which report you referred in your letter. I will request that of office include the report in Workbook 1 for Presidents Council, which is the last formal report issued to the membership.

I hope this has been of some assistance to you as you go along your way. It is an interesting and difficult task, but worthwhile, if all the "bugs" are ironed out in advance. Please let me know if I can assist you further.

Sincerely,

Mrs. Darol K. Ramey VP

January 8, 1968

TO: Duckworth, McKinlay, Wackerbarth, SO
FROM: Ramey
RE: PSO Committee meeting at State Board Mtg.

JAN 9 1969

Areas we need to cover and make recomendations on are:

1. Expenses
2. Location

As you will note in the pre-board reports, I have asked the state Board to act with us in making this major decision, and due to this, there will be extra time on the agenda for discussion. I hope it is obvious as to why I have taken this route. This change is definately a major one for the Texas League - one which will change a great deal of our thinking, and budgetary thinking. I believe that a committee can, and often does, make recommendations to the board, and the board will generally go along with them; in this case, it seems to me that the entire board needs to be fully involved in these decisions, and therefore needs to be very certain it has had every opportunity to discuss and evaluate all possibilities. I hope we can formulate some definate figures and have a possibit location recommendation for the board. Because of the shortened committee meeting time, please have your points clear in your mind, and ready to present to the rest of the committee during our discussion. I will make my statemen here, and thus allow more opportunity for the rest of you to discuss your views at the meeting. Perhaps, as chairman, I should not express my views, but in a situation such as this, every board member should make her position known. This is not an activity we can enter into and perhaps drop easily. Once these decisions are made, they have to be followed, and implemented In preparing for your decision, please re-read the report made by the 1967 committee - sent to you directly by them; the PSO pre-board report for September and January.

Expenses; I feel we should allow all-- travel and living expenses for the President to and from state office - for a minimum of two trips per month - lasting from two to three days each. Meals and motel rates at the existing rate for state board meetings. Travel by air, the least expensive means possible. She should be able to have a rented car for her time at the state office, to relieve any other individuals of the responsibility of transporting her during her stay. These expenses should be charged to a "general" travel card (to the League) rather than compelling the President to use personal funds - to be reimbursed later.

It semms only fair that she have a private League telephone in her home - to relieve the family of the inconvenience of a "quasi-business" line on its phone. This expense to be charged to the League directly.

She should be provided with adequate files to handle the full amount of correspondence and storage necessary to fulfill her role "at-Home". The League should purchase a typewriter (or use one of the existing ones from the office) for the at-home use of the President. This equipment can be passed on from one president to the next. She does have a great deal of correspondence, and in the past, the presidents have always had the use of the office equipment to handle this job.

It is not necessary nor economically feasable for us to provide a part-time secretary at this time. Some additional money should be in the presidents account to handle expenses incurred during "emergencies" when the use of a secretarial service is necessary.

All existing subscriptions coming into state Office should be duplicated for the President at home. Although we do not need two of these normally; the board members manning the office will have need for these for reference, as will the President when she is in the office. It would be almost impossible to keep track of them being passed back and forth in the mail. LL bulletins need not be duplicated to the presidents home - these can be sent to her from the state office, and returned as they are read. All carbon correspondence from state board and local Leagues should include an extra carbon to the President at home. This keeps the office files intact - and makes the file transition to the next president easier. Extra money in the budget will have to allow for the increase in postage.

Get these now

"Resident" board members. We probably have to find another word to describe these individuals. Resident implies "in-town" and that is not necesaarily our meaning. However, we know what we mean by this term.

The office should have someone from the state board - either the President or other members assigned by her - for at least three days per week. When the president is not in the office, these women will handle the correspondence (exeept that which must be answered directly by the president); act in the capacity of assistants to the president in any way possible - barring policy making. It is essential that the office have someone of the volunteer status for at least this amount of time. In the past, Texas presidents have come into the office from three days to five mornings each week. As you read the reports from other states, there is no questio that this amount of time must be given.

Expenses of these state board members must be paid. Travel and meals at the rate given in the policy sheet.

Office procedures and policy should be established by the President, and the working relationshi between herself and the other state board members defined initially.

Before going into my recommendation for location - I thought I would give some of my views about what the state office is. It is difficult for anyone to really visualize what goes on unless they have been in there during all sorts of expeniends - good or bad.

Mechanical - the state office is the working arm of the League. It handles the storage of materials; the financial aspects of our activities - with regards to purchasigg supplies, billi and keeping accounting records for the treasurer. In a routine day, the girls in the office spend a great deal of time filling publications orders for the local Leagues; correcting change of addresses (which will be a bigger job, as the League grows) routing mail to proper state boar personnell. Mailing the voter; cutting stencils for state board communication to local Leagues addressing, mailing, etc., are also routing daily jobs. Billing local Leagues for publications.

There are always busy times; pre-board reports; post board reports; 50th anniversary materi preparing for area conferences; workbooks for Council and Convention; Special projects for PR; membership; Voters Service; Finance; Organization; (to name a few in the special kits category) Although most of our program material is professionally printed, much of the leadershi material is done in state office; Updating on program information. All work proceeding the printing of Voters Guides;- the mailing of questionnaires to candidates, etc., ; all mailing of TFA's; Special subscription service mailings; I could go on forever, but I think you get the picture by now.

I must admit, I had a pre-conceived idea of where I thought we should locate the office. I have made every effort to change my opinion and to see both sides of the issue, but I still have not been able to change my mind. I believe that Austin is not the best location for the office.

1. The legislative influence of the office being in Austin has never been a convincing argument for me. The legislative chairman has the same material in her files (reference). Any work done for TFA's can be handled with one day mailing or even by phone. I cannot imagine the Legislators using the office for anything, when they haven't the time to keep up with their existing sources of reference, I understand. As for public relations - this office is not a PR tool for the League, nor should it ever be. The legislative work of the office is tiny, compared to the constant load of other work facing the office. It would be impossible to provide the Legislative chm. with some short of assistance, with regards to financial help to local Leagues who would assume responsibility for "certain" hearings, etc. Perhaps a new form of the capitol committee could be worked out. In re-reading reports from other state Leagues, I think their experience regarding the location should be given a great deal of consideration. Particularly those large Leagues.

2. Tranaportation in and out of Austin is less efficient and variable than into Houston or Dalla This is a major factor for anyone having to make these trips so much during a two or four year period. Inconvenient hours; fewer planes , etc., make it that much more difficult for the presieent to handle her job and keep her inconvenience load down.

3. Expenses of office space - supplies - personnell - etc. less in Austin - I doubt this. By and large, there is little variance in these expenses, or accessability. Perhaps the the metropolitan areas would have an edge with regards to prices of supplies, ease in gett- supplies, etc. Things are less expensive here, for example, than they were in Waco. I am including the office rent, compared to the increase in cost of living. Supplies are cheaper, and available within an hour or so of a phone call. I don't know how much of a factor this would be, but not the major one.

4. Expenses of manning the office. This, to me, is the major reason for not selecting Austin. We must consider this expense as major, because it will become so. We have to have enough board members in close proximity to the office to handle this job, without breaking our back financially. Having members as close as 50 miles will cost us around 1200 to 1500 per year, alone. In the metropolitan areas, 50 miles of League members covers a lot of people. In Austin, we have cut our figure down a great deal. I don't have the most recent membership figures, but my memory seems to say we have around 400 members in Austin, SA, and San Marcos, and that is not very many from which to draw state board members from now on out. For example, right now, we have one from Austin (and the Legislative chairman should not have the responsibility of having to man the office) and one from San Antonio. The nominating committee has tried to get more, but to no avail. We cannot drain the existing leadership from a small area too much. The metropolitan areas have, as I recall: The Dallas area around 1400 members, and the Houston area arount 1300 - 1400 members or roughly about one third of our membership in each area. We have always had more potential state board people (in numbers) from these areas from which to draw, and these numbers fall within the 50 mile radius, or very nearly to it; the reason for this is not that the metropolitan areas produce better state board potential, but simply that the law of averages is with us in greater numbers.

Metropolitan Areas

I gues s you have gathered by now, that I favor one of the Metro areas. I can see little difference in the two - central location is of little importance when traveling by air. This I think is a toss up. Either area offers us the larger membership from which to draw state board assistance; either offers us better transportation in and out; either locations is a major center of League population to offer a more convenient location for the services to the most number of members. Supplies, equipment repair, etc., less expensive, and more accessable. I feel the total expense picture for the League will be considerably less if the office is located in one of these areas.

Additional comments;

1. Regardless of the location of the office - I feel that we should not allow the local League or leagues in the area utilize a portion of the office space. This is an advantage to that particular league, and is unfair to the others in the state. There could be considerable confusion regarding mail, telephones, etc., not to mention, less efficient operations. Our staff would be trained to handle specific work loads, and being paid, would be more inclined to work at a better pace, perhaps. Volunteer staff manning a local office, or part of the state office, would not have the pressure of constant work, and may be inclined to "chat" or do something to interfere with the state office operations. I am making this statement because should Austin be selected, I know the Austin wants to share our office with us, as a way of saving themselves some money. local and state offices have entirely different functions, and the local Office is more inclined to have a PR need with outsiders coming and going - causing more confusion.

2. The permanent office should be selected carefully, with consideration to growth being given. We need much more space than we have now, to operate at the most efficient peak. We need at least two rooms separated, with one large working room to run equipment and collate material. This area could provide storage facilities, as well. The smaller room should be available for the President and Executive Secretary to work in some modicum of quiet. It is most disturbing when the machinary has to be stopped for a telephone conversation etc. In setting up the office, we will have to give consideration to new and more equipment. We are operating with antiques, now, and this has to be improved.

m THATS IT, GALS. MY VIEWS. NOW I CAN SIT BACK AND LISTEN WHILE YOU TALK AT THE MEETING HAVE GOOD, CAREFUL TRIPS TO AUSTIN. SEE YOU THERE.

Joyce - Jim working on the PSO report for WBI hope to mail it by Tuesday?

MEMORANDUM FROM:

League of Women Voters of Texas
1841 BINGLE ROAD • HOUSTON, TEXAS 77055

JAN 20 1969

TO: Helen, SO
FROM: Ramey

Helen, I cut the PSO article from 170 lines. I just couldn't get it any smaller, and still feel that I had given something of the total picture. At 85 lines, I am 15 over what you requested. Maybe someone will not be able to fill their quota????I hope. I added the portion re: the workbook, hoping some of the members may ask their local delegates to look at it for some more details. The parts I cut out included the full financing, among other things. I tried to take the approach that this is a reality, since really, it (the request) was very positive at convention. At the same time, I wanted the full membership to be aware of all that had been considered in making the site decision. Hope it is OK.

RE: The 50th stuff. I really don't care whether you place the equations on the front page, together, or scattered, as I put on the page. Maybe if they are scattered, they wouldn't look so queer? On the other hand, perhaps having them grouped might be conducive to people "solving" them. Use your judgement on this.

Twas fun seeing you - and yes (re: your note) things were really hectic at the end.

cut

August 27, 1968

TO: Duckworth, McKinlay, Wackerbarth, SO
FROM: Ramey
RE: PSO beginnings

I have just completed reading the files from the last PsO committee, as well as the previous two committees. To begin with, I only wish the local Leagues would have been able to have access to all the information available, and wish they would have read the material sent them from the last committee. To me it was quite obvious that the pros had been well read, but the cons were overlooked, and consequently, we will have to face some very sticky problems. We will need to contact those states who had PSO but have discontinued them, to find the problems, and try to overcome them before they hit our situation. Although we cannot change the decision of the delegate body to set up a PSO, we will have to work carefully to see to it that we can offer some solutions to the problems of such a set up. We cannot go into this, and find that it is not succeeding, and revert back to the present set-up. The yearly investment will be boo great. We are all aware of the advantages to a PSO, we have not looked at the disadvantages quite so closely, but we now have to live with them, and lesson them - that is our job, basically.

Basic problems to overcome in our work, or at least to help solve: (we may find more as we go along)

1. Expense: Until we have a specific site in mind, we can only guess on some of these. Some we cannot guess on.

Presidents expenses:

Travel: Two trips to SO per month would be my réceommendation as a bare minimum. Other states, partéularly the large ones, have her in more often than that. It is imperative that we guard against staff personnell becoming so strong that the elected administrater is not fully responsible for decisions. Based on average plane fares from the farthest corners of the state to Austin, Dallas, Houston, I come up with a figure of about &75.00 per round trip. I am not donsidering driving at this time, becaus I think when a husband realizes that his wife could be putting on anywher from 8,000 miles per year and up on his car, he may not be too pleased with that set up.

$1,800.00

Overnight expenses: Based on a minimum of two days and one night twice a month

Motel $18.00
Meals 32.00
tips Limo 10.00

$720.00

At home set-up for President

When the office moves, she has office facilities - files, typewriter, Thermo-fax, etc. Do we provide at lease files and typewriter for her, since she would be unable to utilise exisiting office equipment? She must have some files to have material and information at her fingertips in order that she can handle her correspondence. These could be passed on to next president until replacement is necessary.

$250.00

Partime sect'y - This I just don't know - California does provide their Pres. with one when she is far away

Intangibles : Telephone expenses. Ruth estimates them to be about $50,00 per mo., (in the former PSO report). This is probably low, I think, but it is a figure to go on. This does not take into consideration the possiblity of the President requesting a special League phone, so her family is not having to work around League calls for four years. In most cases, this is considerably more expensive, and with a separate number, would run around $120.00 per year, if we would not be charged with commercial rates

$600.00 (only includes actual long distance calls)

2

Increase in supplies, subscriptions, etc. - It will be necessary to have duplications of all carbons, subscriptions, mailings, etc. One to the Presidents home, and one to SOThis is one I cannot even begin to estimate. Postage alone will be increased for the State Board members expenses. If we estimate that whe 100.00will receive an average of two letters per week from each board member, that works out to about 100.00 per year in postage, alone. This is a very low estimate

2. One problem we have not discussed at length from any previous reports has been the problem of space for the President. This will require a room. I suppose if we were fortunate in each case that the Pres. had one extra room, or a very large bedroom, this may not have to be considered, but I know I would have to think long and hard to find too many people who have a set up to handle the work space for a period of four years. (general term of office) It would certainly require much more space than the average local League Pres. needs, and you all know what that was like. So does your husband.

3. The availability of candidates for Presidency. This will be a nominating comm. problem, thats true, but we must take into consideration all we can to make their job easier. Areas which might help: Availability of conventent transportation to and from. Planes coming and going at odd hours are certainly a nuiscance when coping with them for a period of four years. Good accommodatiions - home away from home, so to speak. Transportation to and from motel and office - rent a car, or rely upon sect'ys to transport. Remember over a period of time, this expense would necessarily add up, and would have to be reimbursed to someone. The object of the PSO is to improve, not to provide burdensome activities.

4. Expenses of resident and non-resident board members. Because the Pres. is out of town, there must be someone in the office at least 3 days a week. This is the bare amoutn of time Ruth spends in SO, and judging from other State reporas, this is the least amount of time they expect the office to be manned. We were considering this business of availability of league members from so many miles, etc., I consider myself a non-resident member - live 50 miles from the office. In a similar situation this would mean 4800 miles per year, per each board member living this distance from the office. This adds up, and again, over a period of time becomes a considerable expense, not to mention wear on the car. If this is provided the office three days a week, this totals to 14,300 miles per year, or $1,176.00 at 8¢ per mile. We must take information like this into consideration when we start talking of the "availability" of local board members. To me, we cannot even consider the 100 or 150 mile radius situation. It is not fair to expect anyone to assume this expense for two or four years, nor can we afford it, I'm affaid.

In general, I feel that we must do all we can to avoid the possibility of ever having the choice of President dependent upon economic factors. The advantages for establishing a PSO must be fulfilled, and the League must have specific benefitsf from this set up.

If you will look at your convention wb, on PSO, I want to go down the advantages listed by the previous committee. Verify in some cases, and refute in others.

1. materials - At present SO buys up to 2 years supply to save money. This is as much as you can buy, actually. Anything over this becomes a storage problem. Refute.
2. Letterheads are not wasted. With good management from Secretary, as we have had, she can plan down to a ream what we use in a year. Refute.
3. Permanent address on all publications. Verify
4. Eliminates need of transferring accounts. Very small inconvenience. When treasures change, account s often do, too.
5. expense of moving. Verify about $300.00 per move - every four years
6. provides a permanent housing for equipment - verify
7. eliminates potential damage to equipment from move - no damage in last two moves.
8. provides permanent storage for files - verify
9. providds availability to public - FOR WHAT? We never have people in. Mmmy,

I think because of the location of the office. However, to have prime location costs money, and we couldn't afford this type of office space with the PSO. The state office is not a PR office - it is a working, publishing office, primarily.

10. Develop good relations with news media - any direct contact with news media comes from a League "happening" Everything else is done by mail. A PSO will not have any bearing on this. Refute
11. Smoother transition when officers change ofer. This applies to Secretaries, I think. This is where I really was pushing for establishing this. The first two months were grueling. However, the girls caught on so fast, from then on it was uphill all the way. This is the main argument used for PSO, so I wondered about how sure we would be of having a "permanent" staff with our new PSO. I called Kelley Girls, who got statistics for me from the Secretarial Association in Houston. Salary under $400.00 per month - Average length of service 9 months
Salary between 4-500,00 pre mo - Average length of service 11 mo.
Salary over 600 (career type) - Average length of service 3 years.
So, we have been lucky. It would appear that dedication to League is the answer. Having a PSO does not assure us of not having to retrain constantly - maybe even more so. Between husbands moving; having children, or single women getting married, this is a problem.. One answer might be in a large League centered community, League members might fill the job. We really don't pay enough to guarantee "permanence" from our secretaries.
12. Can continue to function if Pres. resigns mid-term. Verify, <u>but</u> same situation would be handled same way in any manner.
13. Makes if easier to hire staff - with permanent office - see 11 above.
14. Can relieve board members of duplicating, etc., <u>Refute</u> - regardless of the type of office set-up, board members must continue to handle work as in past, unless we are willing to hire another sect'y. We work the present staff much too much. Less willing and able staff would not be sufficient.
15. Improves communication with LL's Verify.
16. Can do all mimeographing - dont understand this one - we don't "farm"out now.
17. Potentially can provide adequate place for board meetings. This is unlikely Office functioning would interfere with board meeting, and having special room large enough is not economically possible.

+++

My reasons for going through all these is that I wanted to emphasize areas where we needed to be considering and areas where I personally felt were superfulous in our considerations.

Certainly, we will have to be thinking of and finding out costs of office space in the three locations under consideration - Austin, Dallas-Ft. Worth, and Houston. I seriously doubt that there would be much more than a $25.00 variation one way or another. We have found printing costs and costs of paper here to be considerably less than they were in Waco, and we can get those figures. Salaries are probably about the same in most places. To a great degree the quality of the personell depends to a large extent upon dedication to the League. Availability of office help will be a factor.

Anyway, we have a big job ahead of us. It should be fun, but it will be a lot of work. The success or failure of a PSO will depend upon the amount of detailed consideration we give all aspects of the prospect. If we can, in essence, set up the fundamental outline; with specific recommendations of handling the complicated problem of communication between Pres. and office; plus providing an attractive operation for the nominating committee to present to prospective candidates and board members, <u>plus</u> sell the local Leagues on the idea that they will benefit from the extra amount of money this will cost them. We will have had quite a job.

omit

There is no need for answers to this, unless you want to get your thoughts down befor they flee, as mine so often do, this is the lead-in to our committee meeting at the September board meeting. I will not be sending an agenda, we will work from this, and ideas you have sent me. Basically, our first job will be to set up a "critical path" of procedure before the '69 Presidents Council

please print

August 22, 1968

TO: Ramey, Duckworth, McKinlay, Wackerbarth, SO
FROM: Dorothy Brown
RE: Permanent State Office/50th Anniversary Planning

AUG 26 1968

One of the things that we must do before we undertake the fund-raising drive for the 50th anniversary is to develop a "case" for the League in Texas. A national "case" has been developed but when we begin to talk to prospective donors to the campaign, they are going to want to know and are entitled to know what we intend to do with the money we raise in Texas. We cannot possibly hope to entice large sums of money from anyone with such vague prospects as program development, more voters service, etc. They're going to want to know exactly what we mean to do to further program, how much more voters service, etc., and they are also going to want to know what our plans are for capital improvements. This is where this committee comes in.

I would hope that before we begin this drive for funds, we will have developed an exact plan for the establishment of a permanent state office. Some of you know that I even dream of approaching someone (like LBJ) for actual office space or money to build our own or an amount of money toward that building. Such monies would be given to the TEF which would make it tax deductible; then the TEF would buy or build suitable quarters for itself and the LWV. A minimum rental then would be charged of the LWV to maintain the building, pay the taxes etc. This is the way the national LWV and the national OEF and EF work out the arrangements for their office space.

Therefore, I have the feeling that this committee should begin to develop concrete plans for a new building of its own in Austin. This could be accomplished by either building one to our specifications or buying an existing building that meets these specifications. We will need a blueprint and figures on cost as part of the prospectus that we develop for use during the drive. Perhaps this aspect of the fund raising drive could be given primarily to the state anniversary committee although there will need to be information and assistance given to the LL solicitors also so that they can present this part of the case to the prospective contributor.

Part of the "case" for a permanent state office must, of course, also include the cogent reasons for establishing such an office. We all know why we need it - and most sensible prospects will also know the reasons - but we need the very real complications of trying to run a continually growing statewide operation under the same rules that have applied since the organization was set up in 1919 spelled out. We also need to point out the very real advantages to future growth that this will provide.

I hope that this committee will begin to check with builders and realtors in Austin to determine prices, how much money we're talking about, so we can decide what we want to ask for. In addition, I hope that we can discuss the "case" for the LWV of Texas in some detail with the Board in September when I will be there to discuss the 50th anniversary plans to date with you.

Need I add here that I have drawn a very rough sketch, based on very personal knowledge of needs, of what I think our permanent home should be??? I'll bring it in September.

DEC 4 1967

December 1, ,967

To: Roberts, Boller, Rourk, Kamrath, Joor

From: Jordan

Re: Report - rough draft

(Decided to give this one more time through, since I had missed the deadline anyway - hope this is what you have in mind - if not, the other report will sum up my findings)

SUMMARY OF INFORMATION GATHERED FROM SEVEN STATE LEAGUES WITH PERMANENT OFFICES

LOCATION: Seven Leagues, Connecticut, Missouri, California, New York, Michigan, Kansas, and Indiana were contacted in this survey. The length of time that these Leagues have had a permanent state office varies from 4½ years in California to 47 years for Missouri and Indiana. It is interesting to note that only two of the Leagues have their permanent offices in their state capitol, Kansas and Indiana. Until 1963, Connecticut had their office in their state capitol, but they moved it to the center of League population because they felt they could offer better services to their Leagues. They made arrangements to have desk space in their capitol building, which has worked out well for them. The New York League has made arrangements for the first time this year to have a desk in the Albany League's office (their state capitol city). California considered establishing their office in the capitol city, but instead chose San Francisco, the center of League population. The five leagues which indicated that they were not located in their state capitol said that they were in the center of their League population and Indiana indicated that they were geographically in the center of their Leagues, but more Leagues were in the north than south.

Most have taken into consideration, in making a choice for office location, the ease with which a majority of the members can get to the office. This is a large facator in finding not only officers to serve but volunteers to come to the office to relieve the staff during peak load periods.

Missouri League had an interesting comment to make about location: We would like to point out that chosing a permanent location for your State Office is a difficult task. In many instances, as in Missouri, the location of the State Capitol is not necessarily the wisest choice. While it is true that League members are seen and heard more often insofar as the Legislative program is concerned, it is also true that the Local League may not have enough woman power to maintain a vital and active Local League and also assist with the volunteer staffing of the State Office.

FUNCTIONS OF AN OFFICE: The Leagues, for the most part, used their offices for primarily the smae purposes: channeling all mail and bills of state business; preparing and mimeographing publications; storing State and Local League files. Some also used their offices to hold board meetings; others did not because of noise factors (machines), lack of space, or distance not convenient for the majority of board members. Stenography, typing, duplicating, assembling, posting bills, answering the phone, etc were job descriptions given by most Leagues. These jobs were handled jointly by paid staff and Board members. For the most part, the staff was used to do routine jobs and decisions were made by the League members. In the case were staff was small, League members were used to do typing, assembling, phone-answering and the like. It became obvious, that each League has tried to use their paid staff to relieve Board members of routine jobs, whenever time and money allowed.

It makes a great deal of difference on the responsibilities and duties, as well as the cost, of a paid staff if the President (and other Board members) are residentsor non-residents of the city in whith the xtxffxt office is maintained. Some Leagues, such as Michigan, depend on their staff (one of whom is an experienced League member) to do the majority of the work in the office. Missouri, on the other hand, expects resident board members to come in one day a week to do office work. Some Leagues, which have a non-resident president, have a resident Vice-President or Board Member who spend time in the office making decisions.

COST AND WORKH: All Leagues surveyed, unanimously agreed that the advantages were of having a xtxtxxffxt permanent state office was worth the xdxxxtxgxxxrxxxxixxx cost. Kansas has budgeted $1650 for the coming year to run their office (with a part time secretary). California, on the other end had budgeted $43,780. The average cost for the seven Leagues was $18,449 and the median was $13,675.

Several reasons were given for the value of a permanent state office:

Missouri - files would be incomplete if the State office was not permanently located. Added features include constant availability to the public, good relations with news media and elimination of transferring accounts and address changes every two years.

California - staff carry over for a smoother transition, obviates biennial "move", permanent address, permits president to be nominated from any part of the state.

New York - with 16,000 members in 89 Leagues we couln't possibly operate without a central office.

Michigan - it is the life line of the LWV of Michigan.

Kansas - State Board members are relieved of duplicating, typing etc, and so are freed for more creative work. Can take advantage of quantity purchase of materials, paper, etc. Greatly impoved communication with local Leagues.

Indiana --a permanent effice with reasonably permanent staff gives continuity to balance a changing Board.

It becomes apparent, after reading these comments, that there are many valid reasons for considering having a state office, permanently located. However, as the Michigan League has said "The most important factor in all considerations is money - or lack of it!! The cost of running an office, rent, telephone, supplies, etc. is with you no matter where you establish an office, near the president or someplace else. It then becomes a question, are the costs of moving an office (moving, non-permanent address, change of staff, etc.) greater than the cost of keeping a permanent office with the accompanying problems of getting a president to the office (if she is non-resident) and losing potential presidents and board members because the travel factor is too much.

DEC 13 1967

ROUGH DRAFT REPORT (members add, delete, suggest other items)

TO: ALL LOCAL TEXAS LEAGUES

FROM: Permanent State Office Committee

At President's Council in April 1967 on a motion from the Fort Worth League an Ad Hoc Committee was appointed "to investigate the operation, functions and cost of establishing a Permanent State Office. This committee was directed to submit their findings to local Leagues for membership consideration and time is to be allocated at the 1968 Convention to determine if the local Leagues wish to work toward establishing a Permanent State Office".

This report is the result of our investigation. Please determine your membership's desires and perhaps you will have suggestions we have not covered for discussion at the Convention.

SOURCES OF INFORMATION: State Presidents, Vice-Presidents and Other Officers; Full-time State Office Secretaries; National Office; Seven State Leagues who have a Permanent State Office. Information in this report is based on their replies to our questionnaires.

The following were all asked "What, in your opinion, are the advantages of a PSO? Disadvantages. (Additional questions for each group follow).

STATE PRESIDENTS Questionnaire to 5 Replies from 4

Additional questions: Would a PSO in a central location in the state have affected your acceptance of the presidency? In what way? Acceptance of a second term? In what way?

VICE-PRESIDENTS and OTHER OFFICERS Questionnaires to 9 Replies from 5

Additional question: Would a PSO in a central location in the state have affected your acceptance of the job?

FULL-TIME STATE OFFICE SECRETARIES: Questionnaire to 4 Replies from 4

Additional question: Would you care to comment on the use of volunteer help in staffing a state office, whether permanent or mobile.

ADVANTAGES OF PSO: (quotations direct. underlining or caps by person replying)

A permanent home for the LWV instead of its present nomadic existence. Easier to find by the general public, e.g., legislators, state agencies, etc.

Business-like and efficient

Elimination of cost of moving state office.

Strong possibility of continuity of service by employees and elimination of constant training of new employees - always a problem when you must hire new people with promise of only two years, training them, and then experiencing resignations due to offers of more permanent employment.

A permanent address - listed in phone book, in Texas Almanac and on publications which are used in schools and colleges, etc.

Continuity in the event a President has to resign.

December 21, 1967

DEC 22 1967

To: Roberts, Boller, Rourk, Kamrath, Jeer
From: Jordan
Re: Rough Draft report from Roberts

I haven't really disappeared. I'm hiding behind a mop and dust rag - getting ready for Christmas guests. My mail has only produced Boller's letter, so I guess the rest of you are dusting too.

After reading over the rough draft of the report, my only reaction was that it was long. I hope we don't frighten off readers by its length. Are we interested in a very short pro-con or facts and issues type thing that would go to each member, in addition to this more extensive report that will go to each League? Or do we have the money for such a mailing? If we could do this, it might alert all members to the problems and get them to thinking before convention - no matter how each League handles the presentation. Just a thought.

I agree that there is no point in having local Leagues report back to us. In regard to the Convention Workbook. I think the short pro-con or facts and issues mentioned above would be the kind of thing that should go in -based on the information we already have gathered - keeping our personnel opinions out of it. However, since you asked, I would like to see a PSO established in Austin at the earliest possible time. To me, the advantages -presented in my report - outway the disadvantages. If it is necessary to take this in stages, it might be suggested that an office be established in Austin, in conjunction with the local League - and grow from there. (At first sharing secretarial help, office space, etc.)

I think the information we have gathered speaks for itself and we ought to hope our members can read it and decide that the value is either worth the additional cost or not. If you would like a short pro-con statement or summary of the information from my report, I shall try to work on it after the first of the year. If I don't hear othewise, I will plan to write a short statement.

Merry Christmas to all

January 4, 1968

To: Roberts, Joor, Boller, Jordan, Kamrath

From: Rourk

JAN 8 1968

Re: Recommendations on PSO

The advantages of a PSO far outnumber the disadvantages. However, the disadvantages, though few, loom very large.

Personally I believe that in the long run a PSO would be of great advantage. That the cost of operation would be greater I have no doubt and it would be up to the entire Texas membership to decide whether it would be worth it. Austin seems to be the most feasible location if for no other reason than being close to the legislature. However, if a second location was considered from the standpoint of league concentration, the Dallas-Fort Worth area would be my choice.

A PSO would mean a much smoother running operation - permanent, experienced help; established contacts with service people such as stationers, printers, service men etc. The waste that occurs in obsolete stationery alone is great. Many local and state leagues and many others simply do not keep up with the change of address. Moving is very time consuming and the fact that the people who pack the boxes are not the same ones who unpack can really make for chaos. It is very hard on the equipment and sometimes even damaging. Hiring office personnel would be made much easier if the job offered were permanent rather than for a two, or possibly 4 year period. The address appearing on our publications would be permanent whereas at present many of our publications have obsolete addresses. It is asking a great deal of an incoming president to add office hunting and personnel hiring and training to the already tremendous task she has assuming her new duties.

However much we may be in favor of a PSO, two vital facts remain:

1. Cost
2. Availability of qualified persons who can leave their family.

Without the willingness of the Local Leagues to help finance and support the change it could not come about. It may be that in time the expenses would level off but I do think that at first it will cost considerably more to have a PSO. To start on a small scale and feel our way along would seem like a feasible way if this could be worked out.

Finding a qualified person to take the Presidency who is also able to spend the required time away from her family could be quite a difficult task. The Nominating Committee will have to be very alert to avoid the temptation of nominating someone purely from a geographical standpoint. A resident Board member is almost a must.

If these hurdles can be overcome I think a PSO would be a decided advantage. As to the time - this is strictly in the hands of the Local Leagues.

DEC 13 1967

Relieve President of routine chores which we too often expect of them.

Allow President time for more Public Relations.

If Austin is the PSO headquarters the value for lobbying purposes of having headquarters in the Capitol City would be numerous - again ease the communications, records being available, a place outside the Capitol to have interviews.

Doing away with the turmoil that occurs when a new State President takes over and the routine set is broken and it is months before things run smoothly.

Continuity both to State Board members and the Local Leagues in all mailings.

Time saved in looking for the proper building, offering the right rental price and facilities, such as parking, office space, location. This might also effect hotel room rates since they could be booked on a more permanent basis for State Board meetings etc.

The quality and continuity of service to local leagues remains constant and helps new state Board officers become effective more quickly. It facilitates continuity of program and leadership.

No loss of time between moves (which amounts to about two months when you consider packing, unpacking and getting order out of chaos) which puts regular procedures way behind (such as filing, billing, etc.)

ONE PERMANENT FILING SYSTEM

More efficient office staff (tremendous help to each new state president because staff knows regular routine.)

Helpful to local leagues who are not aware the office moves (mail is constantly sent to old state addresses)

Stock room with ample space for supplies, permanent historical files and permanent space for contents of current catalog in certain order.

Cheaper printing prices on stationery, manila envelopes, VOTER and any other printed material published by state office.

Save office equipment wear and tear caused from moving.

Central location would be closer to leagues throughout the state.

<u>DISADVANTAGES OF PSO:</u>

Time required of a President away from home.*

Choice of state President will be limited to those who can be away from home for several nights a month when commuting is necessary.*

Increased expense for: President's travel to and from office. Secretarial help for president in home town. Additional office help in PSO.*

*These three reasons appears on every reply received.)

Could limit choice of president to nearby leagues.

Limitation of service of a President from distant local leagues.

DEC 13 1967

Could diminish volunteer quality of LWV. (Mentioned twice, refuted twice.)

League might grow toward a paid professionally oriented organization.

Executive secretary could become "dictatorial" on policies and procedures. (she should NOT be a League member.)

Not being in same town as President.

In answer to whether PSO in central location in the State would have affected acceptance of presidency , two would not have accepted since they would have been unable to spend several days a month away from home; one would have accepted but would have had to resign due to illness in her home; one replied question was not applicable since office was in Austin during her tenure. One president highly favors a PSO.

All Vice Presidents and other Officers replying said a PSO would make no difference in their acceptance. One added she felt we should have PSO. Another stated "the PSO really makes no difference in any job except the President and the Legislative Chairman. However, wherever the office is, there should be available state Board personnel (within a 50 mile range) who can be resident Board member. In a PSO situation with a commuting state President, resident Board members are a must".

(This Committee did not attempt to determine from Nominating Committee members, past or present, whether they ~~presently~~ generally try to choose officers and board members from the more central and/or populous sections of the state. Or if they felt some good material was being by-passed since a state office in a far-off corner would not be desirable.)

VOLUNTEER HELP - There was general agreement that volunteer help is seldom satisfactory. Reasons stated here that such help is not necessarily available when needed; that during rush periods ~~when the office staff is too busy~~ the office staff is too busy to try to train and instruct volunteers (who may vary from day to day), that the volunteer may not be able to come when promised. Some felt that volunteers can be used occasionally, but that part-time help is probably better and more efficient.

COMPARISON OF STATE TO NATIONAL OFFICE:

The following was received from Mrs. Mabell W. Long, Organization Coordinator, National Office, in reply to various questions concerning establishing a PSO.

Insert her letter received by all committee members from Ellen Doller, beginning with second paragrah which reads "I think a PSO would indeed have some etc." and continuing thru the second page ending with "step by step, as they have been worked out by National".

SUMMARY OF INFORMATION GATHERED FROM SEVEN STATE LEAGUES WITH PERMANENT OFFICES:

Insert here entire report with this title received by all from Carolyn Jordan.

to be followed by Questionnaire and Results of Questionnaire also sent by Jordan, omitting last paragraph on each page which is included in report.

COST OF OPERATION

No report received. Jeannie you must be waiting for the results from the other

DEC 15 1967

TO: Robers, Rourk, Kamrath, Jordan, Joor
FROM: Boller
Dec. 13, 1967
MERRY CHRISTMAS AND HAPPY NEW YEAR!
RE: The rough draft report to all local Texas Leagues from PSO Com. rec'd from Roberts

First, I would like to comment that the response from Jordan's questionnaire to the 7 state Leagues was simply fabulous and she is certainly to be complimented for her compilation of this information and her summary. It was a tremendous job. And Roberts is to be complimented on her rough draft - I have been over it several times and I don't believe I can make any suggestions which would really improve it.

Regarding the information needed from Kamrath, I might make a few suggestions - On estimating the cost of travel of president to PSO, suggest the use of an average distance, between a real distant point and a fairly close point, and also that this might be figured on a round trip basis, using one figure for auto cost and one for plane cost, and perhaps on a weekly basis and on a 2 times a month basis. Once there is a pretty competent set up in the PSO, with good communication, it seems to me that twice a month (for several days each time of course), plus board meetings 4 times a year, might suffice. On the savings on a PSO, other than moving costs every 2 years (I think you have to stick with that, altho sometimes it is only every 4 years), there are many small items which would amount to something - for instance wasted stationery and envelopes with old address, the postage and labor of informing so many about the new address, installation of new phone - these are rather minor, but would all be done away with in a PSO.

Regarding Roberts' memo to the com - I agree that, given this much detailed information plus time for discussion at Convention, the delegates have to make the final decision. However, I wonder if (1) we should at least suggest that a local unit meeting be held before the local Annual Meeting and time for discussion provided at the Annual Meeting - so few get to really see the detailed memo or the workbook - advance member discussion should help the delegates. (2) Should a caucus or "little meeting" be provided to discuss this subject with members of the PSO committee prior to discussion on the convention floor. Perhaps the SB should decide what might be suggested to the local Leagues at the Jan. SB meeting.

Recommendation by the PSO Committee? I have a feeling that the SB would not recommend that we do this - as you have said in the first paragraph of your rough draft "present our findings for membership consideration". However, committee members, as League members, should be free to express themselves at convention - on the floor if delegates - don't you think?

As for my personal feelings - I would like to see a PSO and I believe that in time we could overcome enough of the disadvantages to make it worthwhile. I could vote only for Austin as the LOCATION - it is central, and it is the Capitol - as pointed out by National.

I think ALL of the advantages listed are reasonable and legitimate. However, we cannot deny there are important disadvantages. The money probelm would have to be attacked by the local Leagues with great determination - but once they decide to push for a PSO it might be just the challenge they need to try harder on finance drives.

I do believe that the President's time away from home can be limited in at least two ways - by one or more good resident VP's or Board members (by resident I mean at least close by), and a good system of communication between the President and the State Office.

As for the dangers of a "dictator" executive secretary, the SB members must all be aware of this possibility and just not allow it to happen. This should be clearly explained to any prospect for the position.

WHEN would I like to see a PSO? Well, it seems to me that once the Leagues make up their minds to push for a PSO - we still would have to wait for PROOF that they can and will find the money!

January 4, 1968

To: Roberts, Boller, Jordan, Kamrath, Joor

From: Rourk

JAN 8 1968

Re: Rough Draft report from Roberts

So sorry that I failed to get my comments to you by December 20 but shall still send them in hopefully.

Am enclosing another questionnaire in the "Vice-President and Other Officers" category which was in the mail when I returned from a Christmas holiday. This will bring the answers up to six in this category - six out of nine.

Have read and studied the report sent to the Local Leagues and agree with Jordan that it is long, however it covers a volume of information, all of which is pertanent; it is very concise and I don't see how we could shorten it and give the Leagues the full picture. There seems to me to be no need for the Leagues to report back to us, however, I do feel that it is most important that they have a Unit Meeting at which PSO is thoroughly discussed. It is most important that their delegates know just what their feelings are on this subject and come to the Convention ready to present the views of their members.

I believe with Boller that a caucus to discuss this subject with members of the PSO committee prior to discussion on the Convention floor would be very advantageous.

The material for the Workbook should be kept brief. A pro and con approach based on our information might be the most satisfactory approach.

JAN 9 1968

January 4, 1968

TO: Conlan, Freedman, Pollard, Owen and State Office

FROM: Rotthoff

If you had all begun to believe that I had vanished from the face of the earth, you are not alone. Some of the members of my own family are convinced of it! What with Hurricane Beulah and its aftermath, my father's coronary, a house full of flu, and Christmas chaos, the idea of actually vanishing is sounding better to me all the time. Nonetheless, I shall try to do better by all of you.

1. I quite agree with Lucia that our regular non-member finance drive (much as I may dread it personally) has incalculable PR value and that whatever we can add should supplement, not replace it. This may have to be stressed strongly to some leagues. Let's be honest -- most of us would rather be pilloried than solicit.

2. Are all of you aware that Voter Registration is not the dodo bird we had thought it would be? At least in our league the tax assessor came to us on bended knee (offering the usual financial arrangements, of course).

So much for the traditional methods. I feel that Mrs. Conlan is quite correct. We are 90% dependent on the local merchant who can no longer provide our sole support.

3. It seems to me that we get a much more enthusiastic response from our membership when the fund-raising project in question is directly related to LWV purpose, e.g., voter registration, election night reporting, etc. Are there any other things we might do along this same line? I confess that I have no concrete ideas.

4. Gifts from foundations and large corporations: It seems to me that these would have to be given to the state education fund (making them tax-deductible), which could then assume a large portion of Voters' Service costs, freeing local league funds for other purposes. However, I do not believe that direct gifts to the State Office would be deductible -- seemingly a major consideration as far as these organizations are concerned. Or are we deductible for a corporation under "advertising and public relations"? I believe that some of our local contributors handle it this way, but I don't know how IRS sees it. In any event, the major problem seems to be how to approach them. For what it may be worth, my husband tells me that the latest "Business Management" has an article on corporate contributions, which might be helpful to us.

5. Advertising: I think this could be a real bonanza! We find Voters Guides appeal mainly to the more educated, middle to upper-income groups. This should be a most attractive market to advertisers.

Here, again, we will have to investigate the IRS rulings. Isn't advertising revenue considered to be taxable income even for a non-profit corporation? Do we have a good tax attorney in our midst anywhere? If this aspect could be worked out, it might be the ideal way to reach statewide corporations, i.e. corporation pays for ad in state Voters Guides. I think the idea has greatest ~~mk~~ potential on the state level. I fear that on the local level we would find ourselves back in the laps of the same "old faithful" local merchants who now ~~x~~ support our finance drives. A statewide corporation which might not be willing to either contribute to or advertise through all the local leagues might, on the other hand, be quite willing to advertise statewide.

6. Thrift Shop: This might well be helpful to some leagues, but one word of caution. Several organizations (churches and others) here have such. I find that they consider the time and effort disproportionate to the income derived.

LEAGUE OF WOMEN VOTERS OF TEXAS
1841 Bingle Road
Houston, Texas 77055

January 19, 1968

TO: Local League Presidents in Texas

From: Permanent State Office Committee

At Presidents' Council in April 1967 on a motion from the Fort Worth League an Ad Hoc Committee was appointed to investigate the operation, functions and cost of establishing a Permanent State Office. This committee was directed to submit their findings to local Leagues for membership consideration. Time is to be allocated at the 1968 Convention to determine if the local Leagues wish to work toward establishing a Permanent State Office.

The enclosed report contains the results of our investigation.

We hope you will be able to arrange either a general or unit meeting to discuss this proposal so that at your Annual Meeting your membership can make their desires known to your delegates attending the Convention.

We are also enclosing a sheet briefly setting forth the Advantages and Disadvantages of establishing a Permanent State Office for every-member information through your Voter.

If possible, we will try to arrange a caucus at Convention should the delegates desire to explore this subject in more detail than set forth in this report.

Again, the question to be decided at that time will be:

"Do the local Leagues in Texas wish to work toward establishing a Permanent State Office?"

Respectfully submitted,

Mrs. George Boller
Mrs. Duane Jordan
Mrs. Karl Kamrath
Mrs. F. V. Rourk
Mrs. John C. Roberts, Chairman

REPORT OF PERMANENT STATE OFFICE COMMITTEE

SOURCES OF INFORMATION

State Presidents, Vice-Presidents and Other Officers; Fulltime State Office Secretaries; National Office; Seven State Leagues who have a Permanent State Office. Information in this report is based on their replies to our questionnaires to above.

The following were all asked: "What, in your opinion, are the advantages of a Permanent State Office? Disadvantages? (Additional questions for each group follow.)

State Presidents — Questionnaire to 5 — Replies from 4

Additional questions: Would a Permanent State Office in a central location in the state have affected your acceptance of the presidency? In what way? Acceptance of a second term? In what way?

Vice-Presidents and Other Officers — Questionnaires to 9 — Replies from 6

Additional question: Would a Permanent State Office in a central location in the state have affected your acceptance of the job?

Full-time State Office Secretaries: — Questionnaire to 4 — Replies from 4

Additional question: Would you care to comment on the use of volunteer help in staffing a state office, whether permanent or mobile.

ADVANTAGES OF A PERMANENT STATE OFFICE

(quotations direct tho edited. Underlining or caps by person replying)

A permanent home for the League of Women Voters instead of its present nomadic existence.

Easier to find by the general public, e.g., legislators, state agencies, etc.

Business-like and efficient.

Elimination of cost of moving state office.

Strong possibility of continuity of service by employees and elimination of constant training of new employees - always a problem when you must hire new people with promise of only two years, training them, and then experiencing resignations due to offers of more permanent employment.

A permanent address - listed in phone book, in Texas Almanac and on publications which are used in schools and colleges, etc.

Continuity in the event a President has to resign.

Relieve President of routine chores which we too often expect of them.

Allow President time for more Rublic Relations.

If Austin is the Permanent State Office headquarters the value for lobbying purposes of having headquarters in the Capitol City would be numerous - again ease the communications, records being available, a place outside the Capitol to have interviews.

Doing away with the turmoil that occurs when a new State President takes over and the routine set is broken and it is months before things run smoothly.

Continuity both to State Board members and the Local Leagues in all mailings.

Time saved in looking for the proper building, offering the right rental price and facilities, such as parking, office space, location. This might also effect hotel room rates since they could be booked on a more permanent basis for State Board meetings, etc.

The quality and continuity of service to local leagues remains constant and helps new State Board Officers become effective more quickly. It facilitates continuity of program and leadership.

No loss of time between moves (which amounts to about two months when you consider packing, unpacking and getting order out of chaos) which puts regular procedures way behind (such as filing, billing, etc.)

ONE PERMANENT FILING SYSTEM

More efficient office staff (tremendous help to each new state president because staff knows regular routine).

Helpful to local Leagues who are not aware the office moves (mail is constantly sent to old state addresses).

Stock room with ample space for supplies, permanent historical files and permanent space for contents of current catalog in certain order.

Cheaper printing prices on stationery, manila envelopes, Voter, and any other printed material published by state office.

Save office equipment wear and tear caused by moving.

Central location would be closer to leagues throughout the state.

Would make Legislative work immeasurably more stable - governmental officials would recognize a continuing address as one more evidence of the League's effectiveness.

Publishing would surely be more correlated.

Continuing personnel would provide the same sort of trained experience and helpfulness that has been evidenced in the Field Service area the past few years.

DISADVANTAGES OF A PERMANENT STATE OFFICE

Time required of a President away from home.*

Choice of State President will be limited to those who can be away from home for several nights a month when commuting is necessary.*

Increased expense for: President's travel to and from office.* Secretarial help for president in home town.* Additional office help in Permanent State Office.

(* These reasons appear on every reply received.)

Could limit choice of president to nearby leagues.

Limitation of service of a President from distant local Leagues.

Could diminish volunteer quality of League.

League might grow toward a paid professionally oriented organization.

Executive secretary could become "dictatorial" on policies and procedures. (She should NOT be a League member.)

Not being in same town as President.

State Presidents in answer to whether Permanent State Office in central location in the state would have affected acceptance of presidency: two would not have accepted since they would have been unable to spend several days a month away from home: one would have accepted but would have had to resign due to illness in her home: one replied question was not applicable since office was in Austin during her tenure. Two presidents favor a Permanent State Office.

All Vice- Presidents and Other Officers replying said a Permanent State Office would have made no difference in their acceptance. One added she favors same. Another stated the "really makes no difference in any job except the President and the Legislative Chairman. However, wherever the office is, there should be available state Board personnel (within a 50 mile range) who can be resident Board member. In a Permanent State Office situation with a commuting State President, resident Board members are a "must". Another stated "something must be done to smooth the transition period for State Board members! Having a PSO would have helped to a considerable degree."

(This Committee did not attempt to determine from Nominating Committee members, past or present, whether they generally try to choose officers and board members from the more central and/or populous sections of the state. Or if they felt some desirable material was being by-passed since a state office far removed from most league membership would not be desirable.)

VOLUNTEER HELP

There was general agreement that volunteer help is seldom satisfactory. Reasons stated were that such help is not necessarily available when needed; that during rush periods the office staff is too busy to try to train and instruct volunteers who may vary from day to day; that the volunteer may not be able to come when promised. Some felt that volunteers can be used occasionally, but that part-time help is probably better and more efficient.

COMPARISON OF STATE TO NATIONAL OFFICE

The following was received from Mrs. Mabell M. Long, Organization Coordinator, National Office, in reply to various questions concerning establishing a Permanent State Office, including job classifications:

"A permanent state office would have some of the same advantages and some of the same problems as the national office. Because of the size of the national office anything

but a permanent arrangement would be out of the question. It would be extremely difficult for the national office to operate far removed from Washington. If we were located elsewhere a small office would need to be provided in Washington in addition to the main office just to take care of Congressional and other similar work. Not all permanent state offices are in the capitol city, but it helps tremendously if this is possible.

For many of the early years the national president was actually resident in Washington; but beginning with Mrs. Lee we had a non-resident president and as we gathered financial strength we could manager a president from the Chicago area, Mrs. Phillips,and now we have one all the way from the west coast. Even the arrangements of the national operation have taken a number of years to develop fully and the development of a permanent state office may need to be a step-by-step affair.

It would be quite appropriate to join the duties of an executive secretary and an office manager if someone could be found who had the necessary qaalifications. It seems to me in a state office the Board decides what duties it wants taken on by its staff member (beyond clerical ones) and then finds a qualified person. It need not follow any job description. If the office is small, office management duties would not be too time consuming, so there should be time left for your staff member to undertake an executive staff role, opening and reading and distributing mail, answering the phone and routine mail, marking materials for file, preparing kits of material for field workers, making arrangements for conferences, whatever you decide it would be helpful to have done for you within the time available.

It would be quite appropriate for a Board member living handy to the office to be an assistant to the president. We have much this arrangement in Washington. We usually have two "resident" Board members, each of whom is in the office three or more days a week. These Board members always must come from the District of Columbia, or nearby Virginia or Maryland communities. We get the best available person regardless of her League. They give continuity to Board control of the whole national operation.

In general I think the trend is toward permanent arrangements as the size of state operation increases. As the files and equipment and number of staff grow in size, it becomes increasingly difficult to move everything and find new staff with each move."

This communication from National seems to emphasize:

1. For a state office the size of ours the trend is towards permanent arrangements.
2. The need to be close to the legislature. An important consideration due to the possibility of annual sessions.
3. The duties of an executive staff person are set up by the Board, but could include supervision of clerical help (in the role of office manager).
4. Qualifications need not follow any specific job description - certainly helpful would be, in addition to general executive secretarial experience, some interest in and knowledge of government and politics, some knowledge of the League structure and policies, and even experience in dealing with printers, etc.
5. Agreement that the time of a commuting President could be lessened a great deal by having one or more "resident members" of the board.

State and National offices - permanent - are alike in many ways:

1. Near legislative activity
2. Elimination of expense of moving every 2 or 4 years - or oftener if a President has to resign for some good reason.
3. Continuity of executive and clerical help, including knowledge of history, records, etc.
4. Build up of relations with suppliers and printers and/or accounting help.
5. Permanent address.
6. If a President must resign in the middle of the term, a well functioning permanent office would ease such a crisis.

Both National and State permanent offices have, of course, the cost of transportation and limitation of service from some Leagues. State is on a smaller scale with a smaller budget.

A main difference, it seems, is that generally speaking the National Board members are a little older and do not have to leave young families. In Texas many of our best possibilities for service on the State Board have said they were unable to serve because of time away from home. This may be the biggest barrier - even more so than cost - to a permanent state office. Perhaps the answers could be found - step by step, as they have been worked out by National.

POSSIBLE LOCATIONS FOR PERMANENT STATE OFFICE

Mrs. Zurback, of the National Board, spoke to the Texas State Board sometime ago and pointed out that it is not always desirable and sometimes may even be a mistake to locate a permanent office in the state capitol. She stated the most important consideration should be that the office be located in the center of League population, in order to be assured of the availability of "resident" board members. Leagues in capitol cities usually have to furnish the State Legislative Chairman as well as fill the positions in their own local league.

Below is a presentation of league membership in terms of distance from both Austin and two other cities which are near centers of league population. These figures are based on 1967 membership in local leagues in Texas as set forth in the Financial History.

City	Less than 100 miles	100 to 200 miles	200 to 300 miles	Over 300 Miles
Austin	500	2147	443	576
Dallas	986	434	1384	863
Houston	1243	764	1085	575

SUMMARY OF INFORMATION GATHERED FROM SEVEN STATE LEAGUES WITH PERMANENT OFFICES

LOCATION: Seven Leagues, Connecticut, Missouri, California, New York, Michigan, Kansas and Indiana were contacted in this survey. The length of time that these Leagues have had a permanent state office varies from 4½ years in California to 47 years for Missouri and Indiana. It is interesting to note that only two of the Leagues have their permanent offices in their state capitol, Kansas and Indiana. Until 1963 Connecticut had their office in their state capitol, but they moved it to the center of League population because they felt they could offer better services to their Leagues. They made arrangements to have desk space in their capitol building, which has worked out well for them. The New York League has made arrangements for the first time this year to have a desk in the Albany League's office (their state capitol city). California considered establishing their office in the capitol city, but instead chose San Francisco, the center of League population. The five leagues which indicated that they were not located in their state capitol said that they were in the center of their League population and Indiana indicated that they were geographically in the center of their Leagues, but more Leagues were in the north than south.

Most have taken into consideration, in making a choice for office location, the ease with which a majority of the members can get to the office. This is a large factor in finding not only officers to serve but volunteers to come to the office to relieve the staff during peak load periods.

Missouri League had an interesting comment to make about location: "We would like to point out that chosing a permanent location for your state office is a difficult task. In many instances, as in Missouri, the location of the State Capitol is not necessarily the wisest choice. While it is true that League members are seen and heard more often insofar as the Legislative program is conserned, it is also true that the local League may not have enough woman power to maintain a vital and active local League and also assist with the volunteer staffing of the State Office."

FUNCTIONS OF AN OFFICE: The Leagues, for the most part, used their offices for primarily the same purposes, channeling all mail and bills of state business; preparing and mimeographing publications; storing state and local League files. Some also used their offices to hold board meetings; others did not because of noise factors (machines), lack of space, or distance not convenient for the majority of board members. Stenography, typing, duplicating, assembling, posting bills, answering the phone, etc., were job descriptions given by most Leagues. These jobs were handled jointly by paid staff and Board members. For the most part, the staff was used to do routine jobs and decisions were made by the League members. In the case of a small staff, League members were used to do typing, assembling, phone-answering and the like. It became obvious that each League has tried to use their paid staff to relieve Board members of routine jobs, whenever time and money allowed.

It makes a great deal of difference on the responsibilities and duties, as well as the cost, of a paid staff if the President (and other Board members) are resident or non-residents of the city in which the office is maintained. Some Leagues, such as Michigan, depend on their staff (one of whom is an experienced League member) to do the majority of the work in the office. Missouri, on the other hand, expects resident Board members to come in one day a week to do office work. Some Leagues, which have a non-resident president, have a resident vice-president or Board member who spend time in the office making decisions.

COST AND WORTH: All Leagues surveyed, unaniously agreed that the advantages of having a permanent state office were worth the cost. Kansas has budgeted $1650 for the coming year to run their office (with a part-time secretary). California, on the other hand had budgeted $43,780. The average cost for the seven Leagues was $18,449 and the median was $13,675.

Several reasons were given for the value of a permanent state office:

Missouri - files would be incomplete if the state office was not permanently located. Added features include constant availability to the public, good relations with news media and elimination of transferring accounts and address changes every two years.

California - staff carry over for a smoother transition, obviated biennial "move", permanent address, permits president to be nominated from any part of the state.

New York - with 16,000 members in 89 Leagues could not possibly operate without a central office.

Michigan - it is the life line of the LWV of Michigan.

Kansas - State Board members are relieved of duplicating, typing, etc., and so are freed for more creative work. Can take advantage of quantity purchase of materials, paper, etc. Greatly improved communication with local Leagues.

Indiana - a permanent office with reasonably permanent staff gives continuity to balance a changing Board.

It becomes apparent, after reading these comments, that there were many valid reasons for considering having a state office, permanently located. However, as the Michigan League has said:

> "The most important factor in all consideration is money - or lack of it!! The cost of running an office, rent, telephone, supplies, etc., is with you no matter where you establish an office, hear the president or someplace else. It then becomes a question, are the costs of moving an office (moving, non-permanent address, change of staff, etc.) greater than the cost of keeping a permanent office with the accompanying problems of getting a president to the office (if she is non-resident) and losing potential presidents and board members because the travel factor is too much."

This is the questionnaire sent to the seven state Leagues with permanent offices.

QUESTIONNAIRE on PERMANENT STATE OFFICE

1. How long has your State League had a permanent state office?_____

2. Where is your office located?_____Is it in the State Capitol?

_____Center of League population?_____Other?_____

3. How many Leagues are in your state?_____Are they widespread?_____

Grouped?_____

4. How large is your office staff?_____Full-time_____

Part-time_____Volunteer?_____Temporary?_____

5. What are your job classifications? and number of persons in each classification?

6. How much do you pay for each classification? (per hour or whatever scale you use)?

7. If a person is unfamiliar with LWV, how long does it take to train them?_____

8. Do you have someone in your employ who does bookkeeping or accounting?_____

Do you use professional service?_____or one of your office staff?_____

9. Is all State League mimeographing done in the permanent office?_____

If not, how much is farmed out?_____%

10. How much time does your President spend in the office?_____days/week

How much time do your Vice-Presidents?_____other officers?_____

11. How much do you budget per year for the President to make trips to the state

office?_____Does this amount include: travel expenses_____

per diem_____and/or motel_____and meals_____or other_____?

12. Do you budget additional sums for other officers?_____

If so, how much per year?_____

13. How much does it cost per year to run your office?_____

14. Do you think it is worth the cost?_____Reasons:_____

STATE	Length of Time they have had PSO	Location	State Capitol	Center of League Population	Number of Leagues in State	Widespread of Grouped
Conn.	20 plus	Hamden	no	yes*	57	Grouped
Missouri	47-48	St. Louis	no	yes	19	Widespread
Calif.	4½	San Francisco	no	yes	79	Widespread
New York	long long long time	New York City	no	yes**	89	Widespread
Michigan	at least 15 yrs	Detroit	no	did not say	40	Widespread
Kansas	5	Topeka	yes	did not say	16	Widespread
Indiana	47	Indiana-polis	yes	yes (geographically)	35	Widespread (furtherest 168 miles away)

* The office was in the state capitol until 1963. It was moved because the nominating committee found good leadership was available from the many leagues in other parts of the state, but they would not serve on the state board because of the distance to the state office. They had some problems during the sessions of the legislature, but now have a desk in the secretary of state"s office! They feel it was worth the move to the center of league population because they can offer better services to the Leagues.

** They share space and a telephone operator with the New York City League. They have arranged for desk space in the Albany League's office for the first time this year.

RESULTS OF QUESTIONNAIRE - LOCATION

RESULTS OF QUESTIONNAIRE - STAFF

STATE	CLASSIFICATIONS	PAY SCALE	TIME	TIME TO TRAIN	PAY SUCCIFIENT?
Conn.	Executive Sec. (1)	$450/mo	Full-time	one year	?
	Typist (1)	$2/hr	part-time		
	Clerical (1)	$1.50/hr	part-time		
Missouri[1]	Secretary (1)	$435/mo*	full-time	two-six months	yes
	Typist (1)	$2.25/hr	part-time		
Calif.	Administrative Secretary (1)	$500/mo	full-time	depends - three months	yes
	Publications- Bookkeeper (1)	$475/mo	full-time		
	Clerk-typiest (1)	$325/mo	full-time		
New York	Membership Sec. (1)	$18,735 for all salaries do give liberal vacation allowance	Full-time	two months (depends on person & job too)	Hard to get help - they like it once they come
	Publications (1)		Full-time		
	Office Manager (1)		Full-time		
	Secretary (1)		Full-time		
	Typist (1)		Full-time		
	1 part-time (no classification given)		Part-time		
	They also use temporary help when they need extra - and volunteers for emergencies.				
Michigan	Office Manager (1)	$4300/yr	Full-time+	no reply	so far - yes
	Secretary (1)	$3900/yr*	Full-time+		
	(1) occasional part-time		+35 hr week		
Kansas	Office Secretary (1)	$60/mo current min. wage	part-time (10 hr week)	six months	yes
	Typist on call. Secretary works a regular schedule of 10 hours per week and extra when needed.				
Indiana	Stenographer (1)	$100/wk	Full-time	depends	we hope so
	Clerk (1)	$100 wk	Full-time		
	(This present parity in wages is because the stenographer is inexperienced and the clerk has been an employee for seven years.)				

[1]Resident Board members are expected to spend one day a week in the office to answer the phone, proofread, assemble publications and file. Part-time help averages three days a week over the year.

* Both the Missouri and Michigan Leagues are planning to give raises if new budgets are accepted. (Missouri would then be $450.mo and $2.35/hr; Michigan would be $4600 for the office manager, $350/mo for present secretary and $300-325/mo for a new secretary.)

RESULTS OF QUESTIONNAIRE

ROLE AND RESPONSIBILITIES OF BOARD MEMBERS TO PERMANENT STATE OFFICE

STATE	TIME SPENT IN OFFICE BY PRES.	TIME SPENT IN OFFICE BY VP/s	TIME SPENT IN OFFICE BY OTHERS	Amount Budgeted for Expenses PRES	OTHERS
Conn.	2 days/wk	1 day/wk	varies	$800 for all expenses	$425 for Board expense plus additional from other accounts
	(Note: budget does not cover all expenses of either President or Board)				
Missouri	4 days/wk	2 days/wk - by VP who is Office Manager	Treas. & other resident Bd. members spend 1 day/wk	$400	$1500
Calif.	2 days/wk	2-3 days/wk	1-2 days/wk	$1200	$6000
New York	2-3 days/wk	1 day/wk	Tres. 1-2 days/wk	$400 for all expenses	$3000 for Board travel and other expenses*
	* (They have instituted a system of O.D.'s, not defined, Office Directors? - where a volunteer is on duty every day in the office to direct and relieve in staff operations. These people get fare.)				
Michigan	1 day/wk	when needed		All trips to state office by Pres. and VPs are charged to Pres account. Budget for Pres is $100, for Board $1500.	
Kansas	Although the President's account contains funds for travel to the state office, ($200), the last two presidents have chosen to use this money for postage and telephone communication with the office. The Board member in charge of the office is the first vice president whose home is in Topeka and who averages about 10 hours per week in the office.				
Indiana	2-3 days/wk resident of Indidnapolis	1st VP 1 day/wk (non-resident)	Resident Board member-2 days/wk others come as needed when possible to do so	$150	$1150

** In the past, they have allowed 4 cents a mile for travel expenses and hotel bills for non-resident Presidents. Proposed budget includes $400 for president's expenses with the provision that any amount not expended be cumulated toward the necessary additional expense incurred in case of a future non-resident president. They are proposing to raise money alloted for board to $1300, which covers mileage and hotel for board meetings and travel to come to state office to do board work.

RESULTS OF QUESTIONNAIRE - COST and WORTH

STATE	COST	WORTH IT?	REASONS
Conn.	$13,675 Includes rent, equipment, maintenance supplies, phone, postage, salaries, audit fees and bank charges	yes	They can't remember when they didn't have one Dont feel they have a basis of comparison
Missouri	$12,945 includes rent, supplies, salaries, taxe s & as above	yes, essential	Houses all material published by League, complete files on all local Leagues, an adequate meeting place for board meetings. Many of these advantages would be lost in moving expenses alone to say nothing of the probability of incomplete files if State Office were not permanently located. Added features include constant availability to public, good relations with news media and elimination of transferring accounts and address changes every two years.
Calif.	$43,780	yes	Staff carry over for smoother transition, obviates biennial move, permanent address, permits president to be nominated from any part of the state - we like it.
New York	$30,527	must have	With 16,000 members in 89 Leagues we couldn't possibly operate without a central office. We certainly have not resolved the problem of office management...
Michigan	$12,370	yes	It is occasionally used for brief meetings but on the whole it is the life line of the LWV in Michigan.
Kansas	$1,605	yes	Greatly improved communication with local Leagues. Value our Leagues place on office demonstrated by over $1000 raised in voluntary contributions when office destroyed by tornado. Previous and current presidents say hzving the office was a deciding factor in their agreeing to serve.
Indiana	$14,240	yes, obviously	We cannot depend on non-Board volunteer help from Indianapolis League, as they need all that they can get to operate their own office. A permanent office with reasonably permanent staff gives continuity to balance changing Board. An office reasonably adequately staffed makes it possible to do all our mimeographing rather than "farming it out".

RESULTS OF QUESTIONNAIRE - MIMEOGRAPHING & BOOKKEEPING

STATE	WHO DOES BOOKKEEPING & ACCOUNTING	MIMEOGRAPHING
Conn.	Treasurer	All done in PSO
Missouri	Treasurer - bookkeeping Paid Secretary does billing. Professional service does auditing free	Farms out the printing of the Missouri VOTER, the Missouri Voter's Handbook, Lesiglative Roll Call and the Voter's Primer - all other work is done in office including all state program resource material. Printer used for publications if cheaper, otherwise do it themselves. (Multigraph)
Calif.	Uses a professional service	All mimeographing done in PSO
New York	Treasurer	All mimeographing done in PSO
Michigan	Treasurer keeps all books. Office Manager does billing. Professional audit by CPA	All mimeographing done in PSO
Kansas	Treasurer	All mimeographing done in PSO
Indiana	Treasurer keeps books and makes up treasurer and budget reports - office clerk does billing, makes deposits, writes receipts, etc.	All mimeographing done in PSO

COST OF OPERATION OF PRESENT STATE OFFICE

(Figures used are based on Proposed State Budget for 1968-1969)

Operating Costs		
Maintenance *	$2,400.00	
Resident Board Car Allowance	200.00	
Supplies	700.00	
Transfer of State Office	000.00	
Salaries and Social Security		
Executive Secretary	4,500.00	
Assistant Secretary	3,000.00	
Social Security	404.00	
Audit	100.00	
	Total	$11,304.00

* Maintenance includes rent, telephone, constracts on equipment, insurance janitorial service, etc.

ESTIMATED ADDITIONAL EXPENSE FOR PERMANENT OFFICE **

President's Travel Expense to State Office	$1,600.00	
Secretarial assistance to President in her home town, long distance calls, etc.	1,300.00	
Resident Board member expense	100.00	
		$ 3,000.00
Less savings:		
Transfer of State Office (usually budgeted $500 biennially)	250.00	
Printing, wasted stationery etc	50.00	300.00
	Total	$ 2,700.00

This total represents a percentage increase of eight percent (8%) over the proposed 1968-69 local League pledgesof $33,880.00

** Should local Leagues decide to work toward establishing a Permanent State Office, the Budget Committee could be directed to establish a firm estimate of expenses involved and savings which could realistically be expected.

Explanation of method of arriving at President's Travel Expense:

Based on 20 trips per year averaging two days per trip.
(Does not include quarterly Board meetings)

Per diem $20 x 2 =$40 x 20	$800.00	
20 round trips of 500 miles @ 8ø per mile	800.00	$1600.00

SUMMARY OF ADVANTAGES AND DISADVANTAGES OF A PERMANENT STATE OFFICE

(from the statements made by State Leagues which have such offices)

ADVANTAGES:

A Permanent Address (with the following advnatages)

1. makes it possible to buy materials, stationery, paper, etc., in bluk
2. letterheads are not wasted
3. makes it possible tp put a permanent address on all publications
4. eliminates the need of transferring accounts
5. eliminates expense of moving (and need to find suitable accommondations)
6. provides a permanent housing for equipment
7. eliminates potential damage to equipment from moving it
8. provides permanent storage place for files and publications
9. provides constant availability to the public
10. makes it possible to develop and keep good relations with news media

A Permanent Office (with the followingadvantages)

1. gives continuity and makes for a smoother transition when the officers change over
2. can continue to function in the event a president must resign in mid-term
3. makes it easier to hire people for the staff when the job promises to be more permanent than 2 to 4 years
4. can relieve board members of duplicating, typing, etc so they are free to do more creative work.
5. improves communication with the local Leagues
6. potentially can provide an adequate place for board meetings.

DISADVANTAGES:

1. May limit choice of President and Board members to those closest to the permanent office.

2. May limit the choice of President to one who is free to travel a great deal out of town.

3. The costs of travel for the President may be more than the cost of moving the office to be close to her.

4. It may be necessary to set up a small office for the president in her home town - an additional expense.

5. Necessitates finding persons willing to serve as "resident" board members.

PERMANENT STATE OFFICE COMMITTEE
LEAGUE OF WOMEN VOTERS OF TEXAS
1841 Bingle Road
Houston, Texas 77055

FORT WORTH
JAN 23
PM
1968
TEX.

FIRST CLASS MAIL

Mrs William E. Jon
1305 Bon Hon Drive
Houston, Tex 775055

FIRST CLASS MAIL

IMMEDIATE ATTENTION PLEASE!!!

June 30, 1967

Mrs. George Boller
326 Mackerel
Galveston, Texas 77550

Dear Glen:

Thank you for agreeing to be a member of the committee to study the pros and cons of a state permanent office. The chairman of this committee is Mrs. John C. Roberts (Liz) 4400 Warnock Court, Fort Worth, 76109. Others on the committee are Mrs. F. V. Rourk (Ivy) 1713 Powell Drive, Waco 76708; Mrs. Duane Jordan (Carolyn) 3419 62nd St., Lubbock 79413; and Mrs. Karl Kamrath (Jeanie) 8 Tiel Way, Houston 77019.

You will be hearing shortly from Liz Roberts, who is anxious to get the ball rolling this summer.

Sincerely,

Mrs. William E. Joor

Similar letter
Rourk
Jordan
Kamrath

JUN 30 1967

League of Women Voters of Fort Worth

4400 Warnock Court 76109 FORT WORTH, TEXAS

June 29, 1967

Mrs. William E. Joor, President
League of Women Voters of Texas
1841 Bingle Road
Houston, Texas 77055

Dear Ruth:

Sorry to be so late in replying to your requests. Left town the end of May for a couple of weeks in Vermont, Canada and Kentucky and haven't caught up since.

As to the Board of Trustees of the Texas Education Fund. Am turning you down on this one since it is just not my cup of tea. I don't enjoy spending other people's money - or even anything remotely connected with finances. Dorothy called me one day and I have already told her this on the phone.

As to chairing the committee on the permanent state office. Since I assume there is a committee, I accept. Do let me know the names and addresses of the committee members and also if we foot our own postage bills, what state office can include in its regular mailings, etc. For instance, before all the local leagues make up their calendars, I'd like for them to leave room for some membership discussion of this proposal. Also, we need to get busy and send out questions etc., so we can have the type information they want to discuss.

We're leaving for Mexico on the family vacation July 22nd. The maid took a leave of absence for the summer and I'm still two years behind on household duties, but I will try to get on the ball soon. We're having a luncheon today for Marjorie Anderson who is visiting in town.

Sincerely,

Liz

Mrs. John C. Roberts - ex

cc: D. Brown

June 30, 1967

Mrs. John C. Roberts
4400 Warnock Court
Fort Worth, Texas 76109

Dear Liz:

Thank you for accepting the chairmanship of the committee on the permanent state office. Yes, there is a committee. The names and addresses are as follows:

Mrs. George Boller (Glen) 326 Mackerel, Galveston 77550
Mrs. F. V.. Rourk (Ivy) 1713 Powell Drive, Waco 76708
Mrs. Duane Jordan (Carolyn) 3419 62nd St., Lubbock 79413
Mrs. Karl Kamrath (Jeanie) 8 Tiel Way, Houston 77019

The state League will pay all postage bills and any telephone calls that are necessary (those that a letter cannot take care of.). ~~Any~~ Any mimeographing that needs to be done can be run off in state office and mailed out from here.

I am happy that you want to get going on this right away. I am sure it ~~xxxx~~ is in good hands. (I have a new electric typewriter and am not too proficient yet, so excuse errors.)

Sincerely,

Blind copies Casperson, Martin, Winick

Same letter to Boller, Galveston; Faris, Dallas; Jordan, Lubbock; Kamrath, Houston

324 mackerel
Galveston 77550

Mrs Duane
3419 62nd St
79413

May 3, 1967

Mrs. John C. Roberts
4400 Warnock Court
Fort Worth, Texas 76109

Dear Liz,

At the 1967 Presidents' Council the delegates recommended that an ad hoc state committee be appointed to study the possibility of a permanent state office for the League of Women Voters of Texas, and that a report be made at the 1968 Convention in San Antonio.

I would consider it a favor to me and to the state League if you will agree to serve on this committee. Most of the work will be done by mail. If we can finance it, we may set up one face-to-face meeting.

I hope we may have an affirmative reply from you soon.

Sincerely,

Mrs. William E. Joor
RHJ/jec

✓ - accepted
✗ - declined

need another name

May 17, 1967

MAY 18 1967

Dear Ruth,

I am sorry that I will not be to serve on the ad hoc committee to study the possibility of a permanent state office. There are several factors which are involved in my plans for the future and I am not taking on any new projects until I know my schedule for next year.

In any case I cannot, in fairness to you, take this on right now - but thankyou for thinking of me -

Sincerely, Fran Farris

Mrs William E Joor
League of Women Voters of Texas
1841 Bingle Rd
Houston, Texas
77055

MRS. SAM R. FARIS
2541 DELMAC DRIVE, DALLAS, TEXAS 75233

MAY 23 1967

Dear Ruth,

Since I am taking several college courses presently, my spare time is somewhat limited and I can't make any firm promises to attend meetings — However, if what you envision for the committee to look into financing is brainstorming - by - mail I would be delighted —— and honored — to serve -

I'll be looking forward to learning more about this assignment -

Sincerely,
Mimi Freedman

Monday, May 22nd

answered
5/29

MRS. RAYMOND FREEDMAN
7132 LAKEHURST AVENUE, DALLAS, TEXAS 75230

Mrs William E. Doar
League of Women Voters of Texas
1841 Bingle Road
Houston, Texas 77055

June 23, 1967

Mrs. F. V. Rourk
1713 Powell Drive
Waco, Texas 76708

Dear Ivy:

You may remember that at Presidents Council there was some talk about a permanent state office, and the state Board agreed to name an ad hoc committee to study the problem and report at Convention in '68.

I don't know of anyone with more knowledge than you about what goes on in a state office and think you would be a valuable member of this committee. So will you accept appointment? Most of the brainstorming will be via the carbon routine unless we can find some money for a face-to-face meeting.

Please forgive me for running away to the airport without you. I must have been somewhat fuzzy-minded at that time. And do say yes to this appointment.

June 22, 1967

Mrs. John C. Roberts
4400 Warnock Court
Fort Worth, Texas 76109

Dear Liz:

Since the original impetus for an ad hoc committee on exploring the possibility of having a permanent state office came from you, will you agree to bethe chairman of this committee? I don*t think it will mean any more work actually, and it needs someone with your initiative to get it rolling.

I will hope to hear an affirmative answer soon.

Sincerely,

Mrs. William E. Joor

JUN 28 1967

From the desk of

Ivy Rourk

June 26, 1967

Dear Ruth:

Remember this lovely paper? I've enjoyed it so much.

Your letter arrived the end of last week and I shall be glad to serve on your committee and contribute whatever I can. Its going to be a tough decision because there is so much to be said for both sides.

Heavenly days, I've never seen so many notes! It seems I've done nothing else but transcribe notes since I came back. Have to give a report on the two key speeches at our picnic tomorrow - either those men were long winded or I made up a lot of stuff. Anyhow, wish me luck.

Will look forward to hearing from you further about the committee.

Regards to all you nice people.

Love Ivy

August 22, 1967

Mrs. James F. Conlan
834 Lexington Avenue
Abilene, Texas 79605

Dear Alicia:

Thank you for agreeing to chair the Ad Hoc Finance Committee. I suggest you contact your committee soon and begin the brainstorming process. As I understood the delegates to say, the purpose is to find new ways if possible to bring money into the League -- in addition to the tried and mor e or less successful methods we have been using. Possibly you could explore ways to make the old methods more efficient.

Your committee is as follows:

Mrs. Raymond Freedman, 7132 Lakehurst, Dallas 75230
Mrs. Dale Owen, 410 Dolphin Place, Corpus Christi 78411
Mrs. C.R. Rotthoff, 1124 Cypress Road, Brownsville 78520
Mrs. T. A. Pollard, 8413 Hunters Creek, Houston 77024

The state office is mailing you and your committee some envelopes, letterheads, and onionskins. Postage and any additional expenses will be borne by the state Board.

Sincerely,

Mrs. William E. Joor

Mrs. James F. Conlan
834 Lexington Avenue
Abilene, Texas 79605

July 16, 1967

JUL 24 1967

Mrs. W. E. Joor, President
League of Women Voters of Texas
1841 Mingle Road
Houston, Texas 77055

Dear Mrs.Joor:

Thank you for your expression of confidence, but I don't feel that I can accept such an open-ended assignment that could involve more work than I could handle. Whatever I do, I want to feel that it is done properly. Under the circumstances that I will face during this next year, I shall have very little time to give to League interests. Anything I accept will have to be clearly defined as to quantity of duties. I have two sons of college age and in order to keep our head above water financially I must carry a full case load of students for my vocation, Language Therapy. My first recommendation is that you endeavor to get one of the other members for the job.

I well know how hard it is to get chairman, so if you are really up a tree, I'll bargain. In thinking about this I would like to submit my thought that the big chain inter- and intra-state retailers be approached to make financial commitments either directly to the State Board or to the local Leagues. I would expect that the experience of others is similar to ours that we get nothing from Mongomery Ward, Sears, Pennys, Clarks, Gibson's or any of the food chains. The competition that these big chains give the local merchants is so severe that they have a hard time merely surviving and are hardly sources of much for the League. We are in the same shape with oil companies. I think someone, preferably of State or National Board status, should make the rounds at the policy-making level for financial commitments from these people who are withdrawing most from our communities. Obviously, I could not do this contacting because of the time and travel which would be required. Probably most of the main offices serving Texas are in Dallas, though I don't really know. Perhaps you have better or other ideas that have been submitted to you. IF I were to be the chairman, I would want a very firm understanding as to exactly how much was to be covered and who would be responsible for carrying through by what time. I just couldn't get into the place where I felt obligated to write millions of letters on millions of ideas. I'd be in a mess myself and let you down, too.

Sincerely,

Alicia

Mrs. James F. Conlan

Mrs. James F. Conlan
834 Lexington Avenue
Abilene, Texas 79605

AUG 18 1967

August 16, 1967

Dear Mrs. Jon: -

Your outline of the responsibilities of office don't sound too terribly demanding. I'll do the best I can for you -

Sorry my answer has been delayed! Your letter came in as I was trying to wind things up at home to visit my mother on the East Coast and was just one thing I could throw in my bag to take care of later!

I hope we can brainstorm by mail. Perhaps, if a few ideas are already put in the "pot" they will then breed further ones at Convention.

Sincerely -

Alicia Conlan

July 26, 1967

Mrs. James F. Conlan
834 Lexington Avenue
Abilene, Texas 79605

Dear Alicia:

All right, I will bargain with you, if you will consent to be chairman of Ad Hoc Finance Committee..Actually, this is not an open-ended assignment, with a mountain of work and carbons involved. Nor would we expect anybody on the committee to do any work on a Finance Drive which might include the state Board. What we want are ideas such as you expressed about the chain inter and intra-state retailers. It would be a kind of brainstorming via the mails. You would then take the ideas and assemble them into a report to be delivered at Convention in San Antonio next March.. If for some reason you could not get to Convention, you could designate a member of the committee to make the report.

It has been apparent that local Leagues are not tapping to the fullest extent possible financial sources. Maybe there are ways and means of financial support that we may have considered not quite League-like that should be reconsidered. The state League is not operating to the best advantage because of limited funds, and this is true of local and national levels. So there must be an answer somewhere. Our biggest drawback is of course our non tax-exempt status.

The national Board is beginning to explore a finance drive on the national level to highlight our 50th anniversary in 1970. They are considering such things as hiring public relations experts, contacting nation-wide companies, and sharing the proceeds with state and local Leagues..This, however, may be a one-shot deal, but it shows that we are beginning to think in larger terms than previously.

I hope that I have made this a little clearer and that you will agree to the assignment.

Sincerely,

Charges for postage, carbons, envelopes, letterheads & Convention expenses will be borne by the State League

August 22, 1967

Mrs. Raymond Freedman
7132 Lakehurst,
Dallas, Texas 75230

Dear Mimi:

Mrs. James F. Conlon (Alicia) has accepted the chairmanship of the Ad Hoc Finance Committee. I believe you will be hearing from her soon. I have already sent you the neames and addresses of the committee. I hope you still have them.

The state office will send you supplies. Any postage costs or other expenses will be borne by the state Board.

Love,

August 22, 1967

Dear Lucia:

Mrs. James F. Conlon (Alicia) has accepted the chairmanship of the Ad Hoc Finance Committee. The names and addresses of the committee are:

Mrs. James F. Conlon, 834 Lexington, Abilene 79605
Mrs. Raymond Freedman, 7132 Lakehurst, Dallas 75230
Mrs. Dale Owen, 410 Dolphin, Corpus Christi 78411
Mrs. C. R. Rotthoff, 1124 Cypress, Brownsville 78520

The state office is furnishing supplies for correspondenee. Could you drop around sometime and pick up what you may need?

Love,

Similar l. to Mrs. Rotthoff

August 22, 1967

Mrs. Dale Owen
410 Dolphin
Corpus Christi, Texas 78411

Dear Eunice:

I appreciate you willingness to serve on the Ad Hoc Finance Committee.The other members of the committee are as follows:

Mrs James F. Conlon, 834 Lexington Ave., Abilene 79605, chairman
Mrs. Raymond Freedman, 7132 Lakehurst, Dallas 75230
Mrs. C. R. Rotthoff, 1124 Cypress Road, Brownsville 78520
Mrs. T. A. Pollard, 8413 Hunters Creek, Houston 77024

As I understood the delegates at Presidents Council, they wish the committee to brainstorm about new methods of financing the League. Evidently local Leagues are not tapping, to the full,resources in their communities. Possibly other methods than the ones we have been using would help our League financing. This committee will do its brainstorming by mail, therefore the state office is sending a supply of envelopes, onionskins etc. Any postage costs or other expenses will be borne by the state League. Be sure to include each member of the committee whenever you write in response to a letter.

You will be hearing from Mrs. Conlon soon.

Sincerely,

Mrs. William E. Joor

LEAGUE OF WOMEN VOTERS OF BROWNSVILLE

BROWNSVILLE, TEXAS

MAY 25 1967

May 23, 1967

Dear Ruth:

I apologize for my "hen tracks." Have been using the LL typewriter, but now I'll have to invest in one for myself.

I am tremendously pleased and excited about the prospect of serving on the ad hoc state committee. We recognize, from our own local situation, how imperative it is to strengthen the League's financial structure. Too many good ideas go down the drain for lack of money to carry them out. I hope I can be of some help.

I regret the fact that my reply is so horribly tardy, but I had to alter my LL responsibility somewhat before I could definitely say yes.

I'll be looking forward to hearing more about the committee. I think it should be a most stimulating and challenging job. Thank you for thinking of me.

Sincerely,

Gail Rothhoff

LEAGUE OF WOMEN VOTERS
of
CORPUS CHRISTI, TEXAS

MAY 19 1967

Affiliated with the
National League of Women Voters

May 17- 1967

Mrs William Goar
1841 Bingle Road
Houston Texas

Dear Ruth,

My answer to your letter of May 3 regarding my appointment to Ad Loc State committee was delayed so I could present it to the Local League board for their approval. This was given today.

I sincerely hope I can be of some aid to the Committee. and will look forward to working to solve our serious financial problems.

I will be away on vacation from May 26 to June 12, This information may be helpful if you should not hear from me during this period.

Very Truly
Mrs Eunice Amen

June 30, 1967

Mrs. James F. Conlan
834 Lexington Avenue
Abilene, Texas 79605

Dear Alicia:

Thank you for agreeing to accept appointment to the state committee to study new ways for League financing.. Now I wonder if you will do me another favor and accept the chairmanship of this committee. You have been very ghighly recommended by those who know you better than I do. However, your response to the state Board's plea for help with the budget for this fiscal year impressed me very much. So I know you are one of our most capable members, and I hope you will agree to this assignment. If I hear from you in the affirmative, I will send you the names and addresses of the committee.

Sincerely,

Mrs. William E. Joor

Blind copies Casperson, Martin Winick

Same letter to Freddman, Dallas; Owen, Corpus Christi; Rothoff, Brownsville; Pollard, Houston.

May 3, 1967

Mrs. James F. Conlan
834 Lexington Avenue
Abilene, Texas 79605

Dear Alicia,

At the Post-Council Board meeting, the Board recommended that an ad hoc state committee be appointed to study possible ways to make our financing of the League more flexible. The Budget Chairman, Mrs. Linehan, felt very strongly that some additional means of collecting money for the League-beside the classical method of non-member contributions - should be found. Considering that local League financing is unable to keep up with mounting costs of running the League on all three levels, she suggested that a committee should look into new methods of financing.

I would consider it a favor to me and to the state League if you will agree to serve on this committee. We anticipate that the work will be carried on mainly by correspondence.

I hope we may have an affirmative reply from you soon.

Sincerely,

Mrs. William E. Joor
RHJ/jec

accepted

June 26, 1967

Mrs. Raymond Freedman
7132 Lakehurst
Dallas, Texas 75230

Dear Mimi:

Thank you for accepting appointment to the Ad Hoc Finance Committee. Will you accept also the chairmanship of the committee? I know you said you do not have an excess of time, but being the chairman will not take that much more time. We need your organization ability and your imagination.

The following are members of the committee beside yourself.

Mrs. James F. Conlon, 834 Lexington Avenue, Abilene 79605
Mrs. Dale Owen, 410 Dolphin Place, Corpus Christi 78411
Mrs. C. R. Rothoff, 1124 Cypress Road, Brownsville 78520
Mrs. T. A. Pollard, 8413 Hunters Creek, Houston 77024.

The first three are immediate past presidents.

Whether or not you accept the chairmanship, you will need these names and addresses.

When I was at the national Council meeting in Washington last month, the national Board introduced an idea for the 50th anniversary of the League which will be in 1970.. Their main emphasis will be in finance and membership. They are suggesting new ideas in finance such as approaching national firms for contributions to the national League and perhaps sharing the proceeds with state Leagues. They are also suggesting a professional public relations man or firm to work with the League. Their plans are purely tentative, but they have appointed a steering committee to investigate the matter and are asking state Leagues to help them with ideas. This is not specifically what our committee was set up for, but if you do any brainstorming about finance, you might include the national as well as the state, and the national committee would be overjoyed to hear from you.

I hope I have sparked your imagination enough that you will agree to my proposal.

Love,

JUN 27 1967

Sunday

Dear Ruth,

I wish I felt free to say "yes" to the committee chairmanship but a careful look at all the things I've got going dictates a regretful "no" — First because I don't plan to be at home much of the summer once summer school is over on July 15th and second, because things look a bit crowded when fall comes too —

After thinking it over carefully, I'm sure I'd be most useful as a member of the committee —

Love,
Mimi

MRS. RAYMOND FREEDMAN
7132 LAKEHURST AVENUE, DALLAS, TEXAS 75230

DALLAS, TEX.
PM
26 JUN
1967
28

ALWAYS USE
ZIP CODE

5¢ U.S. POST

Mrs William Soon
1841 Bridge Road
Houston, Texas 77055

TO: Permanent State Office Committee FROM: Boller Nov. 14, 1967
RE: COPY of letter from LWV U.S. replying to my letter of 11/1 asking various questions:
FROM: Mrs. Mabelle M. Long, Organization Coordinator. NOV 16 1967

I am not at all sure we have any additional words of wisdom on the subject of a permanent state office beyond those in the Handbook and information you will receive in direct communication with other state Leagues. The decision on a permanent office was especially difficult to make in Calif. which is also a very large state. They now have one so I suggest that they would be a good source of information. No doubt another committee member has written to them.

I think a permanent state office would indeed have some of the same advantages and some of the same problems as the national office. Because of the size of the national office anything but a permanent arrangement would be out of the question. It would be extremely difficult for the national office to operate far removed from Washington. Indeed, if we were located elsewhere a small office would need to be provided in Washington in addition to the main office just to take care of Congressional and other similar work. Not all permanent state offices are in the capital city, but it helps tremendously if this is possible.

For many of the early years the national president was actually resident in Washington, but beginning with Mrs. Lee we had a non resident president and as we gathered financial strength we could manage a president from the Chicago area, Mrs. Phillips, and now we have one all the way from the west coast. Even the arrangements of the national operation have taken a number of years to develop fully and the development of a permanent state office may need to be a step by step affair.

It would be quite appropriate to join the duties of an executive secretary and an office manager if someone could be found who had the necessary qualifications. Indeed it seems to me in a state office the Board decides what duties it wants taken on by its staff member (beyond clerical ones) and then finds a qualified person. It need not follow any job description. If the office is small, office management duties would not be too time consuming, so there should be time left for your staff member to undertake an executive staff role, opening and reading and distributing mail, answering the phone and routine mail, marking materials for file, preparing kits of material for field workers, making arrangements for conferences, whatever you decide it would be helpful to have done for you within the time available.

It seems to me it would be quite appropriate for a Board member living handy to the office to be an assistant to the president. Actually, we have much this arrangement in Washington. We usually have two "resident" Board members, each of whom is in the office three or more days a week. These Board members always must come from the District of Columbia, or nearby Virginia or Maryland communities. We get the best available person <u>regardless of her League</u>. (My underlining -Boller). They give continuity to Board control of the whole national operation. We have been blessed with some extremely capable resident Board members and wouldn't know what to do without them. I suppose that with a larger budget we may reach the day when Board members as far away as New York City could serve in a resident capacity.

As I said at the beginning there is little new we can say. In general I think the trend is toward permanent arrangements as the size of state operation increases. As the files and equipment and number of staff grow in size, it becomes increasingly difficult to move everything and find new staff with each move. Please do not hesitate to write again if there are any further questions.

- - - - - - - - - -

It seems to me that this communication serves to emphasize:

1. For a state office the size of ours the trend is towards permanent arrangements.
2. The need to be close to the legislature. An important consideration - possibility of annual sessions.
3. The duties of an executive staff pefson are set up by the BOARD, but could include supervision of clerical help (in the role of office manager).
4. Qualifications need not follow any specific job description - certainly helpful would be, in addition to general executive secretarial experience, some interest in and knowledge of government and politics, some knowledge of the League structure and policies, and even experience in dealing with printers, etc.
5. Agreement that the time of a commuting President could be lessened a great deal by having

one or more "resident members" of the board, from Austin, or "near-resident", from San Marcos (approx. 30 miles), San Antonio (81), Waco (103), or even Victoria (123). Also you note that Mrs. Long stresses "the best available person regardless of her League" which is the best reason for using people, after all.

I think that State and National offices - permanent - are alike in many ways:

1. Near legislative activity
2. Elimination of expense of moving every 2 or 4 years - or oftener, if a President has to resign for some good reason.
3. Continuity of executive and clerical help, including knowledge of history, records, etc.
4. Build up of relations with suppliers andprinters and/or accounting help.
5. Permanent addressx.
6. If a President must resign in the middle of the term, a well functioning permanent office would ease such a crisis.

Both National and State permanent offices have, of course, the cost of transportation and limitation of service from some Leagues. State is on a smaller scale with a smaller budget.

A main difference, it seems to me, is that generally speaking the National Board members are a little older and do not have to leave young families. In Texas many of our best possibilities for service on the SB are unable to serve because of time away from home. I think this is the biggest barrier - even more so than cost - to a permanent state office, but perhaps, as suggested by Mrs. Long - the answers could be found - step by step, as they have been worked out by National.

- - - - - - - - - - -

I have filled out all the forms sent to me and sent to the other committee members, with copies to our Chairman. I gave a number of questions to Carolyn Jordan to be added to her requests for information from other State Leagues - I think she has done an excellent questionnaire for this purpose.

I think I have pretty well filled my assignment until I receive material from other members for comment.

I thought all members of the committee should have the copy of letter from National.

Sent to California, Connecticut, New York, Illinois, Kansas, Missouri, Ohio & Michigan — with cover letter.

QUESTIONNAIRE on PERMANENT STATE OFFICE

NOV 20 1967

1. How long has your State League had a permanent state office?_____
2. Where is your office located?_____ Is it in the State Capitol? _____Center of League population?_____Other?_____
3. How many Leagues are in your state?_____Are they widespread?_____ Grouped?_____
4. How large is your office staff?_____?Full-time_____ Part-time_____Volunteer?_____Temporary?_____
5. What are your job classifications? and number of persons in each classification?

   _____

   _____
6. How much do you pay for each classification?(per hour or whatever scale you use)

   _____

   _____

   Is this pay scale sufficient to keep employees?_____
7. If a person is unfamiliar with LWV, how long does it take to train them?

   _____
8. Do you have someone in your employ who does bookkeeping or accounting?_____ Do you use a professional service?_____or one of your office staff?_____
9. Is all State League mimeographing done in the permanent office?_____ If not, how much is farmed out_____%
10. How much time does your President spend in the office?_____days/week How much time do your Vice-Presidents?_____other officers?_____
11. How much do you budget per year for the President to make trips to the state office?_____Does this amount include: travel expenses_____, per diem_____ and/or motel_____and meals_____or other_____?
12. Do you budget additional sums for other officers?_____ If so, how much per year?_____
13. How much does it cost per year to run your office?_____
14. Do you think it is worth the cost?_____Reasons:_____

    _____

    _____

Thank you for your help

LEAGUE OF WOMEN VOTERS
OF THE UNITED STATES
1200 17TH STREET, N. W., WASHINGTON, D. C. 20036

Hale

NOV 13 1967

November 8, 1967

Mrs. George C. Boller
League of Women Voters of Texas
326 Mackerel
Galveston, Texas 77550

COPY

Dear Mrs. Boller:

I am not at all sure we have any additional words of wisdom on the subject of a permanent state office beyond those in the Handbook and information you will receive in direct communication with other state Leagues. The decision on a permanent office was especially difficult to make in California which is also a very large state. They now have one so I suggest that they would be a good source of information. No doubt another committee member has written to them.

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Ruth
Joyce

This is contradictory to what Mrs. Zumbach said.
Jean

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Mrs. George C. Boller
LWV of Texas

November 8, 1967

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Please do not hesitate to write again if there are any further questions.

Sincerely,

(Mrs.) Mabelle M. Long
Organization Coordinator

MML:gr
cc: State LWV

Delivered to Capital Press Corps 8/7/75 AM

PR

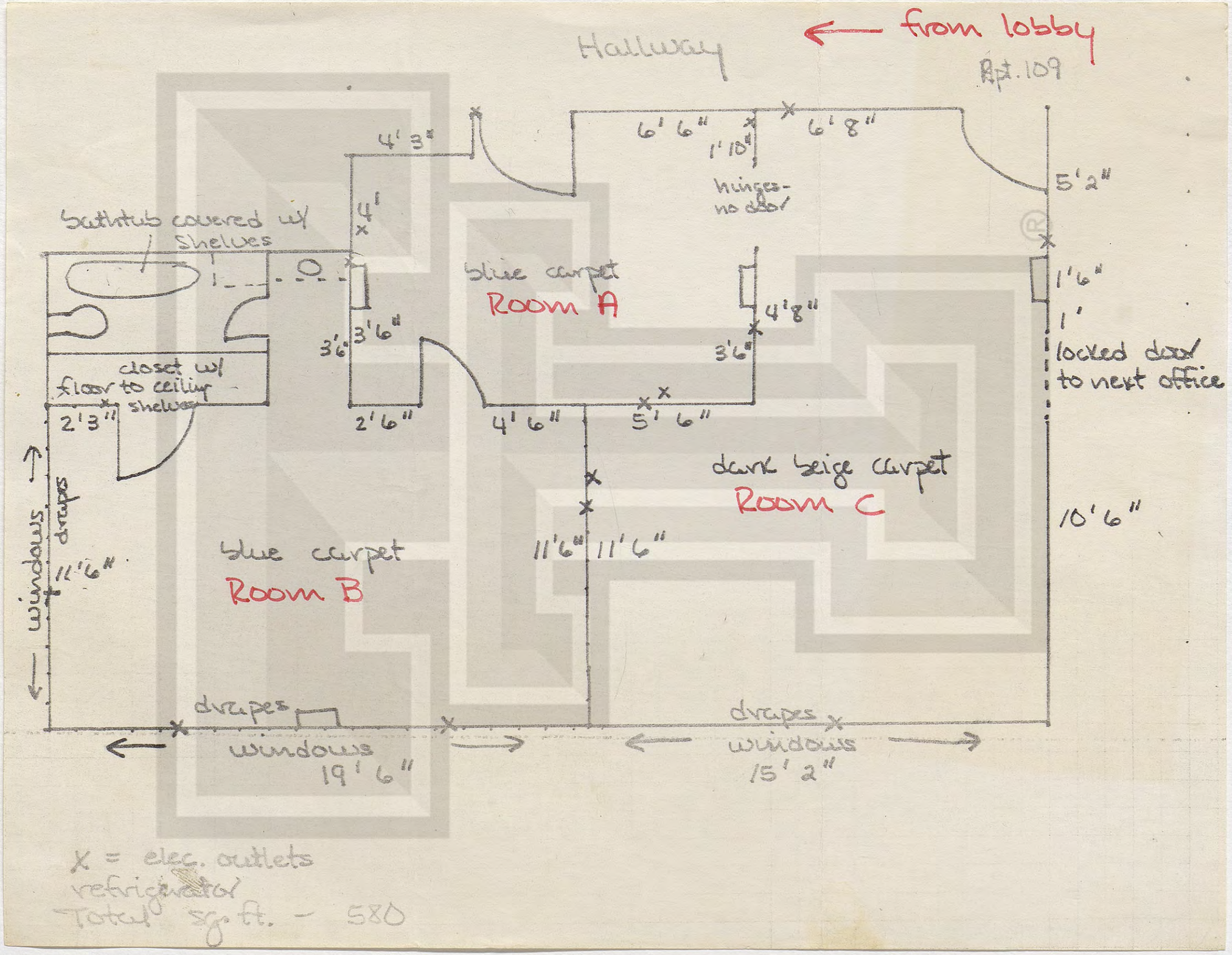
LEAGUE of WOMEN VOTERS of TEXAS

The Penthouse, Suite 109, 1212 Guadalupe, Austin, Texas 78701

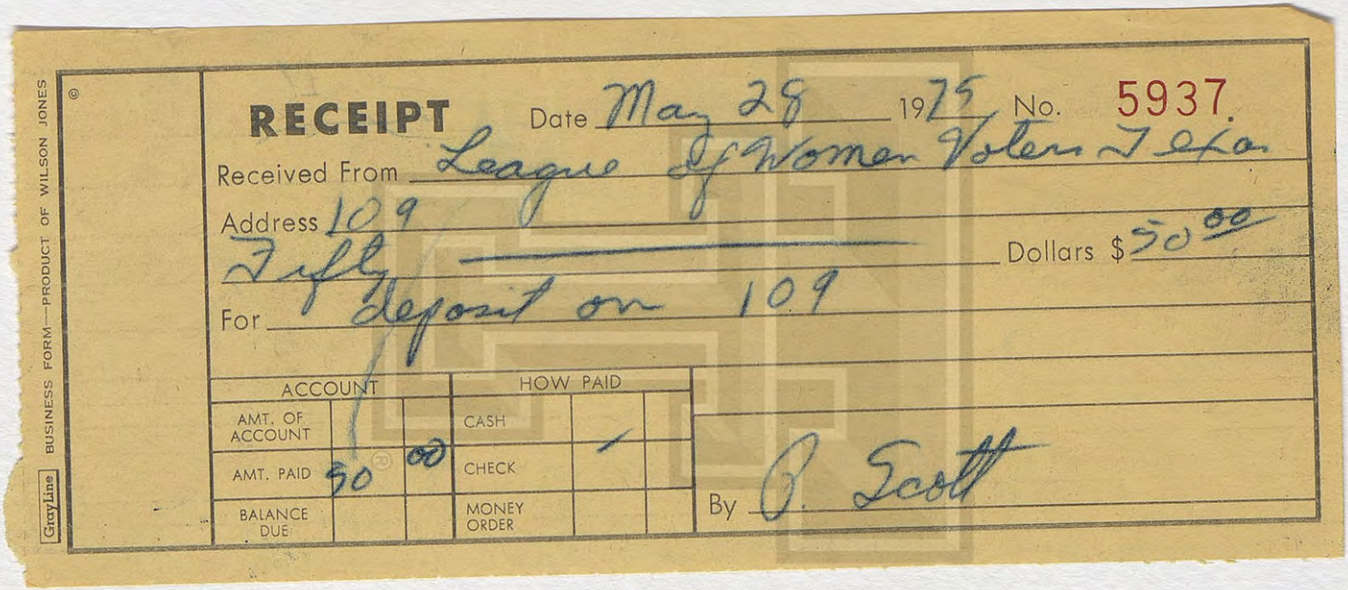
FOR IMMEDIATE RELEASE

Austin, Texas. The League of Women Voters of Texas has announced opening of new state offices in Austin. League President Betty Anderson, Lubbock, stated that moving the office to Austin will allow the League to serve and observe state governmental processes with greater effectiveness. Diana Tilley, member of the League of Women Voters of Austin, serves as Executive Secretary of the office, located at The Penthouse, Suite 109, 1212 Guadalupe.

Relocation of the office to Austin will contribute significantly to the accomplishment of the League's top action priority--the successful passage of the revised Texas Constitution on November 4.



X = elec. outlets
refrigerator
Total sq. ft. - 580



RECEIPT Date May 28 1975 No. 5937

Received From League of Women Voters Tofa

Address 109

Fully Dollars $50.00

For deposit on 109

ACCOUNT			HOW PAID		
AMT. OF ACCOUNT			CASH		
AMT. PAID	50	00	CHECK	✓	
BALANCE DUE			MONEY ORDER		

By C. Scott

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JAN 11 1983

MARTINE PROPERTIES

M E M O

TO: PARKING TENANTS

FROM: MARTINE PROPERTIES, INC.

SUBJECT: RATE INCREASE

DATE: JANUARY 4, 1983

Effective February 1, 1983, rates for covered and uncovered parking will be increased as follows:

CURRENT RATE	NEW RATE-FEBRUARY 1, 1983
$35	$45
$45	$55

These new rates will apply to all tenants currently leasing space in the Executive Office Building, Guadalupe, San Antonio, and TSTA parking lots.

Should you have any questions, please contact me.

Sincerely,

MARTINE PROPERTIES, INC.

Denny Aldridge

Denny Aldridge
Property Manager

DA/mcc

MARTINE PROPERTIES

DC
JV
2 - SD

November 30, 1981

TO WHOM IT MAY CONCERN:

Due to the rising increase in expenses, we are going to have to increase your parking rates. You are presently paying $52.50 per month for two parking spaces which will be increased to $35 per parking space effective December 1.

Sincerely,

MARTINE PROPERTIES, INC.

Denny Aldridge

Denny Aldridge
Property Manager

DA/pgm

MARTINE
PROPERTIES

November 30, 1981

League of Women Voters of Texas
1212 Guadalupe, Suite 109
Austin, Texas 78701

Dear Madam:

Due to rising costs of operation, we are increasing your rent effective January 1, 1982.

Your present rate is 65¢ per square foot or $377 per month. Your new rent will be 75¢ per square foot or $435 per month.

If you have any questions concerning your rental structure, please do not hesitate to contact me.

Sincerely,

MARTINE PROPERTIES, INC.

Tom Martine

Tom Martine
President

TM/pgm