

April 3, 2008

Dear WILPF Board Members,

In late January of 2008, Chris Morin as President and on behalf of the Board, requested the Past Presidents Committee to explore the possibility and ramifications of selling the national office building at 1213 Race Street in Philadelphia. We were asked to make a recommendation as to whether to sell the building and if the recommendation was to sell the building, to come up with different office space options. We understand that the Jane Addams Peace Association (JAPA) owns the building and has indicated on numerous occasions that they would not sell the building unless encouraged to do so by US WILPF.

Over the past several months the Past Presidents Committee has taken on this task with great seriousness. We have researched and discussed these questions in depth.

Below is a summary of our recommendations accompanied by a full report citing supporting documents and listing the considerations that went into our decisions:

RECOMMENDATIONS

We strongly advise the current Board to ask JAPA to sell the Race Street Building.

The reasons for selling the building clearly outweigh the reasons for keeping it. While no one on this committee professes to have exact knowledge of the current commercial real estate market in Philadelphia, all of us know that it could take months to find a buyer. Therefore we urge that the recommendation to JAPA to sell the building be made now.

A number of past boards have explored selling without following through. We believe the time is right in terms of the real estate market and WILPF's situation of transition. To pass our recommendation to the next board is not only to delay the decision but to take their valuable time to examine the recommendation.

Buying another building at this time is premature. The Board should look into interim office arrangements to cover the time between the sale of Race St. and whatever decision is made for a long-term office location.

The Board should form a committee to look into interim office arrangements for up to the next year, particularly preparation for the time between the sale of the Race St. building and the decision and action on obtaining a long-term office location, while plans for staff stabilize.

The Board should form another committee to research options for a long-term office location using the criteria agreed upon by the Board. We suggest that at least one member of the current board be on these two committees, with additional members made up by the next board since the work will necessarily carry over.

We hope that when the property at 1213 Race Street is sold, the revenue generated by the sale could be used toward rental of office space for WILPF.

We wish to thank the Board for bringing us together as past presidents, to provide counsel for your deliberations. As stated in the report's concluding remarks, many of us did not know one another before taking on this project together. It has been an experience that we all have enjoyed immensely.

We hope to be of service to WILPF again.

Marii Hasegawa	1971-1975
Naomi Marcus	1975-1977
Marjorie Boehm	1977-1981
Yvonne Logan	1981-1985
Anne Ivey	1985-1989
Mary Zepernick	1989-1993
Jean Gore	1993-1996
Betty Burkes	1996-1999
Phyllis Yingling	1999-2002
Darien De Lu and Sandy Silver	2002-2004 2002-2005
Tamara James	2005-2007

**REPORT TO US WILPF BOARD
REGARDING POSSIBLE SALE OF 1213 RACE STREET BUILDING AND PRESENTATION OF
SUBSTITUTE OFFICE SPACE OPTIONS
April 3, 2008**

Background

In early 2007 the U.S. Section of the Women's International League for Peace and Freedom (WILPF), faced a continuing decline of membership and financial contributions. Following the previous Board's recommendation, the current Board had embarked on a strategic planning process to look for ways to restructure and revitalize WILPF. The goal compiled was to bring in new members and establish a more stable and sustainable financial footing.

In September of 2007 the Executive Director resigned. WILPF'S debt was increasing and there came a time when there were insufficient funds to make payroll. As a result of the dire financial situation, the entire staff was laid off at the end of 2007.

In late January of 2008, the Board requested that the Past Presidents' Committee explore the possibility and ramifications of selling the national office building at 1213 Race Street in Philadelphia. The Board asked the Committee to make a recommendation as to whether to sell the building. In addition, if the recommendation was to sell the building, the Board asked the Committee to present different office space options. The Jane Addams Peace Association (JAPA) owns the building and has indicated on numerous occasions that they would not sell the building unless encouraged to do so by US WILPF.

Methodology

On February 5th, an email was sent to all past presidents giving a brief background as to the present status of the national office and the Board's request to look into the sale of the building. (See Reference #1) A conference call was scheduled for Sunday, Feb. 17th. Many women in the Committee helped facilitate communications with those who didn't have access to emails. Our method of communication consisted of emails, phone calls and conference calls. Input was provided via email or phone calls from those women unable to make conference calls. With almost 40 years of experience represented by the participants in this endeavor, everyone was attuned to the financial ups and downs of WILPF. Each member brought to the task at hand her experience, background knowledge and her deep commitment to WILPF.

Prior to the first conference call, emails were sent covering a brief history regarding the purchase of the Race Street building in 1972 and a chart of rent paid versus expenses paid by JAPA in maintaining the building over the past 6-1/2 year period. This chart showed a deficit of over \$22,000 (See Reference #2). A spreadsheet for JAPA also showed the high cost of utilities and maintenance (See Reference #3). The high cost of utilities led JAPA to decrease the rent in 2004 in exchange for U.S. WILPF being responsible for paying the utility bills - which could run as high as \$700 a month in the winter and summer. In addition, information from two previous explorations in regard to selling the building in 1999 and 2000 were shared with the Committee (See Reference #4 and #5).

Another piece of information shared with the Committee was a December 2007 report made by the Executive Director of JAPA regarding her meeting with a real estate agent in Philadelphia. This gave us a recommended selling price, the price we could reasonably expect to get and an agreement to pay a reduced commission price. (See Reference #6)

Question: Should JAPA be asked to sell the building?

On the first conference call, we learned that during the time of at least four past presidents, there were serious considerations of selling the building. Since three of the past presidents served in the early years of the 1972 purchase of the building they had not experienced the need or desire to find another office space. We learned from one of the past presidents that even Mildred Scott Olmsted discussed selling the building when it was learned that the Convention Center was to be built near the Race Street building. (For a brief pieced-together summary of the different offices occupied in Philadelphia, see Appendix A.)

The following is a list of the pros and cons of selling the building that was mentioned by the members of the committee:

Pros

- Expansion of the Convention Center makes the building attractive to either the City or private developers.
- If we wait too long, the building might be condemned and we'd have to sell at a lower price.
- It is inaccessible to physically challenged and older people.
- It has poor work spaces; the five staff members were scattered over four separate floors. Sometimes they used the telephone to talk to one another.
- We do not need such a large space.
- The large Board meeting room is not needed for meetings that are only held twice a year.
- It is an old building with a high cost of maintenance.
- Inefficient use of energy leads to very high utility costs (and global warming!)
- Subletting has not always been successful.
- There are security problems associated with subletting.
- Neither JAPA nor US WILPF wants to become a property manager.
- Unlike past years, there are fewer members in the nearby area to work at the office.
- There was a general feeling among members of the committee that it was time to consider both re-locating our office and flexible ways to locate staff, such as a virtual office. There will be a new incoming Board and a planned re-configuration of new staff positions. We can consider moving anywhere.
- Demographics of WILPF membership show that more than half of our members are located on the West Coast.

Cons

- Many feel a sentimental attachment to the building
- It has an address with a WILPF history
- It's in a prime location and easy to reach by public transportation
- The building is near the Convention Center and city hall

Our emphatic recommendation came after we discussed all of the points raised above and came to a consensus with no blocks, no reservations and no stand asides:

RECOMMENDATION

We strongly advise the current Board to ask JAPA to sell the Race Street Building.

The reasons for selling the building clearly outweigh the reasons for keeping it. While no one on this committee professes to have exact knowledge of the current commercial real

estate market in Philadelphia, all of us know that it could take months to find a buyer. Therefore we urge that the recommendation to JAPA to sell the building be made now.

A number of past Boards have explored selling without following through. We believe the time is right in terms of the real estate market and WILPF's situation of transition. To pass our recommendation to the next Board is not only to delay the decision but to take their valuable time to examine the recommendation.

What happens after the building is sold?

When consensus was reached to recommend selling the building, alternative office arrangements became a primary focus of our attention. Initially we talked about looking into other office spaces both within and outside of the City of Philadelphia. In order to weigh the merits of one location over another, we had to determine how many square feet we would need and how many staff people were called for in the planned reconfiguration of staff positions. We needed to account for the editor of Peace and Freedom, Interns and space needed for storing resources. Six different geographical locations were selected to research costs per square foot. We agreed to report our findings via email and to schedule a second conference call to compare our findings. The six different locations were:

Des Moines
New York
Philadelphia
San Francisco Bay Area
Washington, D.C.
"Virtual"

We agreed that we would not be able to make a final recommendation regarding the specifics of where to locate, but felt it would be helpful to the incoming Board if we could provide some background information into costs and feasibilities of various locations. We also agreed that it would be helpful to develop criteria that could be used to narrow the incoming Board's search for a new office location.

As we ended the conference call, it was clear from everyone's check out that we were all energized by the collaborative process and stimulated by the opportunity and freedom to think about what would be the best move (both literally and figuratively) for U.S. WILPF.

It was agreed that we would again follow the process of reporting the results of our individual research via email to everyone, and we scheduled a second conference call on March 9th to review and discuss all of the data.

Alternative Office Arrangements

After consulting realtors and other space planning consultants, it was determined that the square footage of an office could range anywhere from 600 – 1500 square feet. From our understanding that the strategic plans call for an ultimate goal of five full-time staff people, we figured that this would mean as a minimum to include a desk, computer and file cabinet. Additional workstations may be needed to accommodate interns, a part-time bookkeeper and a part-time data-entry person. We would assume the part-time people would not all be in the office at the same time.

One consultant advised that, as a rule of thumb, space needs can be calculated by planning on 200-250 sq. ft. per person plus 500 sq. ft. for other office needs. As a frame of reference, the present building has 6,000 square feet.

One option would be to move into a pre-existing shared office space arrangement where we could share a copier and other office equipment, a worktable, conference room, lounge and other amenities.

We determined that we could eliminate the need to store our large quantity of resources by using an on-line service. This service (www.cafepress.com) allows us to put our logo on a variety of things (t-shirts, mugs etc.) and the orders would be filled and shipped by the on-line marketers. We can set our own prices and the service would produce the resources on an order-by-order basis. There is no minimum purchase and no bulk ordering necessary. This service is currently being used by some members of our Campaigns and by International WILPF. According to Susi Snyder, Secretary General of International WILPF, "the original costs are not prohibitively expensive" to do the setting up. By selling resources on-line, the need for storage space for resources is eliminated, and the bonus for the staff is that they would not need to fill and mail orders – something that often brought complaints from the staff.

Another space saver is the method by which *Peace and Freedom* is put together. It is now largely done outside the office via computer and telephone.

All of this information was once again collected and shared with other committee members via email.

On March 9th, we began the conference call by discussing the pros and cons of the different researched locations. However, the conversation soon turned to a more general discussion about what criteria needed to be addressed. We also agreed that it would be more helpful to talk about a process rather than plunge into making a recommendation on a specific location. That led to a discussion and a recommendation regarding whether we should rent an office or buy another building after the Race Street building was sold. Consensus was very quickly reached with no blocks, reservations or stand asides.

RECOMMENDATIONS

Buying another building at this time is premature. The Board should look into interim office arrangements to cover the time between the sale of Race St. and whatever decision is made for a long-term office location.

The Board should form a committee to look into interim office arrangements for up to the next year, particularly preparation for the time between the sale of the Race St. building and the decision and action on obtaining a long-term office location, while plans for staff stabilize.

The Board should form another committee to research options for a long-term office location using the criteria agreed upon by the Board. We suggest that at least one member of the current Board be on these two committees, with additional members made up by the next Board since the work will necessarily carry over.

We hope that when the property at 1213 Race Street is sold, the revenue generated by the sale could be used toward rental of office space for WILPF.

A question was asked as to how and why the national office was in Philadelphia. Responses included:

- Because there used to be a lot of branches with a large pool of volunteers.
- Many Quakers lived there and they were supportive of our mission and generous with their funds.
- Robust support from members of the Center City Branch
- Because Mildred Scott Olmsted was there!

(See Appendix A – History of WILPF’s office in Philadelphia.)

Criteria

The conversation shifted and we began to focus on what criteria we should use in looking for another location. Below is our collective list of criteria and comments for office location(s), in no particular order and with no attempt to prioritize them:

- Timing is right to consider a new location;
- As an international organization, it would be useful to be in a place that is internationally known (it was noted that Philadelphia, NY, DC, and San Francisco are internationally recognized but expensive places to live and work);
- Affordable in terms of office space and staff housing;
- Accessible for physically challenged;
- Area with ethnic diversity;
- Active branch nearby;
- Proximity to colleges & universities for interns and Y-WILPF, to a major airport, and to public transportation;
- Affordable office rents and/or the possibility of shared space;
- Adequate electrical system to support computers and other electronic equipment;
- Green building in a relatively green city desirable.
- Inappropriate to be located in a building associated with a house of worship.

With these criteria in mind, we began to review the various locations we had researched. We had been mainly focused on square footage and costs in a variety of geographical areas.

Des Moines

1,600 sq. ft. spaces can run from \$1,050 per month - \$2,000 per month. This does not include utilities, but they do include property taxes, insurance, fees for snow removal and landscape maintenance.

This City has a very active and vibrant branch.

New York

There is desk space in the UN Office outside the JAPA office. This could possibly be used with the permission of the UNO as a remote site for a staff member. Presumably we would pay a portion of the rent based on what space we use. A phone line and computer line would need to be set up. Shared arrangements could be made for use of the copier and other equipment. A conference room could be rented by the day for Board meetings or other such gatherings. We don’t have the price of rental on this space.

The Tides Foundation recently opened the “Thoreau Center for Sustainability” in lower Manhattan. Their purpose was to provide workspace for 12 non-profits. It is a green building. There are no vacancies at this time, and the building manager would not give any quotes on rents.

Philadelphia

In Northern Philadelphia, a 2,000 square foot space in a church would cost \$2,000 a month. Cheaper rents are available in Germantown

AFSC is in the process of renovating its building. No information on when or if they would have shared spaces available.

Washington D.C.

100 Maryland Ave. – No rentals available now, but several leases are up in 2009. The price per sq. ft. is \$34.75. The rental at present this year is about \$2,500 a month for a 900 sq. ft. space, or \$3,500 a month for a 1,200 sq. ft. space.

1525 Newton St. NW (corner 16th and Newton) – St. Stephen's church has a 400 sq. ft. office on the 3rd floor that is not accessible to the physically challenged. The cost is \$25.75 per sq. ft. per year. Included in this rate are utilities, basic cleaning and security guards at the main door 60 hours per week. The rent for this office is \$850 per month.

Nicaragua Network Building – As of January, they were considering selling the building. They were also considering bringing in another tenant. They have had as many as 9 desks in the large room on the ground floor and now have three. They used the basement as the meeting room. No rental price was given.

Aside from the high costs of office space, a philosophical question was raised about whether or not D.C. is the place for a radical organization. Some suggested that organizations get into a "beltway mentality" when in D.C. (It appears that the "push and pull" of having a presence in D.C. still exists among WILPF members. Some people on the call pointed to our membership's desire to do lobbying in DC, while others felt that lobbying is more effective in the district members/constituents live.)

San Francisco Bay Area

San Francisco, as with New York and Washington D.C. is a high rent area. Classification of buildings varies widely by cities in the area and within San Francisco itself. The Women's Building is in the San Francisco Mission District and has 10 organizations that rent space in the building. There are no current vacancies and price information was not forthcoming from the Facilities Manager.

Unlike a number of West Coast Cities, San Francisco has good public transportation. It is also close to Silicon Valley so there is a keen awareness of the need for high-speed computer connections.

San Francisco has an active branch and there is a strong northern California cluster of branches.

Virtual

This is an "office" that can be located anywhere! It is reliant on computer technology. A server is the "home base" for all files that can be shared. All the computers trying to access it must have the same configuration and the same software. Everyone must have DSL or faster because the files tend to be big and must have firewall or security because the system must be absolutely unbreachable. All personnel would need to have the same kind of computer in order to share files and have a password to access the files.

This type of office was of interest to almost everyone. This is especially true when we contemplated using it in combination with a physical office where there is an address and a place to receive mail and telephone calls. People expressed special interest in this type of an arrangement for the proposed Field Organizer and/or Y-WILPF staff person. Everyone recognized the importance of excellent computer skills that go along with this kind of set up. It presents the option of a person being on the West Coast, D.C. or any another City. This would also allow the selection of the best qualified staff person for certain positions, based on skills and not on geographic location.

Because of the importance of having complete compatibility in the computer system, the current Board would have to take this into consideration as it deliberates what kind of new or upgraded computer system it is in the midst of studying and possibly installing.

WILPF has established an excellent internship program that should continue with interns working fully supervised. This situation would most likely be best in the main headquarters (office) unless the Director of Operations feels that the intern is capable of working in a virtual office situation with regularly scheduled physical meetings.

Concluding Thoughts and Comments

The twelve members of the Past Presidents Committee collectively represent almost 40 years of serving on WILPF Boards (1971-2007). During that period of time we have experienced times of financial crises along with a few periods of solid financial footing. Collectively we have also experienced the sorrow and anguish of staff resignations, firings and lay-offs. Three members of this committee faced periods where there was no Executive Director (E. D) and as a result had to double as temporary E.D. along with serving as a full-time President. Throughout many of our years on the Board, strong differences of opinions have been held as to whether WILPF's national office should be in Philadelphia or Washington D.C. That particular disagreement continues today among some members of this Committee.

As we look back over our 40 years of experience, we have seen great changes in the composition of WILPF's membership and Board. In the 1970s the "Second Wave" of the Feminist Movement gave rapid rise to increasing numbers of women joining the wage-earning workforce. Along with a growth in self-esteem and self reliance, it provided women with economic independence. This set of circumstances resulted in a large decline of volunteer workers.

As women became more and more a part of the labor force it also resulted in a steady decline of their previously active roles as branch members. Over time, the at-large membership increased while membership in branches decreased. This has been reflected in recent years where we see that some prominent Board members were either not connected to a branch, or if they were, the branch itself was relatively inactive. This lack of WILPF community support can take a toll on Board members who are trying to deal with the substantive issues and campaigns of WILPF, while at the same time trying to keep the organization on a strong financial footing.

The very concept of "change" itself is difficult and has stood in the way of moving forward on many issues. A relatively recent case in point was the long discussion that took place regarding changing our office from typewriters to computers. It took years to come to the conclusion that we must turn to technology for our basic communication system. Many members argued that it was "elitist" to do so and it discriminated against poorer members of WILPF. While Board members discussed the social implications of the move to go to computers, the technology world took off at an exponential pace. We are just beginning to catch up to the 21st Century by having wired the office for computers. Although many of us on this committee recognize our own limitations with regard to the computer age, we nevertheless see it as a reality and a necessity in order to do

WILPF's work. That recognition is backed up by giving high marks to the idea of exploring the use of "virtual" offices.

It seems quite natural that as a 93 year old organization, we have had to learn to deal with a number of changes, including several attempts at "restructuring" our Staff and Board over the past four decades. In order to be resilient and effective as a peace and justice organization, we have had to be both creative and flexible. Sometimes, the risks we've taken to solve financial crises have had unforeseen and unfortunate consequences.

Because of our collective experiences as past presidents, we understand the courage it takes to change the way things have been done in the past. We applaud the current Board for your courage in looking for ways to stabilize the financial underpinnings of WILPF and for volunteering countless days, weeks and months of your time to respond to the most recent crises. We also thank this Board for calling upon this Committee to help you in your work. Many of us did not know one another before taking on this project together. It has been an experience that we all have enjoyed immensely. Again, we draw your attention to our recommendations on pages three and five.

We will continue to search for alternative approaches to problems and we are all tenacious in our commitment to peace with justice. At heart, we are all optimists.

Signed:

Marii Hasegawa	1971-1975
Naomi Marcus	1975-1977
Marjorie Boehm	1977-1981
Yvonne Logan	1981-1985
Anne Ivey	1985-1989
Mary Zepernick	1989-1993
Jean Gore	1993-1996
Betty Burkes	1996-1999
Phyllis Yingling	1999-2002
Darien De Lu	2002-2004
and Sandy Silver	2002-2005
Tamara James	2005-2007

Reference #1

From: silver@cruzio.com
Subject: Request from National WILPF
Date: February 5, 2008 9:16:39 AM PST
To: hnbmarcus@aol.com, marjorieboehm@comcast.net, jlogan@thompsoncoburn.com, people@poclad.org, jeangore@comcast.net, bjburkes@capecod.net, Psyingling@aol.com, conjoin@macnexus.org
Cc: annerayivey@yahoo.com, silver@cruzio.com

Dear Sister Members of the WILPF Past Presidents Committee,

Last year was a tumultuous year for the Board and Staff at the National Office. As you may recall, the acute financial crisis led to the lay off of all members of the Staff. All of us as Past Presidents signed and sent a letter of solidarity and support to the current Board. As a result of our work, we were designated by some to be WILPF's "Wise Women Council."

As the financial crises continues, the Past Presidents are now being asked by the US WILPF Board to look into the pros and cons of selling the building at 1213 Race Street. The Board also asked us to research and explore alternative options to maintaining the office in Philadelphia.

It is likely that a final decision will not be made by the current board, but rather by the incoming board. However, it is obvious that the work we do will help inform both boards, as well as the entire membership. The new board will be seated at the 30th Triennial Congress in June 2008 in Des Moines, IA. We will need to set our own deadline given these parameters.

Anne Ivey and I have volunteered to Co-Chair this Project, and would appreciate your feedback as to whether or not you will join us on this peaceful mission? Most of us as US WILPF Presidents have been exposed to the recurring issue of "should we or shouldn't we" sell the building. It will be interesting to tell our histories, but more importantly, it will be of great service to the organization to be able to present a comprehensive background and reasons for our ultimate recommendation.

We would like to schedule a conference call to begin our discussion so please let us know if there is a day that would be totally unacceptable for you. We'd like to hear from you by Tuesday, Feb. 12th as to whether you would like to join us in this work and look forward to your response.

For peace with justice,

Anne Ivey and Sandy Silver

Reference #2

Background:

2/11/08

US WILPF is faced with a severe financial crisis and is looking into many different options regarding providing financial security, stability and sustainability. While the current board is considering budgeting, staffing and other options, they have asked the Past Presidents to look into the options and to make recommendations regarding the sale and alternatives of maintaining the Philadelphia office. The final decision will be left to the next board.

Thumbnail Sketch of History of Building:

When the 1213 Race St. building was purchased after the other building had burned down in 1972, the desire of the original donor was for the money to be used "to house US WILPF." JAPA added \$70,000 to the donor's gift to buy the building and has maintained it for 35 years.

Rent and Expenses:

The rent paid by US WILPF to JAPA has been minimal. The arrangement had been for US WILPF to pay rent and JAPA would pay utilities and repairs. As the years went by, the utilities exceeded the rental payments and the repairs became more and more excessive. The air conditioner went out in June of 2007 and a new one was installed for \$28,000. There have been major roof leaks and the 4th floor toilet broke sending water streaming down the walls and onto the computers. Cost: \$9,000 in repairs.

	Rent pd. by US WILPF	JAPA expenses	Net
2001	\$10,040	\$14,5334.67	-\$4,494.67
2002	6,000	12,512.84	-\$6,512.84
2003	12,000	20,928.31	-\$8,928.31
2004	9,000	10,067.96	-\$1,067.96
2005	9,000	9,510.21	-\$ 510.21
2006	12,000	9,222.54	\$2,777.46
2007(1/2)	6,000	9,382.05	-\$3,382.05

For the past 6-1/2 years, the total deficit for JAPA has been \$22,118.58 and that doesn't include the \$28,000 for the new air conditioner nor the remaining broken toilet and repairs.

Real Estate in Philadelphia:

We have been told that the" City of Philadelphia has reached an agreement with regard to minority hiring on the convention center expansion." It was represented to us that this fact means the convention center project is moving forward. Several neighbors have sold their buildings already. We have an estimate from a realtor with comps of other buildings in the area that recently sold.

JAPA House Income and Expense Report

	Jan - Dec 01	Jan - Dec 02	Jan - Dec 03	Jan - Dec 04	Jan - Dec 05	Jan - Dec 06	Jan - Dec 07	Jan 1 - 30, 08	TOTAL
Ordinary Income/Expense									
Income									
Rent Income	10040	6000	12000	9000	9000	12000	12000	0	70040
Total Income	10040	6000	12000	9000	9000	12000	12000	0	70040
Expense									
Equipment Rental/Repairs	312.92	455.44	0	0	0	0	179	0	947.36
Insurance	0	2065	3489	7648	5838	6018	6480	2426	33964
Repairs	5976.22	1973.5	8047.29	2295.56	3279.51	2811.84	2888.03	371	27642.95
Tax Filing	0	134.56	126.94	124.4	392.7	392.7	392.7	392.7	1956.7
Utilities	8245.53	7884.34	9265.08	0	0	0	0	0	25394.95
Total Expense	14534.67	12512.84	20928.31	10067.96	9510.21	9222.54	9939.73	3189.7	89905.96
Net Ordinary Income	-4494.67	-6512.84	-8928.31	-1067.96	-510.21	2777.46	2060.27	-3189.7	-19865.96
NET INCOME	-4494.67	-6512.84	-8928.31	-1067.96	-510.21	2777.46	2060.27	-3189.7	-19865.96

C-O-P-Y

Subject: Re: Report
Date: Sat, 20 Feb 1999
From: Donna Cooper
To: Eurydice Kelley (JAPA)

Here's the content of the report:

Linda, Christie, Ruth, Ann and I have reached agreement on a recommendation. It follows:

We strongly advise any decision that would move WILPF out of Philadelphia at this point. We believe that the extraordinarily weak national infrastructure, leadership transition and precarious financial situation require the undivided attention of all the leaders. Therefore, we recommend that for the time being WILPF remain in Philadelphia.

We do however, recommend that the building at 1213 Race Street be put on the market for sale. The building is much larger than we need, it is incredibly inefficient for the type of work we do and of course it is not handicapped accessible.

We estimate that it could take two to three years to find a buyer at a good price and settle on a sale. We could expect around \$250,000 from the sale. Assuming the U.S. economy does not tumble the proceeds of the sale should be set aside in a Facilities Fund at JAPA designated for a future property purchase when and if the organization decides one is warranted. Such a fund could have a five or ten year life in which time we could make a decision about where we want to be and we could have a decent down payment or enough funds to purchase our "dream location."

In the meantime, WILPF should proceed with finding rental space in Philadelphia that is somewhere around \$1,300 – that's what JAPA receives monthly from WILPF for maintenance of the building. Philadelphia has a plethora of space that is mass transit accessible and runs around \$11.00 per square foot. If we can find a suitable location, WILPF should move out of 1213 Race Street.

The biggest unanswered question is how much JAPA will need to spend on the building if WILPF is no longer occupying the building and we are awaiting a sale. Would JAPA want to find another tenant, leave it vacant and pay for modest maintenance??

C-O-P-Y

To: JAPA Board Members
From: Donna Cooper
CC: Mary Day Kent
Pamela Jones Burnley
Date: February 21, 2000

Re: Sale of 1213 Race Street

The following is my report regarding the sale of the Philadelphia property. I believe that we should set aside one hour to discuss the issues associated with the sale. I am hopeful that we will not need all the time, but to be safe, let's budget for it.

First, I think it makes sense review [sic] the history of the sale proposal. For close to the last ten years, we have considered selling the building on numerous occasions. In most of these cases, the U.s. Section, or JAPA boards had these conversations at my instigation. Based on the escalating real estate values in the area around the building, I thought it made sense to consider moving as an option. I made a strong argument that the sale would give us a big nest egg to boost our reserves. Over the last five or so years our national budget has shrunk and so has our staff. As a result, several others joined the "sale chorus" with the hope that we could find smaller, more efficient space for our staff. And of course, the lack of "accessibility" of the office has been a [sic] raised by numerous board and staff members for years. Therefore, as we think about the sale, we have a small snowball that is gathering mass with respect to reasons for the sale:

1. Building a nest egg/reserve
2. Increasing office efficiency
3. Ensuring accessibility
4. Avoiding the potentiality of large building maintenance costs.

There are also some smaller contributing arguments that have been mentioned over the years. These include the need for space that can handle advanced communications and computer wiring and the desire to get out of the property management business. In both cases, there is not a consensus that a move is the resolution – we could wire our current building and some argue that the property management makes sense because we have total control over our environment. Nevertheless, these two issues have been raised from time to time in our "sale" conversations.

So where are we today? At our last JAPA board meeting we agreed that if the U.S. Section wanted to move out of Race Street, we would approve the sale of the building. Of course, all necessary caveats were attached because of our ownership of the property. A committee that included Christie Balka and I and Anne Rhoades was established to counsel the U.s. Section Staff on the Sale.

The U.S. Section board, upon hearing the JAPA approved authorized Mary Day to move forward with the sale in consort with the JAPA established committee.

I attempted to get Christie and Anne together to no avail. But, I did consult with them on the phone. I interviewed a few real estate agents with an eye to locating a firm that would not charge us a sale commission. Well, I failed to find a firm that would not charge a commission, but we did find a hard working Realtor who to date has been patient and helpful.

We also benefited from the in-kind technical expertise of Mary Day's husband, a commercial architect. He reviewed our current site needs and determined that we need 4,500 square feet to support all current staff options. His site analysis is attached. I unfortunately was working on the assumption that we needed closer to 3,000 square feet.

We also benefited from the in-kind technical support of two friends of mine who are large real estate developers (women). They met with Mary Day and I to review move/rental and move/purchase options.

With all this information, Mary Day and I agreed that she would look at rental options so that we are very clear about what the market has to offer before we proceed with a sale. Our Realtor (Micheal) [sic] took Pam and Mary Day to see close to a dozen options for rental. These spaces offer many amenities especially good wiring, well-organized space, and in some cases a central location. However, all the options will require us to spend more monthly on space costs than currently incurred.

So let's review the issues before us:

1. JAPA and U.S. agreed to proceed with sale of the building.
2. During both board meeting discussions I prefaced the decisions with the caveats that a decision to sell meant a decision to move forward with exploration – it did not mean that we would definitely sell – we needed to be sure all financials worked before a sale.
3. Comparable properties in our area sold recently for \$275,000 and \$325,000.
4. We need to purchase or rent a minimum of 4,500 square feet.
5. Purchasing right now means that we are purchasing when the market is high eliminating all likelihood of having any proceeds leftover for reserves.
6. Rentals are going to require \$9-11.00 a square foot (\$3,375-\$4125 per month) with additional charges for utilities and cleaning.
7. WILPF and JAPA currently pay (together) \$35,000 a year (\$2,916 per month) for its monthly payment JAPA, utilities, insurance, repairs and cleaning
8. We could finance the repairs of the current building so that second and first floors are accessible from the back door, repaint and appropriately wire the building for \$75,000.

So, in order to move forward now, we need to examine our options. Mary Day and I see the options as follows:

Option 1 – Move into new space in a building centrally located and use the proceeds for the JAPA sale to offset the increased monthly payment costs associated with the increased rent. If we sell the building for \$275,000 and find a rental price in the middle of the market (\$10 per foot) [sic] we will need \$750 a month from the proceeds to cover the rent. Assuming we are not invested the proceeds of the sale will carry the rent differential for 30 years. (I know we will invest the proceeds, but for the purpose of our calculation I took worst case on building sale, rental price and proceeds earnings so we would have a good sense of all constraints.)

If we do not want to assign proceeds for rent, we should stay where we are and incur the costs of rehabilitation. But, we are likely to earn \$13,000 (assuming 5% interest earnings on \$275,000) on

the proceeds if they are invested (\$1,083 per month). We could put these funds toward the increased rental expenses.

The risk with this option is that the rental market can fluctuate and we may end up having to increase the portion of proceeds used for this offset if our rent is raised more than U.S. Section can afford in years to come.

The advantage is that this option gets us new space, takes us out of the property management role and gives us a fresh new start for organizing our work areas.

Option 2 – Renovate the existing space with a paint, new wiring, a second floor lift and expanded back door entrance, new office furniture (new meaning better not really new – still donations or flea markets – but with some effort to move away from seedy stuff). We could support the renovation with either a home equity load or first mortgage on the property. Obviously first mortgage makes more sense (lower interest rates) – assuming \$75,000 mortgage at commercial mortgage rate of 9.25% for 15 years – payment equals \$696 per month.

The advantage of this option is that we would avoid moving costs, maintain our central location and increase our efficiency.

The disadvantage is that we need to either increase our fundraising by \$8,300 a year to offset the expense or we would need to take a tenant on the third floor. (We did have a tenant on the 3rd floor for a long time when I was on staff.) There is a separate entrance; however, we would need to find a trusted person(s) who would be a long term so that our property management responsibilities are kept to a minimum.

Option 3 – Move and purchase another building. This option is the least explored at this point given the nature of the market. It also was not explored because the board decision directed the sale to rent option so that we could make a decision about where in the nation we wanted to have the national office.

In considering these options we need to keep in mind the need to maintain the Race St. property. We are likely to need to install a new roof or heating system at some point in the future. And we need to understand our wherewithal to handle such large and unplanned for expenditures. Both WILPF and JAPA will have to grapple for planning for such expenditures if we remain in the building.

The U.S. Section staff have received many mixed messages about the building. They are diligently looking at options for us. However, they are unsure of what we are really trying to accomplish. More than anything they want and need clarity. Please consider the following reasons for the transaction and come prepared to make a contribution to clarity: (suggestion – put the following reasons in order of concern to you with number one being the most compelling reason to move.)

1. We need to move to get out of property management business.
2. We need to avoid large property maintenance expenses.
3. We need to sell so that we can increase our reserves.
- 4.. We need more efficient workspace for staff.
5. We need to work in “accessible space.”

From: japa@igc.org
Subject: selling info
Date: February 28, 2008 7:21:09 AM PST
To: silver@cruzio.com, annerayivey@yahoo.com

Hi you two,

I don't know if I've given you the information that I received when I had a Realtor in to look at 1213.

He reported the office is 6000 sq. feet and that we should ask \$1,100,000 and we'd probably get \$900,000 for the building. (of course this was a few months ago, who knows what the current real estate market is?)

He said he'd lower his % to 5% for us.

I think I might have sent this earlier, if so, please excuse.

best

Linda

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Linda B. Belle
Executive Director
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Jane Addams Peace Association is
the Educational Fund for the Women's
International League for Peace and
Freedom

APPENDIX A

HISTORY OF THE PHILADELPHIA WILPF HOUSE and the role played by Mildred Scott Olmsted

Note: Most of the very early history of the Philadelphia Office is taken from *One Woman's Passion for Peace and Freedom: The life of Mildred Scott Olmsted* by Margaret Hope Bacon

1919 – WILPF's Philadelphia office was located in a small room off the Good Government office in the College Club. Except for a woman who came in once a week to open the mail and write news releases there was no staff; everything was done by volunteers. This was Pennsylvania WILPF

Mildred Scott Olmsted was offered the E.D. job of the Pennsylvania Branch. Several of the board members offered to guarantee her salary for 6 months and hoped Mildred would by then develop fund raising to a degree that would cover her salary.

1922 - The office consisted of a broken desk covered with old literature in one dark corner of the Friends Institute at 20 South Twelfth St. in Philadelphia. In the drawers were bundles of letters and a mailing list on 3x5 cards, with some sections missing. The former executive secretary, which had worked one day a week, had resigned some time before and the headquarters had been moved from the College Club to the Friends Institute, where there was really no room for it.

Olmsted was determined from the very first to build new WILPF branches. She took her first field trip and with a list of women to contact, she rang doorbells, made calls, organized a meeting, and left an active branch functioning.

1925 – Olmsted had raised enough money to hire a field secretary to help with the development of new branches. The number of board members and volunteers pouring into the WILPF office soon made it difficult for the Friends Institute to function. Olmsted was offered the small separate office that the stenographer had previously occupied. There was no formal charge for rent, but WILPF was expected to contribute twenty dollars a month.

1926-28 (?) - Office space at the Friends Institute became unbearably crowded. The Friends suggested they use a two-story building in the back court that had been vacated by Penn Charter School when it moved to larger quarters. The building had no plumbing but was light and airy and so large that WILPF was able to share it with one of the many committees established in Philadelphia. The arrangement lasted only one year. Mildred had mounting problems with the treasurer of the PA WILPF, who tended, Mildred claimed, to keep private the information about contributors and the amount they donated. This made both fund-raising and budgeting difficult. (A friend of Mildred's referred to the group of WILPF women as "the quarreling ladies.")

1928 -29 - Found headquarters at 1525 Locust Street on the second floor of a building owned by the League of Girls' Clubs. With space to spare, they began to sublet offices to sister organizations involved with peace and justice.

1929 - The owner of the building at Locust St. had become concerned about all the radical organizations WILPF had invited to share its space and had asked that they all leave but WILPF, putting the latter on a month-to-month basis. As this arrangement was untenable, the WILPF moved,

1930 – 33 (?) Moved to offices at 1924 Chestnut St., where they were to remain for some years. (How many?)

There were upheavals in the secretarial staff too, as there often were because of the low pay and long hours WILPF work demanded. The Pennsylvania WILPF had grown under Olmsted's leadership until its membership made up about 1/3 that of the whole U.S. Section, and its budget equaled that of the national organization.

Economic depression began to cut heavily into revenues, and it was necessary to reduce office staff. The national office had asked the Pennsylvania branch to serve as national headquarters for literature and to take a turn in getting out the national newsletter, the *Dovetail*, an experiment that was doomed to failure and that caused the *Dovetail* to lapse for some years.

1934 – Jane Addams asked Mildred Olmsted if she would be willing to work in the national office as one of three secretaries on an equal basis – Dorothy Detzer, Mabel Vernon, and herself – and try to keep the peace between the two warring women. Jane Addams then suggested that the national headquarters ought to be moved to Philadelphia were she had always believed it should be.

1935 – Olmsted agreed to spend half time in Washington and half time in Philadelphia. The board of Pennsylvania WILPF was reluctant to release Olmsted for this amount of time but had to face the fact that they could not pay her full-time in any case.

1935-36 – Olmsted traveled across the U.S. setting up new branches. The membership increased from less than 10,000 to 14,000.

1938 – Staff cuts again. Olmsted was a strong advocate of field organizers. Detzer and Olmsted had constant power struggles with each other. A friend of Mildred's referred to the group of WILPF women as "the quarreling ladies.")

1941 - Olmsted reported a dramatically shrinking organization. She announced that of 14 organized states five were in danger of collapsing and of 118 local groups in Pennsylvania, 30 were all folded.

1942 – Mildred took a month's vacation at her own expense as she had done frequently of her own free will. WILPF owed her a great deal of money on her expense account. Her salary was only \$100 a year more than when she had first come to WILPF in 1922. She was the highest paid of WILPF's employees since Dorothy Detzer's salary was entirely paid by one wealthy donor.

1944 – membership shrunk from 14,000 to 4,708 members.

1945 – Continual dissension between Olmsted and Detzer. Detzer did not like the divided headquarters and proposed consolidating the office in Washington. Pennsylvania WILPF was offered the chance to own its own headquarters when the husband of member Helen Rea spoke of his willingness to purchase a building and rent it to the WILPF. Detzer realized there was not much hope of consolidation. Detzer resigned in 1946 Olmsted felt the headquarters should be in Philadelphia. The Pennsylvania WILPF was by far the strongest in the nation, and Philadelphia itself was a national center of peace activity because of the presence of the American Friends Service Committee and other Quaker-related peace groups.

1946 – The Jane Addams House was now home to WILPF at 2006 Walnut St. It accommodated many smaller peace organizations and permitted WILPF to play a nurturing role to the peace movement as it recovered from the stress of war. Some staff members remained loyal to Olmsted while others resigned. Olmsted's title was now national administrative secretary, a title she held until 1963. A young woman was hired as legislative secretary and was to be supervised by a new policy committee with Baltimore headquarters.

Olmsted believed in revitalizing the branches by visiting them and sending them speakers.

Balch won the Nobel Peace Prize and gave her prize money to International WILPF, just as Jane Addams had done.

1955 – Olmsted proposed that a survey be made of the WILPF organization. \$500 was paid to Arthur Dunham to do such a survey. The final report suggested that the board was far too large, that there were too many overlapping committees, and that the administration be centralized in the Philadelphia office, putting Olmsted in charge of the Washington Program. He also recommended that the staff members should no longer serve as voting members of the board of directors and that attention be given to strengthening branches.

March 23, 1970 – a fire of suspicious origin broke out in the basement of The Jane Addams House on Walnut St. In the words of past president Naomi Marcus: “On an early March morning I received a phone call from Mildred Scott Olmsted, telling me that Jane Addams house was on fire. I hopped into my car and drove downtown. MSO and I stood together on the sidewalk opposite 2006 Walnut while firemen finished their sorry task. The fire was out by then but the acrid smell of burnt wood filled the air. The sidewalk and street were still wet, the hoses were still spread out. It is so interesting that you asked about a woman who used to work for us and used a wheelchair. Her name was Freda, she was our office manager, had MS and kept a spare wheel chair in the building. There was a short flight of steps leading to the front door, but Freda (whose last name I do not remember) was still able to climb those steps. Curious, but her wheelchair had been pulled out of the building by the firemen and was standing, somewhat broken and possibly charred, to the left of the front door on the short landing. Freda's daughter, married name Judy Joseph [Editor: now on the board of JAPA], worked for us later on and then left to go to law school. I still remember the scene vividly. We sensed that it was the end of an era.

Among our tenants was Resistance (and I think War Resisters League). I was told, but did not know first hand, that Resistance had had threats made against it. I also was told, but did not personally see, that the main staircase had been deliberately lined with scattered papers and torched, creating a natural chimney to spread the flames quickly throughout the building.”

To redo the building would cost far more than the limited fire insurance WILPF had been carrying.

As in the past, the WILPF board debated whether it would be better to consolidate its offices by moving to Washington. Olmsted insisted that WILPF should remain in Philadelphia. She helped look for new headquarters which she found.

1972 – Present – Purchase of 1213 Race Street.