



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES

MS-763: Rabbi Herbert A. Friedman Collection, 1930-2004.

Series H: United Jewish Appeal, 1945-1995.

Subseries 3: Conferences and Committees, 1947-1978.

Box
36

Folder
11

Western Region Planning Committee [Los Angeles, Calif.]. 1978.

For more information on this collection, please see the finding aid on the
American Jewish Archives website.

WESTERN REGION PLANNING COMMITTEE

HERBERT J. SOLOMON
UJA National Chairman
Chairman, Western Region Planning Committee

Attorney
Solomon, Ward, Aguirre & Seidenwurm
San Diego

PROF. GERALD R. BUBIS
(no UJA title)

Professor
Hebrew Union College
Los Angeles

IRWIN S. FIELD
UJA National Chairman
Chairman, International Programs

Businessman
Liberty Vegetable Oil Co.
(producers of vegetable
oil for industry)
Los Angeles

RABBI HERBERT A. FRIEDMAN
Former UJA Executive Vice-Chairman
Presently is Consultant to UJA

Director of the Jewish Academy
New York

ALVIN H. GILENS
Former UJA Associate National
Campaign Director-Western Region

Presently is Campaign Director
Federation of Jewish Agencies
Philadelphia

RICHARD N. GOLDMAN
UJA National Chairman

Insurance
Richard N. Goldman Co.
San Francisco

THOMAS HURWITZ
UJA Associate National
Campaign Director - Western Region
Los Angeles

TED KANNER
Executive Director
Jewish Federation Council
Los Angeles

ROBERT E. LOUP
Member, UJA National Executive Committee

Immediate Past President of
Allied Jewish Federation of Denver

Builder
Loup-Miller Construction Corp.
Denver

RABBI BRIAN L. LURIE
Executive Director
Jewish Welfare Federation
San Francisco

ARDEN E. SHENKER
Member, UJA National Executive Committee
Regional Chairman (Western Region) of
National Campaign Cabinet

Attorney
Tooze, Kerr, Peterson, Marshall & Shenker
Portland

GORDON ZACKS
UJA Vice-Chairman

Businessman
R. G. Barry Corp.
(manufacturers of leisure footwear)
Columbus

MELVYN H. BLOOM
UJA Assistant Executive Vice-Chairman
Director of Campaign Department
New York

WESTERN REGION STAFF

HARRY KARCHMER

(age 65+) He has been working for UJA for 33 years throughout the entire country. Presently handles the communities in Idaho, Montana and the smaller cities in Colorado.

FRED HAIT

(early 50's) He has been working for UJA for 14 years in the Western Region. Lived in Israel for some years. In addition to his community assignments, Fred handles Women's Division for the Western Region.

JAMES MYERS

(mid 30's) First year with UJA. Phd in English - professor for ten years at university level before coming to UJA. Non-Jewish. Works in the Northwest part of the Region. No prior Jewish communal background.

GEOFFREY THAW

(31 years old) First year with UJA. He was a practicing attorney in Tucson before coming to UJA. Works in the Southwest part of the Region. No prior Jewish communal background.

MARK GRONER

(27 years old) First year with UJA. Previously worked for Abbey Rents. No prior Jewish communal background. Works in smaller communities in Southern California.

TOM HURWITZ

(35 years old) First year with UJA. Western Regional Director of UJA, past director of fundraising for B'nai Brith in the New York and the New England areas. Besides his community assignments, he handles the National Campaign Cabinet.

DAVID PAIKIN

(31 years old) Law school graduate. Three years experience in UJA, and has worked in various regions of the Country. In addition to community assignments, he is the Cash Director for the Western Region, Young Leadership Director in the Western Region and is office assistant to Tom Hurwitz in the Western Region.

SECRETARIAL STAFF

BEA LEHRER

Twenty four years experience. Handles speakers for Western Region, coordinates planning for Western Region Leadership Conference as well as other special Regional meetings throughout the year, and handles Regional office accounting and supervises other clerical staff.

KAY KING

Less than one year. In addition to secretarial duties, Kay coordinates Young Leadership Programs with David Paikin.

ESTHER
BENJAMIN

Seventeen years experience in Western Region office. Dictation & correspondence, works with Fred Hait and members of the National Women's Division Board on related matters.

WESTERN REGION COMMUNITIES

FEDERATED

COMMUNITY

STAFF

ARIZONA
PHOENIX

GEOFFREY THAW

TUCSON

GEOFFREY THAW

CALIFORNIA
FRESNO

MARK GRONER

LONG BEACH

DAVID PAIKIN

LOS ANGELES

THOMAS HURWITZ

OAKLAND

FRED HAIT

ORANGE COUNTY

DAVID PAIKIN

PALM SPRINGS

DAVID PAIKIN

SACRAMENTO

FRED HAIT

SAN DIEGO

FRED HAIT

SAN FRANCISCO

THOMAS HURWITZ

SAN JOSE

FRED HAIT

COLORADO
DENVER

DAVID PAIKIN

HAWAII
HONOLULU

FRED HAIT

NEVADA
LAS VEGAS

FRED HAIT

NEW MEXICO
ALBUQUERQUE

GEOFFREY THAW

OREGON
PORTLAND

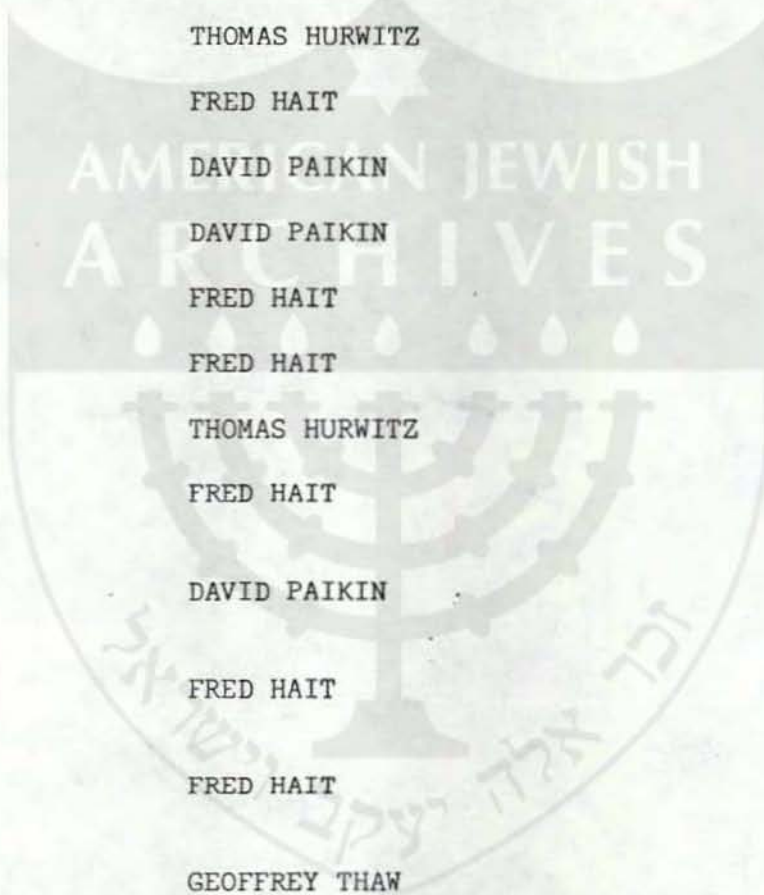
JAMES MYERS

UTAH
SALT LAKE CITY

GEOFFREY THAW

WASHINGTON
SEATTLE

JAMES MYERS



WESTERN REGION COMMUNITIES

NON- FEDERATED

COMMUNITY

STAFF

ALASKA

ANCHORAGE

JAMES MYERS

FAIRBANKS

JAMES MYERS

JUNEA

JAMES MYERS

ARIZONA

PINAL COUNTY

GEOFFREY THAW

YUMA

GEOFFREY THAW

CALIFORNIA

BAKERSFIELD

AMERICAN JEWISH
ARCHIVES

MARK GRONER

BARSTOW

MARK GRONER

ELSINORE

MARK GRONER

EUREKA

FRED HAIT

LANCASTER

MARK GRONER

MARYSVILLE

FRED HAIT

MODESTO

FRED HAIT

MONTEREY

FRED HAIT

NAPA

FRED HAIT

PETALUMA

FRED HAIT

RIVERSIDE

MARK GRONER

SALINAS

FRED HAIT

SAN BERNARDINO

MARK GRONER

SANTA BARBARA

MARK GRONER

SANTA CRUZ

FRED HAIT

SANTA MARIA

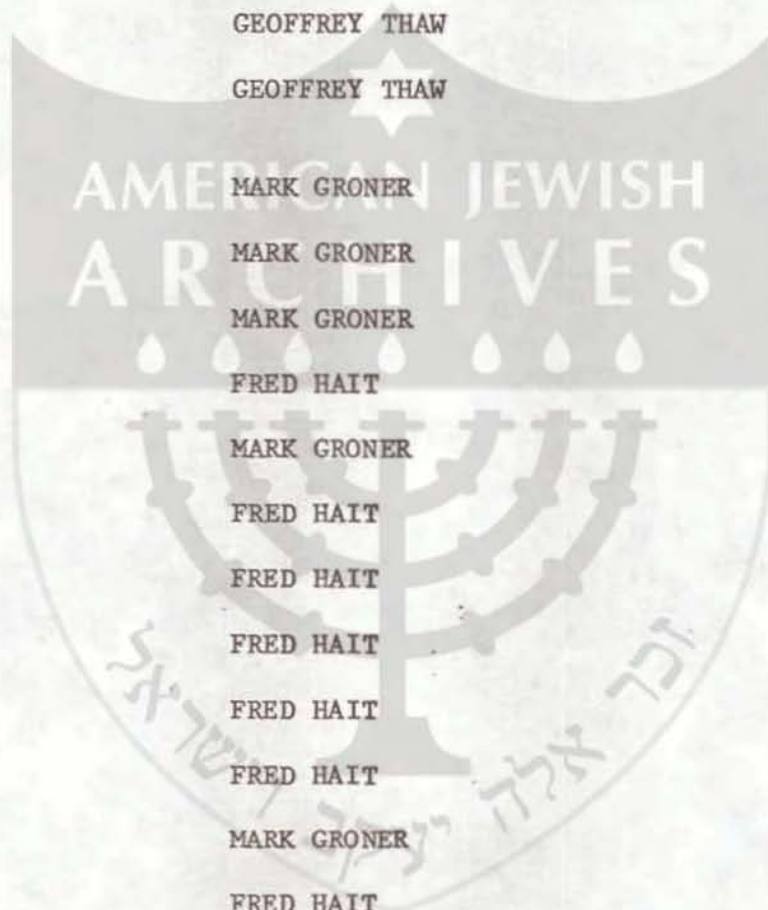
MARK GRONER

SANTA ROSA

FRED HAIT

STOCKTON

FRED HAIT



COMMUNITYSTAFF

SUN CITY

MARK GRONER

TULARE

MARK GRONER

VALLEJO

FRED HAIT

VENTURA

MARK GRONER

COLORADO

COLORADO SPRINGS

HARRY KARCHMER

GRAND JUNCTION

HARRY KARCHMER

GREELEY

HARRY KARCHMER

PUEBLO

HARRY KARCHMER

TRINIDAD

HARRY KARCHMER

IDAHO

BOISE

HARRY KARCHMER

POCATELLO

HARRY KARCHMER

MONTANA

BILLINGS

HARRY KARCHMER

BUTTE

HARRY KARCHMER

GREAT FALLS

HARRY KARCHMER

HELENA

HARRY KARCHMER

NEBRASKA

SCOTTSBLUFF

HARRY KARCHMER

NEVADA

RENO

FRED HAIT

NEW MEXICO

LAS CRUCES

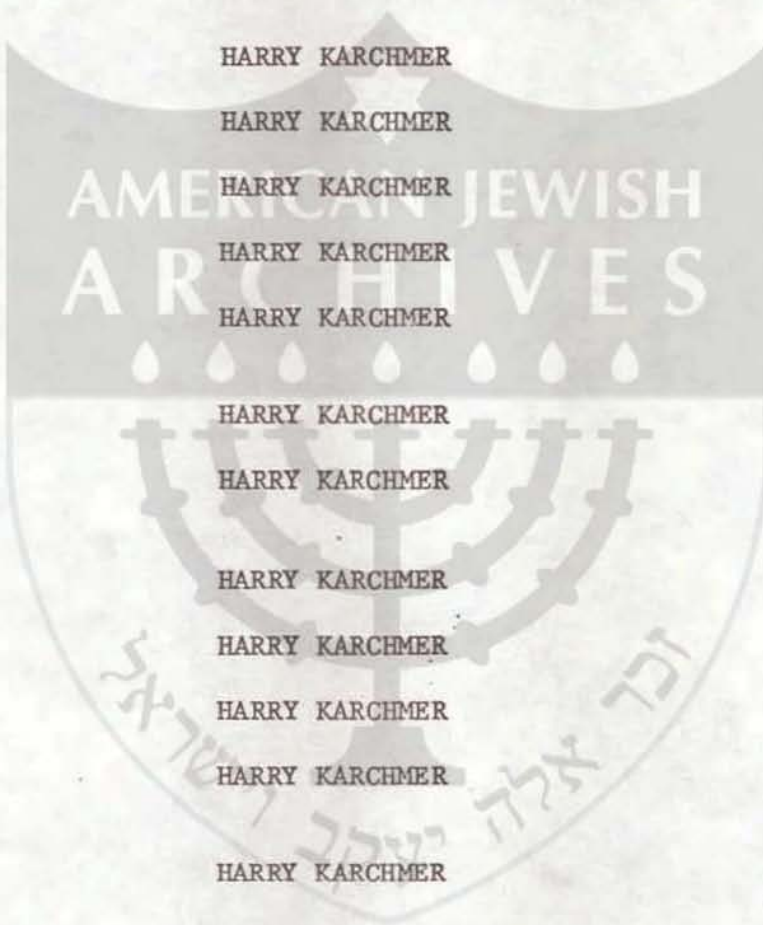
GEOFFREY THAW

LOS ALAMOS

GEOFFREY THAW

SANTA FE

GEOFFREY THAW



COMMUNITY

STAFF

OREGON
CORVALLIS

JAMES MYERS

EUGENE

JAMES MYERS

SALEM

JAMES MYERS

UTAH
OGDEN

GEOFFREY THAW

WASHINGTON
BELLINGHAM

JAMES MYERS

BREMERTON

JAMES MYERS

FT. LEWIS

JAMES MYERS

OLYMPIA

JAMES MYERS

SPOKANE

JAMES MYERS

TACOMA

JAMES MYERS

TRI-CITIES

JAMES MYERS

WALLA WALLA

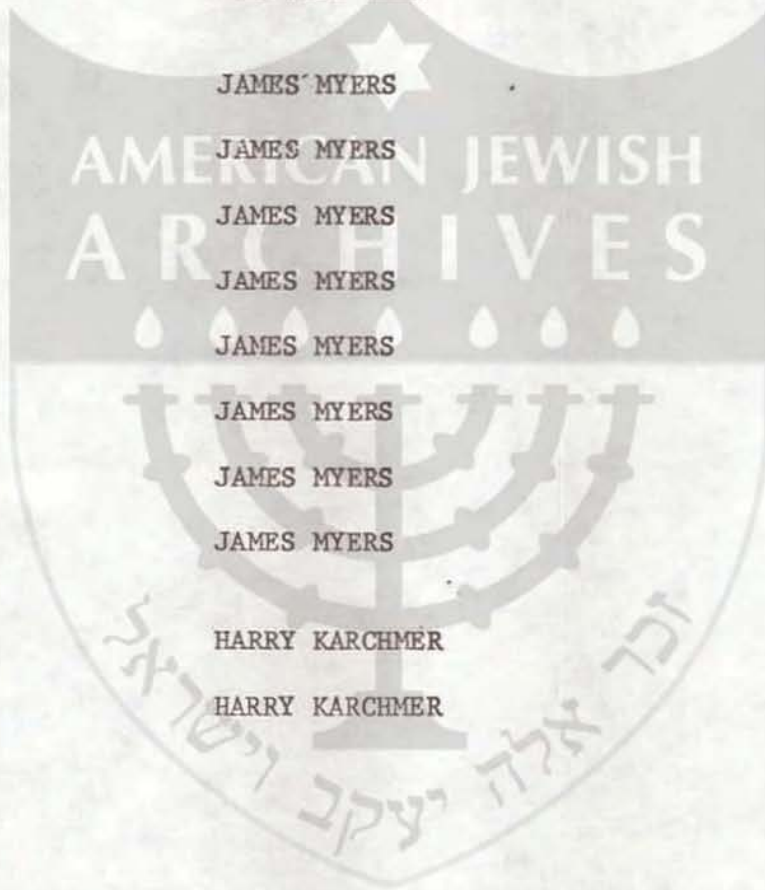
JAMES MYERS

WYOMING
CHEYENNE

HARRY KARCHMER

RAWLINGS

HARRY KARCHMER



WESTERN REGION COMPARISON BY COMMUNITY (LARGE)

<u>COMMUNITY (LARGE)</u>	<u>AMOUNT RAISED 1977</u>	<u>JEWISH POPULATION</u>	<u>JEWISH PER CAPITA</u>	<u>TOTAL POPULATION</u>	<u>TOTAL PER CAPITA</u>
<u>FAR WEST</u>					
Los Angeles, Calif.	\$27,200,000	455,000	\$ 59.78	2,809,596	\$ 9.68
San Francisco, Calif.	10,210,000E	75,000	136.13	715,674	14.26
Denver, Colo.	4,400,000	30,000	146.67	514,678	8.54
Orange County, Calif.	1,193,000	35,000	34.09	1,600,000	.74
	<u>43,003,000</u>	<u>595,000</u>	<u>94.16</u>		
	(72.27)	average	per capita	average	
<u>OTHER COMMUNITIES</u>					
Philadelphia, Pa.	\$16,510,320	350,000	\$ 47.17	1,948,609	\$ 8.47
Miami, Fla.	14,000,000	225,000	62.22	334,859	41.80
Chicago, Ill.	27,700,000	253,000	109.49	3,366,957	8.22
Baltimore, Md.	10,407,000	92,000	113.12	905,759	11.48
Cleveland, Ohio	16,502,425	80,000	206.28	750,903	21.97
Detroit, Mich.	16,549,780	80,000	206.87	1,511,482	10.94
West Palm Beach	1,268,000	33,000	38.42	57,375	22.10
Central New Jersey	2,376,569	36,000	66.02	N/A	N/A
Hollywood	4,000,000	40,000	100.00	106,873	37.42
Cincinnati	3,700,000E	30,000	123.33	452,524	8.17
North Jersey	2,356,000	28,000	84.14	N/A	N/A
	<u>115,368,000</u>	<u>1,247,000</u>	<u>105.18</u>		
	(92.51)				

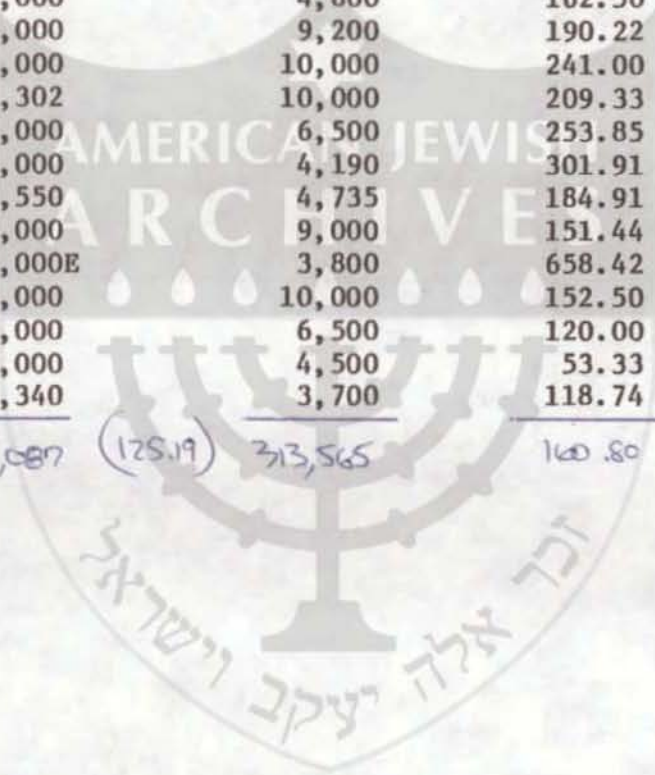
WESTERN REGION COMPARISON BY COMMUNITY (INTERMEDIATE)

<u>COMMUNITY (INTERMEDIATE)</u>	<u>AMOUNT RAISED 1977</u>	<u>JEWISH POPULATION</u>	<u>JEWISH PER CAPITA</u>	<u>TOTAL POPULATION</u>	<u>TOTAL PER CAPITA</u>
<u>FAR WEST</u>					
Albuquerque	\$ 285,000	4,500	\$ 63.33	243,751	\$ 1.16
Las Vegas	610,000	9,000	67.78	125,787	4.84
Long Beach	770,000	16,000	48.13	358,633	2.14
Oakland	2,000,000	20,000	100.00	361,561	5.53
Phoenix	1,950,981	15,000	130.07	581,562	3.35
Portland	1,220,000E	7,800	156.41	382,619	3.18
Sacramento	430,000	4,800	89.58	254,413	1.69
San Diego	2,200,000	20,000	110.00	696,679	3.15
San Jose	650,000E	10,000	65.00	445,779	1.45
Seattle	1,660,000	12,780	129.89	530,831	3.12
Tucson	1,400,000	7,000	200.00	262,933	5.32
	13,175,981	(103,84) 126,880	105.47		
<u>OTHER COMMUNITIES</u>					
Bridgeport	\$1,075,000	14,500	\$ 74.14	156,542	\$ 6.87
New Haven	1,800,000E	20,440	88.06	137,707	13.07
North Shore	1,300,000	20,850	62.35	N/A	N/A
Morris-Sussex	815,000	15,000	54.33	N/A	N/A
North Middlesex County	740,000	15,000	49.33	N/A	N/A
Raritan Valley	1,050,000	18,000	58.33	N/A	N/A
Buffalo	2,400,000	22,250	107.87	462,760	5.19
Rochester	2,800,000E	21,500	130.23	296,233	9.45
Columbus	2,686,000	14,000	191.86	539,677	4.98
Lower Bucks County	265,000	18,000	14.72	N/A	N/A
Albany	1,500,000	13,500	111.11	115,781	12.96
Trenton	925,000	13,000	71.15	104,638	8.84
Norfolk	2,300,000	11,000	209.09	307,951	7.47
Birmingham	1,455,895	4,000	363.97	300,910	4.84

WESTERN REGION COMPARISON BY COMMUNITY (INTERMEDIATE)

<u>COMMUNITY (INTERMEDIATE)</u>	<u>AMOUNT RAISED 1977</u>	<u>JEWISH POPULATION</u>	<u>JEWISH PER CAPITA</u>	<u>TOTAL POPULATION</u>	<u>TOTAL PER CAPITA</u>
<u>OTHER COMMUNITIES (continued)</u>					
Orlando	\$ 660,000E	5,600	\$ 117.86	99,006	\$ 6.67
Sarasota	780,000	4,800	162.50	40,237	19.39
Louisville	1,750,000	9,200	190.22	361,472	4.84
Worcester	2,410,000	10,000	241.00	176,572	13.65
St. Paul	2,093,302	10,000	209.33	309,980	6.75
Omaha	1,650,000	6,500	253.85	347,328	4.75
Scranton	1,265,000	4,190	301.91	103,564	12.21
Wilkes Barre	875,550	4,735	184.91	58,856	14.88
Memphis	1,363,000	9,000	151.44	623,530	2.19
Nashville	2,502,000E	3,800	658.42	448,003	5.58
Richmond	1,525,000	10,000	152.50	249,621	6.11
Northwest Indiana	780,000	6,500	120.00	N/A	N/A
New London	240,000	4,500	53.33	31,630	7.59
Madison	439,340	3,700	118.74	173,258	2.54

39,445,007 (125.19) 313,565 160.80



WESTERN REGION COMPARISON BY COMMUNITY (SMALL)

COMMUNITY (SMALL)	AMOUNT RAISED 1977	JEWISH POPULATION	JEWISH PER CAPITA	TOTAL POPULATION	TOTAL PER CAPITA
<u>FAR WEST</u>					
Palm Springs	\$ 826,246	2,400	\$ 344.27	20,936	\$ 39.47
Salt Lake City	249,000	1,800	138.33	175,885	1.42
Fresno	128,000	1,450	88.38	165,972	.77
Santa Barbara	71,000	2,400	29.58	70,215	1.01
Stockton	49,000	1,050	46.67	107,644	.46
Honolulu	275,000	1,500	183.33	324,871	.85
Spokane	90,000E	800	112.50	170,516	.53
Tacoma	80,000E	700	114.29	154,581	.52
Anchorage	375,000E	420	892.86	48,081	7.80
Bakersfield	58,500E	500	117.00	69,515	.84
Ventura	101,316E	412	245.91	55,797	1.82
Reno	69,000	380	181.58	72,863	.95
Eugene	30,000E	550	54.55	76,346	.39
	2,402,062	(16725) 14,362	196.09		
<u>OTHER COMMUNITIES</u>					
Norwich	\$ 120,630E	2,500	\$ 48.25	41,433	\$ 2.91
Pittsfield	345,233	2,400	143.85	57,020	6.05
Charlotte	560,000	2,500	224.00	241,178	2.32
Columbia	199,000	2,500	79.50	113,542	1.75
Chattanooga	450,138	2,250	200.06	119,082	3.78
Austin	251,858	2,200	114.81	251,808	1.00
Newport News	400,000	2,400	166.67	138,177	2.89
Montgomery	326,708	1,800	181.50	133,386	2.45
Little Rock	186,482	1,625	114.76	132,483	1.41
Danbury	285,000E	1,800	158.33	50,781	5.61
Augusta	170,461	1,500	113.64	59,864	2.85
Baton Rouge	277,225	1,400	198.02	165,963	1.67
Shreveport	544,565	1,500	363.04	182,064	2.99
Manchester	322,941	1,800	179.41	87,754	3.68
Elmira	125,000E	1,400	89.29	39,945	3.13

WESTERN REGION COMPARISON BY COMMUNITY (SMALL)

<u>COMMUNITY</u> <u>(SMALL)</u>	<u>AMOUNT</u> <u>RAISED</u> <u>1977</u>	<u>JEWISH</u> <u>POPULATION</u>	<u>JEWISH</u> <u>PER</u> <u>CAPITA</u>	<u>TOTAL</u> <u>POPULATION</u>	<u>TOTAL</u> <u>PER</u> <u>CAPITA</u>
<u>OTHER COMMUNITIES (CONTINUED)</u>					
Hackensack	\$ 251,725	1,640	\$ 153.49	35,911	\$ 7.01
Erie	295,000	1,700	173.53	129,231	2.28
Manchester	125,435E	700	179.19	47,994	2.61
Pensacola	185,000E	800	331.25	59,507	3.11
Macon	121,000	785	154.14	122,243	.99
Joliet	90,000E	800	112.50	80,378	1.12
Kalamazoo	42,000	750	56.00	85,555	.49
Hazelton	204,678	800	258.85	30,426	6.73
Williamsport	60,000	770	77.92	37,918	1.58
Beaumont	416,000E	800	520.00	115,919	3.59
Roanoke	111,750	800	139.69	92,115	1.21
Topeka	93,500E	500	187.00	125,011	.75
Muskegon	83,269	525	158.61	44,631	1.87
St. Joseph	101,000	500	202.00	N/A	N/A
Fayetteville	29,575	480	61.61	30,729	.96
Port Jervis	10,200E	560	18.21	8,852	1.15
Elyria, Ohio	22,000	525	41.90	53,427	.41
Steubenville	165,466	510	324.44	30,771	5.38
Pottsville	71,000	500	142.00	19,751	3.60
Petersburg	114,300	578	197.75	N/A	N/A
Decatur	82,000E	460	178.26	90,397	.91
Alexandria	108,758E	450	241.68	110,938	.98
Saginaw	69,325	350	198.07	91,849	.75
Auburn	11,330	435	26.05	24,151	.47
Monroe	18,453E	400	46.13	8,654	2.13
Butler	95,000	340	279.41	18,691	5.08
Stroudsburg	62,380	412	151.41	N/A	N/A
Florence	15,753E	370	42.58	25,997	.61
Lynchburg	76,025	350	217.21	54,083	1.41
Huntington	135,603	350	387.44	74,315	1.82
	<u>7,832,766</u> (161.45)	<u>48,515</u>	<u>169.63</u>		

COMPARISON OF FAR WEST REGIONS FUND RAISING WITH THE OTHER NATIONAL CABINET REGIONS
FOR 1967 - 1977 (\$ Amounts Printed to Nearest Thousand)

REGION	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977*	67-77 Avg. Raised	Jewish Pop. **	1977 Jewish Per Capita
FAR WEST % of Total	\$ 30,644 (10.1)	\$ 21,913 (10.1)	\$ 25,474 (10.4)	\$ 30,865 (11.1)	\$ 42,638 (12.7)	\$ 44,736 (12.4)	\$ 45,192 (12.4)	\$ 82,140 (12.2)	\$ 57,518 (12.1)	\$ 56,753 (12.5)	\$ 59,350 (13.0)	\$ 45,202 (12.0)	762,805 (13.1)	\$ 77.80
NORTHEAST	27,256 (9.0)	18,815 (8.7)	21,145 (8.6)	25,067 (9.0)	30,568 (9.1)	29,873 (8.5)	30,435 (8.3)	48,626 (7.2)	35,852 (7.6)	35,876 (7.9)	33,853 (7.4)	30,670 (8.1)	405,160 (6.9)	83.55
ATLANTIC	51,835 (17.1)	38,051 (17.6)	43,660 (17.8)	50,693 (18.3)	59,190 (17.6)	61,106 (17.4)	66,876 (18.3)	122,668 (18.2)	88,860 (18.8)	87,545 (19.3)	86,412 (19.0)	68,809 (18.2)	1,169,125 (20.0)	73.91
SOUTHEAST	11,465 (3.8)	8,448 (3.9)	10,642 (4.3)	13,422 (4.8)	17,447 (5.2)	17,801 (5.1)	17,536 (4.8)	36,002 (5.4)	21,967 (4.6)	19,370 (4.3)	20,375 (4.5)	17,680 (4.7)	138,390 (2.4)	147.23
FLORIDA	7,464 (2.5)	4,743 (3.2)	6,328 (3.2)	7,940 (2.9)	10,392 (3.1)	13,878 (3.9)	15,945 (4.4)	34,003 (5.1)	21,939 (4.6)	24,186 (5.3)	25,039 (5.5)	15,623 (4.1)	393,815 (6.7)	63.58
EAST CENTRAL	61,652 (20.3)	45,944 (21.2)	50,733 (20.7)	56,561 (20.4)	67,832 (18.4)	65,175 (18.5)	67,661 (18.5)	119,825 (17.8)	84,448 (17.8)	84,201 (18.6)	85,088 (18.7)	71,193 (18.9)	292,440 (5.0)	290.96
WEST CENTRAL	17,114 (5.6)	13,402 (6.2)	15,285 (6.2)	17,048 (6.1)	20,141 (6.0)	21,170 (6.0)	22,902 (6.3)	37,523 (5.6)	28,384 (6.0)	27,279 (6.0)	27,955 (6.1)	22,564 (6.0)	437,800 (7.5)	63.85
SOUTHWEST	11,324 (3.7)	8,352 (3.9)	9,495 (3.9)	10,383 (3.7)	11,841 (3.5)	13,193 (3.8)	15,739 (4.3)	29,606 (4.4)	24,964 (5.3)	22,120 (4.9)	22,115 (4.9)	16,285 (4.3)	95,635 (1.6)	231.24
NEW YORK STATE	9,634 (3.2)	5,996 (2.8)	6,980 (2.8)	7,585 (2.7)	8,712 (2.6)	9,661 (2.7)	12,901 (3.5)	15,619 (2.3)	13,510 (2.9)	11,844 (2.6)	11,858 (2.6)	10,391 (2.8)	152,515 (2.6)	77.75
NEW YORK CITY	74,489 (24.6)	50,500 (23.3)	55,189 (22.5)	57,171 (20.6)	72,841 (21.7)	74,196 (21.1)	68,500 (18.8)	145,000 (21.5)	95,181 (20.1)	83,509 (18.4)	83,500 (18.3)	78,189 (20.7)	1,998,000 (34.2)	41.79
NATIONAL ACCOUNTS	317 (.1)	236 (.1)	323 (.1)	548 (.2)	741 (.2)	650 (.2)	1,408 (.4)	1,877 (.3)	1,252 (.3)	950 (.2)	-	755 (.2)	--	--
TOTALS (%)	\$303,194 (100)	\$216,400 (100)	\$245,254 (100)	\$277,283 (100)	\$336,343 (100)	\$351,439 (100)	\$365,095 (100)	\$672,889 (100)	\$473,875 (100)	\$453,633 (100)	\$455,545 (100)	\$377,361 (100)	5,845,685 (100)	\$ 77.93

*Estimated

** As Estimated for 1976, American Jewish Yearbook, vol. 77 (N.Y. and Phil., 1977), pp 229-239

WESTERN REGION DOLLARS RAISED DISTRIBUTION
1967 -- 1977

Large Communities

		<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>
\$ 10,000 to 29,999	Total gifts (# of gifts)	3,147,000 (196)	2,220,300 (149)	2,737,000 (181)	3,513,400 (224)	3,733,000 (242)	4,406,700 (291)	5,119,600 (350)	7,985,100 (527)	7,177,700 (477)	7,115,900 (472)	6,820,600 (449)
\$ 30,000 to 49,999	Total gifts (# of gifts)	989,600 (26)	592,000 (17)	772,800 (22)	1,112,200 (32)	1,386,000 (39)	1,766,100 (50)	1,972,400 (56)	2,770,000 (78)	1,837,700 (53)	1,650,800 (47)	2,094,100 (57)
\$ 50,000 to 99,999	Total gifts (# of gifts)	1,050,800 (17)	712,600 (12)	652,500 (10)	582,000 (10)	1,560,600 (26)	1,651,600 (26)	1,241,500 (19)	2,654,400 (46)	2,096,900 (36)	1,769,500 (29)	2,127,400 (36)
\$100,000 to 499,999	Total gifts (# of gifts)	2,270,000 (15)	1,352,000 (9)	1,290,000 (8)	1,791,500 (10)	2,068,100 (12)	967,500 (7)	1,393,700 (11)	6,030,100 (37)	2,825,000 (20)	2,490,600 (18)	2,015,000 (15)
\$500,000 & over	Total gifts (# of gifts)	--	--	--	1,500,000 (3)	7,600,000 (11)	4,500,000 (8)	7,150,000 (9)	13,011,300 (12)	2,600,000 (4)	2,500,000 (4)	2,600,000 (4)
		7,457,400 (254)	4,876,900 (187)	5,452,300 (221)	8,499,100 (279)	16,347,700 (330)	13,291,900 (382)	16,877,200 (445)	32,450,900 (700)	16,537,300 (590)	15,526,800 (570)	15,657,100 (561)

WESTERN REGION DOLLARS RAISED DISTRIBUTION

1976 - 1977

Intermediate Communities

		<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>
\$ 10,000 to	Total Gifts	640,800	503,900	830,000	753,300	890,800	985,000	1,272,700	3,428,200	2,622,400	2,713,300	2,075,400
	(# of Gifts)	(47)	(36)	(61)	(50)	(58)	(70)	(90)	(229)	(177)	(182)	(136)
\$ 30,000 to	Total Gifts	282,000	115,000	40,000	62,100	166,000	141,000	182,500	698,500	605,700	435,300	542,500
49,999	(# of Gifts)	(8)	(3)	(1)	(2)	(5)	(4)	(5)	(20)	(17)	(13)	(16)
\$ 50,000 to	Total Gifts	167,500	50,000	160,000	125,000	162,000	496,000	195,000	1,151,500	725,000	685,000	505,000
99,999	(# of Gifts)	(3)	(1)	(3)	(2)	(3)	(7)	(3)	(19)	(13)	(8)	(9)
\$100,000 to	Total Gifts	115,000	-----	-----	-----	200,000	204,000	430,000	1,006,000	907,000	250,000	715,000
499,999	(# of Gifts)	(1)	-----	-----	-----	(2)	(2)	(4)	(8)	(6)	(2)	(5)
\$500,000 and	Total Gifts	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Over	(# of Gifts)	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
		1,205,300	668,900	1,030,000	940,400	1,418,800	1,826,000	2,080,200	6,284,200	4,860,100	4,083,600	3,837,900
		(59)	(40)	(65)	(54)	(68)	(83)	(102)	(276)	(213)	(205)	(166)

WESTERN REGION DOLLARS RAISED DISTRIBUTION
1967 -- 1977

Small Communities

		<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>
\$ 10,000 to 29,999	Total Gifts (# of gifts)	67,000 (5)	71,000 (4)	71,000 (4)	100,000 (8)	147,500 (11)	147,500 (9)	219,000 (14)	524,000 (38)	269,700 (19)	475,800 (34)	342,000 (24)
\$ 30,000 to 49,999	Total Gifts (# of gifts)	--	--	--	--	30,000 (1)	60,000 (2)	60,000 (2)	70,000 (2)	65,000 (2)	60,000 (2)	33,000 (1)
\$ 50,000 to 99,999	Total Gifts (# of gifts)	--	--	--	--	50,000 (1)	100,000 (2)	125,000 (2)	50,000 (1)	325,000 (6)	175,000 (3)	--
\$100,000 to 499,999	Total Gifts (# of gifts)	--	--	--	--	--	206,000 (2)	--	--	283,200 (1)	--	350,000 (1)
\$500,000 and over	Total Gifts (# of gifts)	--	--	--	--	--	--	--	--	--	--	--
		67,000 (5)	71,000 (4)	71,000 (4)	100,000 (8)	227,500 (13)	513,000 (15)	404,000 (18)	644,000 (41)	942,900 (28)	710,800 (39)	725,000 (26)

AMERICAN JEWISH
ARCHIVES



1967
WESTERN REGION DOLLARS RAISED DISTRIBUTION

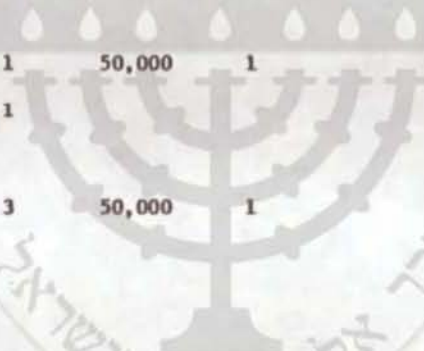
COMMUNITY	\$10,000 TO	# OF GIFTS	\$30,000 TO	# OF GIFTS	\$50,000 TO	# OF GIFTS	\$100,000 TO	# OF GIFTS	\$500,000 AND OVER	# OF GIFTS	TOTAL DOLLARS RAISED	TOTAL # OF GIFTS	AVG. RAISED PER GIFT
LARGE													
LOS ANGELES	2,403,700	153	559,600	14	786,300	13	1,331,000	10			5,080,600	190	26,740
SAN FRANCISCO	472,600	25	368,000	10	212,000	3	969,000	5			2,021,600	43	47,014
DENVER	270,700	18	62,000	2	52,500	1					385,200	21	18,343
ORANGE COUNTY													
SUB TOTAL	3,147,000	196	989,600	26	1,050,800	17	2,270,000	15			7,457,400	254	29,360
INTERMEDIATE													
ALBUQUERQUE			45,000	1							45,000	1	45,000
LAS VEGAS	90,900	7	45,000	1	67,500	1					203,400	9	22,600
LONG BEACH	25,000	2									25,000	2	12,500
OAKLAND	141,500	10			50,000	1					191,500	11	17,409
PHOENIX	59,900	4	31,000	1							90,900	5	18,180
PORTLAND	73,500	4	61,000	2							134,500	6	22,417
SACRAMENTO													
SAN DIEGO	34,200	3	30,000	1			115,000	1			179,200	5	35,840
SAN JOSE	35,000	3									35,000	3	11,667
SEATTLE	170,800	13	70,000	2							240,800	15	16,053
TUCSON	10,000	1			50,000	1					60,000	2	30,000
SUB TOTAL	640,800	47	282,000	8	167,500	3	115,000	1			1,205,300	59	20,429
SMALL													
PAIM SPRINGS													
SALT LAKE CITY													
FRESNO													
SANTA BARBARA	20,000	2									20,000	2	10,000
STOCKTON/EUGENE													
HONOLULU	35,000	2									35,000	2	17,500
SPOKANE													
TACOMA	12,000	1									12,000	1	12,000
ANCHORAGE													
BAKERSFIELD													
VENTURA													
RENO													
SUB TOTAL	67,000	5									67,000	5	13,400
TOTALS	3,854,800	248	1,271,600	34	1,218,300	20	2,385,000	16			8,729,700	318	27,452



1968
WESTERN REGION DOLLARS RAISED DISTRIBUTION

COMMUNITY	\$10,000 TO	# OF GIFTS	\$30,000 TO	# OF GIFTS	\$50,000 TO	# OF GIFTS	\$100,000 TO	# OF GIFTS	\$500,000 AND OVER	# OF GIFTS	TOTAL DOLLARS RAISED	TOTAL # OF GIFTS	AVG. RAISED PER GIFT
LARGE													
LOS ANGELES	1,652,500	112	273,000	8	592,600	10	602,000	5			3,120,100	135	23,112
SAN FRANCISCO	410,600	25	289,000	8	50,000	1	750,000	4			1,499,600	38	39,463
DENVER	157,200	12	30,000	1	70,000	1	--	--			257,200	14	18,371
ORANGE COUNTY	--	--	--	--	--	--	--	--	--	--	--	--	--
SUB TOTAL	2,220,300	149	592,000	17	712,600	12	1,352,000	9			4,876,900	187	26,080
INTERMEDIATE													
ALBUQUERQUE			45,000	1							45,000	1	45,000
LAS VEGAS	102,000	8									102,000	8	12,750
LONG BEACH													
OAKLAND	113,500	7									113,500	7	16,214
PHOENIX	51,000	4									51,000	4	12,750
PORTLAND	81,300	7	40,000	1	50,000	1					171,300	9	19,033
SACRAMENTO	12,000	1									12,000	1	12,000
SAN DIEGO	51,100	3	30,000	1							81,100	4	20,275
SAN JOSE													
SEATTLE	83,000	5									83,000	5	16,600
TUCSON	10,000	1									10,000	1	10,000
SUB TOTAL	503,900	36	115,000	3	50,000	1					668,900	40	16,722
SMALL													
PALM SPRINGS													
SALT LAKE CITY	36,000	2									36,000	2	18,000
FRESNO													
SANTA BARBARA													
STOCKTON/EUGENE													
HONOLULU	35,000	2									35,000	2	17,500
SPOKANE													
TACOMA													
ANCHORAGE													
BAKERSFIELD													
VENTURA													
RENO													
SUB TOTAL	71,000	4	--	--							71,000	4	17,750
TOTALS	2,795,200	189	707,000	17	762,600	13	1,352,000	9			5,616,800	228	24,635

AMERICAN JEWISH
ARCHIVES



1969
WESTERN REGION DOLLARS RAISED DISTRIBUTION

COMMUNITY	\$10,000 TO \$29,999	# OF GIFTS	\$30,000 TO \$49,999	# OF GIFTS	\$50,000 TO \$99,999	# OF GIFTS	\$100,000 TO \$499,999	# OF GIFTS	\$500,000 AND OVER	# OF GIFTS	TOTAL DOLLARS RAISED	TOTAL # OF GIFTS	AVG. RAISED PER GIFT
LARGE													
LOS ANGELES	2,093,300	139	458,000	13	402,500	6	465,000	4			3,418,800	162	21,104
SAN FRANCISCO	417,700	27	314,800	9	175,000	3	825,000	4			1,732,500	43	40,291
DENVER	226,000	15			75,000	1					301,000	16	18,813
ORANGE COUNTY													
SUB TOTAL	2,737,000	181	772,800	22	652,500	10	1,290,000	8			5,452,300	221	24,671
INTERMEDIATE													
ALBUQUERQUE	12,000	1									12,000	1	12,000
LAS VEGAS	137,000	11			50,000	1					187,000	12	15,583
LONG BEACH	39,000	3									39,000	3	13,000
OAKLAND	186,000	13									186,000	13	14,308
PHOENIX	63,900	5									63,900	5	12,780
PORTLAND	87,000	5			60,000	1					147,000	6	24,500
SACRAMENTO	20,000	1									20,000	1	20,000
SAN DIEGO	178,100	13			50,000	1					228,100	14	16,293
SAN JOSE	13,000	1									13,000	1	13,000
SEATTLE	84,000	7	40,000	1							124,000	8	15,500
TUCSON	10,000	1									10,000	1	10,000
SUB TOTAL	830,000	61	40,000	1	160,000	3					1,030,000	65	15,847
SMALL													
PAJM SPRINGS													
SALT LAKE CITY	36,000	2									36,000	2	18,000
FRESNO													
SANTA BARBARA	10,000	1									10,000	1	10,000
STOCKTON/EUGENE													
HONOLULU	25,000	1									25,000	1	25,000
SPOKANE													
TACOMA													
ANCHORAGE													
BAKERSFIELD													
VENTURA													
RENO													
SUB TOTAL	71,000	4									71,000	4	17,750
TOTALS	3,638,000	246	812,800	23	812,500	13	1,290,000	8			6,553,300	290	22,598



1970
WESTERN REGION DOLLARS RAISED DISTRIBUTION

COMMUNITY	\$10,000 TO \$29,999	# OF GIFTS	\$30,000 TO \$49,999	# OF GIFTS	\$50,000 TO \$99,999	# OF GIFTS	\$100,000 TO \$499,999	# OF GIFTS	\$500,000 AND OVER	# OF GIFTS	TOTAL DOLLARS RAISED	TOTAL # OF GIFTS	AVG. RAISED PER GIFT
LARGE													
LOS ANGELES	2,844,000	182	712,700	21	521,700	9	766,500	4	1,500,000	3	6,345,000	219	28,973
SAN FRANCISCO	410,800	26	399,500	11	60,300	1	825,000	4			1,695,600	42	40,371
DENVER	258,500	16					200,000	2			458,500	18	25,472
ORANGE COUNTY SUB TOTAL	3,513,400	224	1,112,200	32	582,000	10	1,791,500	10	1,500,000	3	8,499,100	279	30,463
INTERMEDIATE													
ALBUQUERQUE	13,000	1									13,000	1	13,000
LAS VEGAS	60,000	3									60,000	3	20,000
LONG BEACH	25,000	2									25,000	2	12,500
OAKLAND	158,000	10									158,000	10	15,800
PHOENIX	71,000	4									71,000	4	17,750
PORTLAND	55,700	4	62,100	2	75,000	1					192,800	7	27,543
SACRAMENTO	15,000	1									15,000	1	15,000
SAN DIEGO	161,400	10									161,400	10	16,140
SAN JOSE	25,700	2									25,700	2	12,850
SEATTLE	168,500	13			50,000	1					218,500	14	15,607
TUCSON													
SUB TOTAL	753,300	50	62,100	2	125,000	2					940,400	54	17,415
SMALL													
PALM SPRINGS	20,000	2									20,000	2	10,000
SALT LAKE CITY													
FRESNO													
SANTA BARBARA	30,000	3									30,000	3	10,000
STOCKTON/EUGENE													
HONOLULU	40,000	2									40,000	2	20,000
SPOKANE													
TACOMA	10,000	1									10,000	1	10,000
ANCHORAGE													
BAKERSFIELD													
VENTURA													
RENO													
SUB TOTAL	100,000	8									100,000	8	12,500
TOTALS	4,366,700	282	1,174,300	34	707,000	12	1,791,500	10	1,500,000	3	9,539,500	341	27,975

1971
WESTERN REGION DOLLARS RAISED DISTRIBUTION

COMMUNITY	\$10,000 TO \$29,999	# OF GIFTS	\$30,000 TO \$49,999	# OF GIFTS	\$50,000 TO \$99,999	# OF GIFTS	\$100,000 TO \$499,999	# OF GIFTS	\$500,000 AND OVER	# OF GIFTS	TOTAL DOLLARS RAISED	TOTAL # OF GIFTS	AVG. RAISED PER GIFT
LARGE													
LOS ANGELES	2,839,200	183	1,023,000	29	1,075,800	19	943,100	8	6,600,000	9	12,481,100	248	50,327
SAN FRANCISCO	552,000	38	300,500	8	415,000	6	925,000	3	1,000,000	2	3,192,500	57	56,009
DENVER	321,800	20	32,500	1	69,800	1	200,000	1			624,100	23	27,135
ORANGE COUNTY	20,000	1	30,000	1							50,000	2	25,000
SUB TOTAL	3,733,000	242	1,386,000	39	1,560,600	26	2,068,100	12	7,600,000	11	16,347,700	330	49,538
INTERMEDIATE													
ALBUQUERQUE													
LAS VEGAS	54,000	3									54,000	3	18,000
LONG BEACH													
OAKLAND	138,000	9	61,000	2							199,000	11	18,091
PHOENIX	106,000	5									106,000	5	21,200
PORTLAND	67,500	5	75,000	2							142,500	7	20,357
SACRAMENTO	35,000	2									35,000	2	17,500
SAN DIEGO	166,000	12	30,000	1	105,000	2	100,000	1			401,000	16	25,063
SAN JOSE	59,500	4									59,500	4	14,875
SEATTLE	199,800	12			57,000	1	100,000	1			356,800	14	25,486
TUCSON	65,000	6									65,000	6	10,833
SUB TOTAL	890,800	58	166,000	5	162,000	3	200,000	2			1,418,800	68	20,865
SMALL													
PALM SPRINGS	57,500	5									57,500	5	11,500
SALT LAKE CITY													
FRESNO	20,000	2									20,000	2	10,000
SANTA BARBARA	10,000	1			50,000	1					60,000	2	30,000
STOCKTON/EUGENE													
HONOLULU	60,000	3									60,000	3	20,000
SPOKANE													
TACOMA													
ANCHORAGE													
BAKERSFIELD			30,000	1							30,000	1	30,000
VENTURA													
RENO													
SUB TOTAL	147,500	11	30,000	1	50,000	1					227,500	13	17,500
TOTALS	4,771,300	311	1,582,000	45	1,772,600	30	2,268,100	14	7,600,000	11	17,994,000	411	43,781

1972
WESTERN REGION DOLLARS RAISED DISTRIBUTION

COMMUNITY	\$10,000 TO \$29,999	# OF GIFTS	\$30,000 TO \$49,999	# OF GIFTS	\$50,000 TO \$99,999	# OF GIFTS	\$100,000 TO \$499,999	# OF GIFTS	\$500,000 AND OVER	# OF GIFTS	TOTAL DOLLARS RAISED	TOTAL # OF GIFTS	AVG. RAISED PER GIFT
LARGE													
LOS ANGELES	3,412,500	227	1,220,000	34	1,029,600	17	867,500	6	2,400,000	4	8,929,600	288	31,006
SAN FRANCISCO	624,400	41	316,000	9	622,000	9			2,100,000	4	3,662,400	63	58,133
DENVER	354,800	22	185,100	5			100,000	1			639,900	28	22,854
ORANGE COUNTY	15,000	1	45,000	2							60,000	3	20,000
SUB TOTAL	4,406,700	291	1,766,100	50	1,651,600	26	967,500	7	4,500,000	8	13,291,900	382	34,796
INTERMEDIATE													
ALBUQUERQUE													
LAS VEGAS	91,800	6									91,800	6	15,300
LONG BEACH	12,000	1									12,000	1	12,000
OAKLAND	97,000	8			129,000	2					226,000	10	22,600
PHOENIX	118,900	9	35,000	1			104,000	1			257,900	11	23,445
PORTLAND	119,000	9	71,000	2	65,100	1					255,100	12	21,258
SACRAMENTO	25,000	1									25,000	1	25,000
SAN DIEGO	227,000	13	35,000	1	110,000	2					372,000	16	23,250
SAN JOSE	59,000	4									59,000	4	14,750
SEATTLE	140,300	12			192,000	2	100,000	1			432,300	15	28,820
TUCSON	95,000	7									95,000	7	13,571
SUB TOTAL	985,000	70	141,000	4	496,000	7	204,000	2			1,826,100	83	22,001
SMALL													
PALM SPRINGS	99,500	6	30,000	1			206,000	2			335,500	9	37,278
SALT LAKE CITY													
FRESNO	10,000	1									10,000	1	10,000
SANTA BARBARA	12,500	1			50,000	1					62,500	2	31,250
STOCKTON/EUGENE													
HONOLULU	25,000	1			50,000	1					75,000	2	37,500
SPOKANE													
TACOMA													
ANCHORAGE													
BAKERSFIELD			30,000	1							30,000	1	30,000
VENTURA													
RENO													
SUB TOTAL	147,500	9	60,000	2	100,000	2	206,000	2			513,000	15	34,200
TOTALS	5,538,700	370	1,967,100	56	2,247,700	35	1,377,500	11	4,500,000	8	15,631,000	480	32,565

1973
WESTERN REGION DOLLARS RAISED DISTRIBUTION

COMMUNITY	\$10,000 TO \$29,999	# OF GIFTS	\$30,000 TO \$49,999	# OF GIFTS	\$50,000 TO \$99,999	# OF GIFTS	\$100,000 TO \$499,999	# OF GIFTS	\$500,000 AND OVER	# OF GIFTS	TOTAL DOLLARS RAISED	TOTAL # OF GIFTS	AVG. RAISED PER GIFT
LARGE													
LOS ANGELES	3,983,200	275	1,398,900	39	566,500	10	1,158,700	9	3,050,000	4	10,157,300	337	30,140
SAN FRANCISCO	677,200	46	337,500	10	625,000	8	135,000	1	2,100,000	4	3,874,700	69	56,155
DENVER	413,200	25	135,000	4	50,000	1	100,000	1	2,000,000	1	2,698,200	32	84,319
ORANGE COUNTY	46,000	4	101,000	3							147,000	7	21,000
SUB TOTAL	5,119,600	350	1,972,400	56	1,241,500	19	1,393,700	11	7,150,000	9	16,877,200	445	37,926
INTERMEDIATE													
ALBUQUERQUE	14,500	1	39,000	1							53,000	2	26,750
LAS VEGAS	120,000	7									120,000	7	17,143
LONG BEACH	66,000	6									66,000	6	11,000
OAKLAND	240,000	19			80,000	1					320,000	20	16,000
PHOENIX	81,000	6	30,000	1			125,000	1			236,000	8	29,500
PORTLAND	109,000	8	38,500	1			205,000	2			352,500	11	32,045
SACRAMENTO	25,000	1									25,000	1	25,000
SAN DIEGO	169,500	10	40,000	1	65,000	1					274,500	12	22,875
SAN JOSE	86,500	4									86,500	4	21,625
SEATTLE	215,200	17	35,000	1	50,000	1	100,000	1			400,200	20	20,010
TUCSON	146,000	11									146,000	11	13,273
SUB TOTAL	1,272,700	90	182,500	5	195,000	3	430,000	4			2,080,200	102	20,394
SMALL													
PALM SPRINGS	54,000	4	60,000	2	55,000	1					169,000	7	24,143
SALT LAKE CITY											40,000	2	20,000
FRESNO	40,000	2									10,000	1	10,000
SANTA BARBARA	10,000	1									71,000	4	17,750
STOCKTON/EUGENE											10,000	1	10,000
HONOLULU	71,000	4									71,000	4	17,750
SPOKANE	10,000	1									10,000	1	10,000
TACOMA	20,000	1									20,000	1	20,000
ANCHORAGE											70,000	1	70,000
BAKERSFIELD					70,000	1					70,000	1	70,000
VENTURA	14,000	1									14,000	1	14,000
RENO													
SUB TOTAL	219,000	14	60,000	2	125,000	2					404,000	18	22,444
TOTALS	6,611,300	454	2,214,900	63	1,561,500	24	1,823,700	15	7,150,000	9	19,361,400	565	34,268

1974
WESTERN REGION DOLLARS RAISED DISTRIBUTION

COMMUNITY	\$10,000 TO \$29,999	# OF GIFTS	\$30,000 TO \$49,999	# OF GIFTS	\$50,000 TO \$99,999	# OF GIFTS	\$100,000 TO \$499,999	# OF GIFTS	\$500,000 AND OVER	# OF GIFTS	TOTAL DOLLARS RAISED	TOTAL # OF GIFTS	AVG. RAISED PER GIFT
LARGE													
LOS ANGELES	5,514,900	363	1,916,500	54	1,761,800	29	4,321,300	25	5,511,300	5	19,025,800	476	39,970
SAN FRANCISCO	1,286,100	83	454,000	13	312,500	6	1,498,800	10	5,500,000	6	9,051,400	118	76,707
DENVER	1,013,300	69	399,500	11	380,100	7	210,000	2	2,000,000	1	4,002,900	90	44,477
ORANGE COUNTY	170,800	12			200,000	4					370,800	16	23,175
SUB TOTAL	7,985,100	527	2,770,000	78	2,654,400	46	6,030,100	37	13,011,300	12	32,450,900	700	46,358
INTERMEDIATE													
ALBUQUERQUE	50,000	5			50,000	1					100,000	6	16,667
LAS VEGAS	238,400	16	30,000	1	100,000	2	100,000	1			468,400	20	23,420
LONG BEACH	113,000	10									113,000	10	11,300
OAKLAND	639,800	40	70,000	2	50,000	1					759,800	43	17,670
PHOENIX	757,400	51	76,000	2	206,000	4	200,000	1			1,239,400	58	21,369
PORTLAND	379,600	23	65,000	2	97,000	1	300,000	2			841,600	28	30,057
SACRAMENTO	73,000	5	78,000	2							151,000	7	21,571
SAN DIEGO	334,000	20	98,500	3	373,500	5	205,000	2			1,011,000	30	33,700
SAN JOSE	140,500	8									140,500	8	17,563
SEATTLE	395,000	32	251,000	7	275,000	5	100,000	1			1,021,000	45	22,689
TUCSON	307,500	19	30,000	1			101,000	1			438,500	21	20,881
SUB TOTAL	3,428,200	229	698,500	20	1,151,500	19	1,006,000	8			6,284,200	276	22,769
SMALL													
PALM SPRINGS	242,500	17	30,000	1							272,500	18	15,139
SALT LAKE CITY													
FRESHO	33,000	3									33,000	3	11,000
SANTA BARBARA	20,000	2									20,000	2	10,000
STOCKTON/EUGENE													
HONOLULU	75,000	4			50,000	1					125,000	5	25,000
SPOKANE	56,000	5									56,000	5	11,200
TACOMA	25,000	2	40,000	1							65,000	3	21,667
ANCHORAGE	10,000	1									10,000	1	10,000
BAKERSFIELD	42,500	3									42,500	3	14,167
VENTURA	20,000	1									20,000	1	20,000
RENO													
SUB TOTAL	524,000	38	70,000	2	50,000	1					644,000	41	15,707
TOTALS	11,937,300	794	3,538,500	100	3,855,900	66	7,036,100	45	13,011,300	12	39,379,100	1,017	38,721

1975
WESTERN REGION DOLLARS RAISED DISTRIBUTION

COMMUNITY	\$10,000 TO \$29,999	# OF GIFTS	\$30,000 TO \$49,999	# OF GIFTS	\$50,000 TO \$99,999	# OF GIFTS	\$100,000 TO \$499,999	# OF GIFTS	\$500,000 AND OVER	# OF GIFTS	TOTAL DOLLARS RAISED	TOTAL # OF GIFTS	AVG. RAISED PER GIFT
LARGE													
LOS ANGELES	4,543,100	304	1,189,900	34	1,357,900	24	1,830,000	12			8,920,900	374	23,853
SAN FRANCISCO	1,446,300	95	411,800	12	304,000	5	795,000	6	2,600,000	4	5,557,100	122	45,550
DENVER	1,102,300	72	206,000	6	245,000	4	200,000	2			1,753,300	84	20,873
ORANGE COUNTY	86,000	6	30,000	1	190,000	3					306,000	10	30,600
SUB TOTAL	7,177,700	477	1,837,700	53	2,096,900	36	2,825,000	20	2,600,000	4	16,537,300	590	28,029
INTERMEDIATE													
ALBUQUERQUE	10,000	1									10,000	1	10,000
LAS VEGAS	295,000	20	157,000	4	150,000	3	107,000	1			709,000	28	25,321
LONG BEACH	58,500	4									58,500	4	14,625
OAKLAND	507,200	34	30,000	1							537,200	35	15,349
PHOENIX	347,600	24	60,000	2	110,000	2	200,000	1			717,600	29	24,745
PORTLAND	176,600	11	36,400	1	50,000	1	400,000	2			663,000	15	44,200
SACRAMENTO	53,800	5			60,000	1					113,800	6	18,967
SAN DIEGO	336,500	23	173,000	5			200,000	2			709,500	30	23,650
SAN JOSE	79,900	5	76,800	2	155,000	2					311,700	9	34,633
SEATTLE	460,300	31	72,500	2	150,000	3					682,800	36	18,967
TUCSON	297,000	19			50,000	1					347,000	20	17,350
SUB TOTAL	2,622,400	177	605,700	17	725,000	13	907,000	6			4,860,100	213	22,817
SMALL													
PALM SPRINGS	127,000	7	35,000	1	50,000	1					212,000	9	23,556
SALT LAKE CITY													
FRESNO													
SANTA BARBARA	34,000	3									34,000	3	11,333
STOCKTON/EUGENE													
HONOLULU					175,000	3					175,000	3	58,333
SPOKANE	35,000	3									35,000	3	11,667
TACOMA	15,000	1			50,000	1					65,000	2	32,500
ANCHORAGE	12,000	1					283,200	1			295,200	2	147,600
BAKERSFIELD	34,200	3			50,000	1					84,200	4	21,050
VENTURA	12,500	1	30,000	1							42,500	2	21,250
RENO													
SUB TOTAL	269,700	19	65,000	2	325,000	6	283,200	1			942,900	28	33,675
TOTALS	10,069,800	673	2,508,400	72	3,146,900	55	4,015,200	27	2,600,000	4	22,340,300	831	26,884

1976
WESTERN REGION DOLLARS RAISED DISTRIBUTION

COMMUNITY	\$10,000 TO	# OF GIFTS	\$30,000 TO	# OF GIFTS	\$50,000 TO	# OF GIFTS	\$100,000 TO	# OF GIFTS	\$500,000 AND OVER	# OF GIFTS	TOTAL DOLLARS RAISED	TOTAL # OF GIFTS	AVG. RAISED PER GIFT
	\$29,999		\$49,999		\$99,999		\$499,999						
<u>LARGE</u>													
LOS ANGELES	4,673,100	314	1,032,300	29	1,134,000	20	1,225,600	8			8,065,000	371	21,739
SAN FRANCISCO	1,274,100	78	428,500	12	150,000	1	965,000	7	2,500,000	4	5,317,600	102	52,133
DENVER	1,106,200	74	160,000	5	350,500	6	200,000	2			1,816,700	87	20,882
ORANGE COUNTY	62,500	6	30,000	1	135,000	2	100,000	1			327,500	10	32,750
SUB TOTAL	7,115,900	472	1,650,800	47	1,769,500	29	2,490,600	18	2,500,000	4	15,526,800	570	27,240
<u>INTERMEDIATE</u>													
ALBUQUERQUE	50,000	3									50,000	3	16,667
LAS VEGAS	185,500	13	60,000	2	125,000	2					370,500	17	21,794
LONG BEACH	92,500	6									92,500	6	15,417
OAKLAND	510,600	31	60,300	2							570,900	33	17,300
PHOENIX	355,300	24	30,000	1	110,000	2	100,000	1			595,300	28	21,261
PORTLAND	136,300	11			300,000	2					436,300	13	33,562
SACRAMENTO	25,000	2									25,000	2	12,500
SAN DIEGO	446,100	31	105,000	3	150,000	2	150,000	1			851,100	37	23,003
SAN JOSE	107,000	7	80,000	2							187,000	9	20,778
SEATTLE	517,000	33	70,000	2							587,000	35	16,771
TUCSON	288,000	21	30,000	1							318,000	22	14,455
SUB TOTAL	2,713,300	182	435,300	13	685,000	8	250,000	2			4,083,600	205	19,920
<u>SMALL</u>													
PALM SPRINGS	146,500	8	30,000	1	50,000	1					226,500	10	22,650
SALT LAKE CITY	69,800	6									69,800	6	11,633
FRESNO													
SANTA BARBARA	23,000	2									23,000	2	11,500
STOCKTON/EUGENE													
HONOLULU	100,000	8			125,000	2					225,000	10	22,500
SPOKANE	37,000	3									37,000	3	12,333
TACOMA	25,000	1									25,000	1	25,000
ANCHORAGE	10,000	1									10,000	1	10,000
BAKERSFIELD	35,000	3									35,000	3	11,667
VENTURA	19,500	1	30,000	1							49,500	2	24,750
RENO	10,000	1									10,000	1	10,000
SUB TOTAL	475,800	34	60,000	2	175,000	3					710,800	39	18,395
TOTALS	10,305,000	688	2,146,100	62	2,629,500	40	2,740,600	20	2,500,000	4	20,321,200	814	24,965



1977
WESTERN REGION DOLLARS RAISED DISTRIBUTION

COMMUNITY	\$10,000 TO \$29,999	# OF GIFTS	\$30,000 TO \$49,999	# OF GIFTS	\$50,000 TO \$99,999	# OF GIFTS	\$100,000 TO \$499,999	# OF GIFTS	\$500,000 AND OVER	# OF GIFTS	TOTAL DOLLARS RAISED	TOTAL # OF GIFTS	AVG. RAISED PER GIFT
LARGE													
LOS ANGELES	4,544,900	301	1,083,100	30	1,557,400	26	650,000	5			7,835,400	362	21,645
SAN FRANCISCO	1,171,000	79	563,000	16	250,000	5	940,000	6	2,600,000	4	5,524,000	110	50,218
DENVER	923,300	57	448,000	11	320,000	5					1,691,300	73	23,168
ORANGE COUNTY	181,400	12					425,000	4			606,400	16	37,900
SUB TOTAL	6,820,600	449	2,094,100	57	2,127,400	36	2,015,000	15	2,600,000	4	15,657,100	561	27,909
INTERMEDIATE													
ALBUQUERQUE	15,000	1									15,000	1	15,000
LAS VEGAS	115,000	7	30,000	1	50,000	1					195,000	9	21,667
LONG BEACH	76,000	5	40,000	1							116,000	6	19,333
OAKLAND	395,200	24			100,000	2					495,200	26	19,046
PHOENIX	333,000	23	60,000	2	125,000	2					518,000	27	19,185
PORTLAND	64,700	5	35,000	1			300,000	2			399,700	8	49,963
SACRAMENTO	10,000	1	25,000	1							35,000	2	17,500
SAN DIEGO	462,000	32	132,000	4	100,000	2	415,000	3			1,109,000	41	27,049
SAN JOSE	105,000	8	110,500	3							215,500	11	19,591
SEATTLE	337,500	20	80,000	2	50,000	1					467,500	23	20,326
TUCSON	162,000	10	30,000	1	80,000	1					272,000	12	22,667
SUB TOTAL	2,075,400	136	542,500	16	505,000	9	715,000	5			3,837,900	166	23,120
SMALL													
PALM SPRINGS	123,500	7									123,500	7	17,643
SALT LAKE CITY	20,000	2									20,000	2	10,000
FRESNO													
SANTA BARBARA	14,000	1									14,000	1	14,000
STOCKTON/EUGENE													
HONOLULU	100,000	7									100,000	7	14,286
SPOKANE	26,000	2									26,000	2	13,000
TACOMA	10,000	1									10,000	1	10,000
ANCHORAGE	11,000	1					350,000	1			361,000	2	180,500
BAKERSFIELD	12,500	1									12,500	1	12,500
VENTURA			33,000	1							33,000	1	33,000
RENO	25,000	2									25,000	2	12,500
SUB TOTAL	342,000	24	33,000	1			350,000	1			725,000	26	27,885
TOTALS	6,238,000	609	2,669,600	74	2,632,400	45	3,080,000	21	2,600,000	4	17,220,000	753	22,869

GIFT HISTORY OF THE LARGEST 1978 CONTRIBUTORS

Ranked in Descending Order of Gift (as of 1/19/78)

<u>DONORS</u>	<u>GROUP GIVING HISTORY</u>	
M/M Walter A. Haas, Sr.	1978	\$1,000,000
Levi Strauss & Company	1977	850,000
San Francisco, California	1976	750,000
	1975	750,000
	1974	1,000,000
	1973	550,000
	1972	550,000
	1971	500,000
	1970	225,000
Mrs. Madeline Haas Russell	1978	\$ 650,000
San Francisco, California	1977	650,000
	1976	650,000
	1975	750,000
	1974	750,000
	1973	500,000
	1972	500,000
	1971	450,000
	1970	300,000
M/M Daniel E. Koshland	1978	\$ 600,000
Levi Strauss & Company	1977	600,000
San Francisco, California	1976	600,000
	1975	600,000
	1974	1,000,000
	1973	550,000
	1972	550,000
	1971	500,000
	1970	200,000
M/M Benjamin H. Swig	1978	\$ 500,000
M/M Richard L. Swig	1977	500,000
M/M Melvin M. Swig	1976	500,000
M/M Richard Dinner	1975	500,000
San Francisco, California	1974	750,000
	1973	500,000
	1972	500,000
	1971	375,000
	1970	250,100

DONORSGROUP GIVING HISTORY

Mr. Geoffrey Kalmanson	1978	\$ 287,000
Menlo Park, California	1977	-
	1976	-
	1975	-
	1974	-
	1973	-
	1972	-
	1971	-
	1970	-
M/M Richard N. Goldman	1978	\$ 300,000
Richard N. Goldman Company	1977	200,000
San Francisco, California	1976	175,000
	1975	175,000
	1974	250,000
	1973	75,000
	1972	75,000
	1971	50,000
	1970	29,500
M/M Mervin Morris	1978	\$ 250,000
Atherton, California	1977	200,000
	1976	200,000
	1975	146,000
	1974	100,000
	1973	80,000
	1972	45,000
	1971	2,500
	1970	-
M/M David E. Weisz	1978	\$ 250,000
Los Angeles, California	1977	225,000
	1976	205,000
	1975	200,000
	1974	211,000
M/M Richard Miller	1973	121,000
Beverly Hills, California	1972	48,400
	1971	97,000
	1970	19,000

DONORSGROUP GIVING HISTORY

Mr. Joseph Schlusel
Rancho Santa Fe, California

1978	\$ 200,000
1977	100,000
1976	-
1975	-
1974	-
1973	-
1972	-
1971	-
1970	-

M/M Louis Degen
Beatrice Foods Company
Denver, Colorado

1978	\$ 175,000
1977	185,000
1976	280,000
1975	301,000
1974	406,500
1973	301,300
1972	376,000
1971	400,000
1970	282,000

M/M Emmett H. Heitler
Denver, Colorado

M/M King D. Shwayder
Samsonite Corporation
Denver, Colorado

M/M Herschel Shwayder
Denver, Colorado

Fay Carter
Boulder, Colorado



GIFT HISTORY OF THE LARGEST 1970 CONTRIBUTORS

Ranked in Descending Order of Gift

<u>DONORS</u>	<u>GROUP GIVING HISTORY</u>	
M/M Davis Factor, Sr. Los Angeles, California	1970	\$ 662,000
	1971	1,046,800
	1972	1,030,000
M/M Max Factor, Jr. Beverly Hills, California	1973	730,000
	1974	1,030,000
	1975	547,500
M/M Sidney Factor S. Factor Enterprises Los Angeles, California	1976	542,000
	1977	550,000
	1978	50,000 (incomplete)
M/M Max Firestein Max Factor & Company Hollywood, California		
Mr. Irving Friedman Beverly hills, California		
M/M Chester L. Firestein Beverly Hills, California		
M/M Elliot Handler Mattel, Inc. Los Angeles, California	1970	\$ 325,000
	1971	-
	1972	900,000
	1973	-
	1974	-
	1975	-
	1976	-
	1977	-
	1978	-
M/M Seymour Vigman Newport Beach, California	1970	\$ 302,600
	1971	-
	1972	25,000
	1973	40,000
	1974	-
	1975	-
	1976	-
	1977	-
	1978	-

DONORSGROUP GIVING HISTORY

Mrs. Madeline Haas Russell	1970	\$ 300,000
San Francisco, California	1971	450,000
	1972	500,000
	1973	500,000
	1974	750,000
	1975	750,000
	1976	650,000
	1977	650,000
	1978	650,000

M/M Louis Degen	1970	\$ 282,000
Beatrice Foods Co.	1971	400,000
Denver, Colorado	1972	376,000
	1973	301,300
M/M Emmett H. Heitler	1974	406,500
Denver, Colorado	1975	301,000
	1976	280,000
M/M King D. Shwayder	1977	185,000
Samsonite Corporation	1978	175,000
Denver, Colorado		

M/M Herschel Shwayder
Denver, Colorado

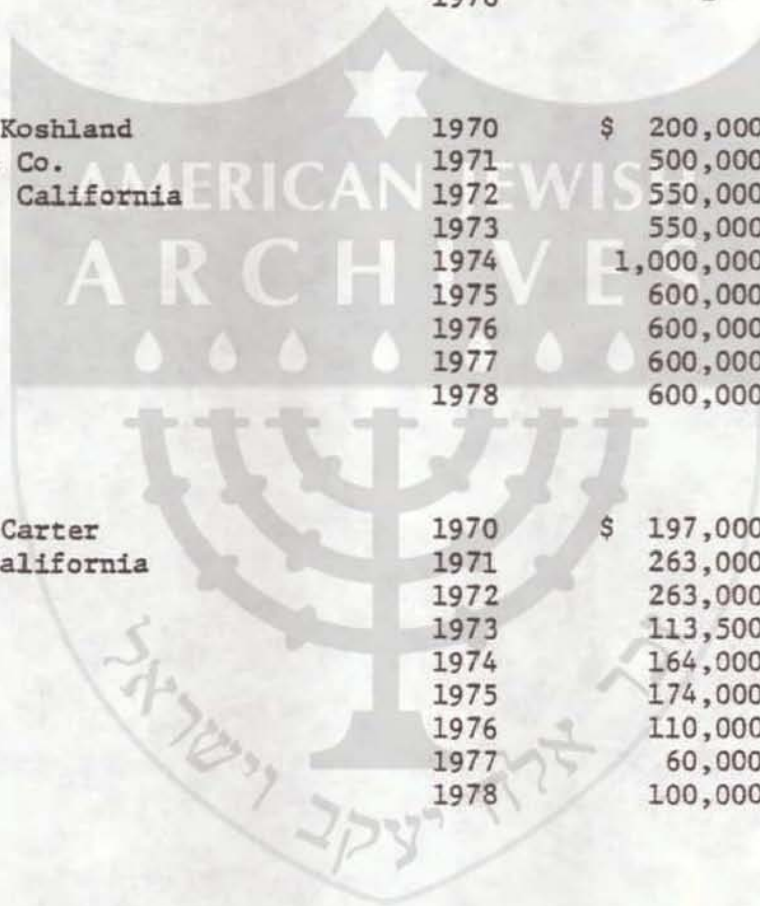
Fay Carter
Boulder, Colorado

M/M Benjamin H. Swig	1970	\$ 250,100
M/M Richard L. Swig	1971	375,000
M/M Melvin M. Swig	1972	500,000
M/M Richard Dinner	1973	500,000
San Francisco, California	1974	750,000
	1975	500,000
	1976	500,000
	1977	500,000
	1978	500,000

M/M Walter A. Haas, Sr.	1970	\$ 225,000
Levi Strauss & Co.	1971	500,000
San Francisco, California	1972	550,000
	1973	550,000
	1974	1,000,000
	1975	750,000
	1976	750,000
	1977	850,000
	1978	1,000,000

DONORSGROUP GIVING HISTORY

M/M Herb Alpert	1970	\$ 200,000
Los Angeles, California	1971	-
	1972	150,000
M/M Jerry Moss	1973	-
Los Angeles, California	1974	-
	1975	-
	1976	-
	1977	-
	1978	-
M/M Daniel E. Koshland	1970	\$ 200,000
Levi Strauss & Co.	1971	500,000
San Francisco, California	1972	550,000
	1973	550,000
	1974	1,000,000
	1975	600,000
	1976	600,000
	1977	600,000
	1978	600,000
M/M Victor M. Carter	1970	\$ 197,000
Los Angeles, California	1971	263,000
	1972	263,000
	1973	113,500
	1974	164,000
	1975	174,000
	1976	110,000
	1977	60,000
	1978	100,000



United Jewish Appeal

1290 AVENUE OF THE AMERICAS □ NEW YORK, N.Y. 10019 □ TELEPHONE: (212) PLAZA 7-1500 □ CABLE ADDRESS: UJAPPEAL, NEW YORK

WESTERN REGION OFFICE: 6505 WILSHIRE BOULEVARD □ SUITE 1104 □ LOS ANGELES, CALIFORNIA 90048 □ (213) 651-3944

Associate National
Campaign Director
THOMAS HURWITZ

February 13, 1978

Dear Herb:

In response to a meeting of Western Region leadership with UJA General Chairman Leonard Strelitz, a Planning Committee has been formed to analyze our existing regional structure and its ability to serve our communities.

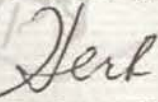
As a member of the Committee, you are hereby requested to attend a most important weekend meeting to be held in Los Angeles at the Beverly Hillcrest Hotel (1224 South Beverwil Drive -- northeast corner of 9700 block of Pico Boulevard) on Saturday and Sunday, February 25 and 26. We will begin at 10:00 A.M. on the 25th and plan to adjourn mid-afternoon on the 26th.

We are in the process of collecting data in order to properly study the demographic changes and giving history of the Western Region. An agenda will be sent to you in advance of the meeting.

I am most pleased by the commitment made by Leonard Strelitz to the regionalization concept and especially to the potential of the Western Region. What we are attempting might well serve as a model for the entire country and the results could be most exciting.

Please return the enclosed card indicating your attendance as soon as possible. I look forward to seeing you and working with you on the 25th.

Sincerely,



Herbert J. Solomon, National Chairman
Chairman, Planning Committee

HJS/btl
Enc.

cc: Leonard R. Strelitz
Irving Bernstein

**This Year in Jerusalem -
Every Year in Jerusalem**

General Chairman
LEONARD R. STRELITZ

Vice Chairman
GORDON JACCS

Associate Vice Chairman
and President,
Israel Education Fund
ALEXANDER GRASS

Executive Vice Chairman
IRVING BERNSTEIN

National Chairman
Representing Agencies
MELVIN DUBINSKY, UJA
JACK D. WEILER, IDC

National Chairman
HERSCHEL W. BLUMBERG
JOEL S. BRESLAU
GERALD S. COLBURN
IRWIN S. FIELD
M. ROBERT HECHT
JEROLD C. HOFFBOGER
MORRIS L. LEVINSKY
NORMAN H. LIPPOY
SAMUEL H. MILLER
NEIL J. NORKY
BERT RABINOWITZ
DONALD M. ROBINSON
ROBERT RUSSELL
STANLEY L. SLOANE
JOSEPH H. STRELITZ
JAMES L. WEINBERG

National Women's
Division Co-Chairman
MARILYN BROWN
MRS. DAVID STEINE

Young Leadership
Cabinet Chairman
NEIL A. COOPER

Young Women's Leadership
Cabinet Chairman
JANE SHERMAN

Rabbinical Advisory
Council Chairman
JOSEPH H. LOOKSTEIN

Faculty Advisory
Cabinet Chairman
MICHAEL L. WALTER

Executive Committee
I. JOEL ABRAMSON
ROBERT L. ADLER
SAMUEL I. ADLER
ROBERT M. ARNOV
FRANK BECKERMAN
LEONARD D. BELL
DONALD H. BENJAMIN
CHARLES J. BENSLEY
CHARLES C. BLOOM, JR.
BERNARD BORINE
LEON H. BRACHMAN
ARTHUR BRODY
WILLIAM BRYEN
JEROME S. CARDIN
VICTOR M. CARTER
ARON CHOLEWICH
JESSE J. COHEN
LAWRENCE M. COHEN
SYLVAN M. COHEN
AMOS COMBY
HAROLD N. COTTON
JEROME J. DICK
HAIM S. ELIACHAR
JEROME P. EPSTEIN
ARTHUR W. FEINSTEIN
SIDNEY FELDMAN
LEON FILL
CHESTER L. FIRESTEIN
FRANKLIN M. FISHER
LAURENCE M. FRANK
MARTIN FRIDOVICH
HERBERT J. GARON
LEON GERBER
BILLY B. GOLDBERG
IRWIN H. GOLDBERG
MARSHALL I. GOLDMAN
RICHARD N. GOLDMAN
JEROME GOLDSTEIN
BARNEY J. GOTTFELD
DONALD S. GOULD
JACK GRYNBERG
SHELDON B. GURON
SANFORD L. HOLLANDER
MELVIN JAFFE
HERBERT D. KATZ
BURTON I. KOFFMAN
SIGNEY LANGBURGH, JR.
BEN ZION LEUCHTER
NORMAN R. LEVENTHAL
WILLIAM LEVINE
WILLIAM J. LEVITT
HARRY A. LEVY
WILLIAM H. LIPPY
MORRY LIPTON
HARRY R. MANCHER
ERNEST W. MICHEL

President
FRANK R. LAUTENBERG

National Women's
Division President
SYLVIA HASSENFELD

Israel Education Fund
Chairman of the Board
PHILIP ZINMAN

Honorary General
Chairman
MAX M. FISHER

EDWARD GINSBERG
JOSEPH MEYERHOFF
WILLIAM ROSENWALD
EDWARD M. M. WARBURG
PAUL ZUCKERMAN

Honorary National
Chairman
ALBERT B. ADELMAN

BERNARD H. DARNETT
ISADORE BRESLAU
SIDNEY M. EDELSTEIN

JACOB FELDMAN
CHARLES GINSBERG, JR.
LOUIS S. GOLDMAN
BRAM GOLDMITH

MORRIS L. HASSENFELD
JOSEPH H. KANTER
JOSEPH M. MAZER

IRVING S. HARRY
ALBERT PARKER
SAMUEL RUBIN

LAWRENCE SCHACHT
JOSEPH D. SHANE
DOWDY D. STONE

BENJAMIN H. SWIG
Treasurers
LUOWING JESSELSON
JOSEPH I. LUBIN

Secretaries
RALPH I. GOLDMAN
IRVING KESSLER

Associate Executive
Vice Chairman
MARTIN PEPPERCOHN

Assistant Executive
Vice Chairman
MELLYN H. BLOOM
EVE WEISS

Executive Director
MARC TABATCHNIK

Director General
UJA Israel
CHAIM VINITSKY

Executive Committee
(continued)

JAMES H. NOBIL
MORRIS NOVACK

MICHAEL A. PELAVIN
RAYMOND G. PERELMAN
ALLEN POLLACK

MARVIN A. POKERANTZ
CARY P. RABINER
MITCHELL HASANSKY

GARY P. RATHER
MESHOLAM RIKLIS
MORRIS ROEDMAN

LOUIS B. RODOW
JACK J. ROLAND
H. PAUL ROSENBERG

MALCOLM M. ROSENBERG
E. M. ROSENTHAL
SAM ROYBERG

RONALD RUBIN
R. ALAN RUOFF
CHARLES RUTENBERG

RICHARD D. SALPETER
MAURICE H. SALTZMAN
EDWARD SANDERS

MRS. BERNARD SCHAENEN
LEE SCHEINBAUM
HERBERT H. SCHIFF

ROBERT MAX SCHRYVER
PETER J. SCOTT
ALBERT G. SEGAL

WALTER S. SEGALOFF
NORMAN SEDON
ARDEN E. SHENKER

ARANT H. SHERMAN
LEONARD H. SHERMAN
WILLED E. SILVERMAN

MARVIN SIMON
MELVIN SIMON
PAUL D. SLATER

HERBERT J. SOLOMON
RALPH J. STERN
PHILIP STOLLMAN

SYDNEY SUSSMAN
MELVIN M. SWIG
LOUIS J. TABATFOOT

HERBERT TENZER
LAURENCE A. TIGCH
WARREN M. TOLTZ

JOSEPH WILF
ELAINE K. WINK

United Jewish Appeal

1290 AVENUE OF THE AMERICAS □ NEW YORK, N.Y. 10019 □ TELEPHONE: (212) PLAZA 7-1500 □ CABLE ADDRESS: UJAPPEAL, NEW YORK
WESTERN REGION OFFICE: 6505 WILSHIRE BOULEVARD □ SUITE 1104 □ LOS ANGELES, CALIFORNIA 90048 □ (213) 651-3944

Associate National
Campaign Director
THOMAS HURWITZ

February 16, 1978

Dear Herb:

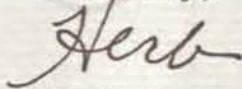
Due to some modifications in the format of our Planning Committee Meeting scheduled for February 25 and 26, the Beverly Hillcrest Hotel was not able to accommodate our requirements.

Therefore, I want to notify you herewith that we will be meeting at the Century Plaza Hotel on those dates -- in the Senator's Board Room, which is on the South Mezzanine, one level above the Lobby. Because we have so much we need to do, it would be appreciated if you would arrange to arrive at the hotel on Saturday, the 25th, so that we may begin our meeting promptly at 9:30 A.M. So that we may make the fullest use of our time over this weekend, we have planned working lunches on both Saturday and Sunday (\$11.50 each) and a working dinner on Saturday (\$20). These will be in the Senator's Dining Room, adjoining our meeting room.

For your information, I am enclosing a copy of our Agenda with two attachments. You will note that there are two copies of Attachment "B". On one copy of this listing, for all those items of which you have knowledge, please rate them for effectiveness, from 1 to 5 (1 being the MOST effective). Mark your ratings just to the left of the item number. Please bring this rated copy of Attachment "B" with you to the meeting. If there are other items you wish to add, please do so on the back of that page and rate them also.

I look forward to seeing you and to working with you on this project.

Sincerely,



Herbert J. Solomon, National Chairman
Chairman, Planning Committee

HJS/btl
Enc.

cc: Leonard R. Strelitz
Irving Bernstein

**This Year in Jerusalem -
Every Year in Jerusalem**

General Chairman
LEONARD R. STRELITZ

Vice Chairman
GORDON ZACKS

Associate Vice Chairman
and President,
Israel Education Fund
ALEXANDER GRASS

Executive Vice Chairman
IRVING BERNSTEIN

National Chairman
Representing Agencies
MELVIN DUBINSKY, USA
JACK D. WEISER, IDC

National Chairman
HERSCHEL W. BLUMBERG
JOEL S. BRICHLAU
GERALD S. COLEBURN
IRWIN S. FIELD
M. ROBERT HECHT
JEROLD C. HOFFBERGER
MORRIS L. LEVINSON
NORMAN H. LIPOFF
SAMUEL H. MILLER
NEIL J. NORRY
BERT RABINOWITZ
DONALD M. ROBINSON
ROBERT RUSSELL
STANLEY L. SHANE
JOSEPH H. STRELITZ
JAMES L. WEINBERG

National Women's
Division Co-Chairman
MARILYN BROWN
MRS. DAVID STEINE

Young Leadership
Cabinet Chairman
NEIL A. COOPER

Young Women's Leadership
Cabinet Chairman
JANE SHERMAN

Relational Advisory
Council Chairman
JOSEPH H. LOOKSTEIN

Faculty Advisory
Cabinet Chairman
MICHAEL L. WALTER

Executive Committee
I. JOEL ABRAMSON
ROBERT L. ADLER
SAMUEL I. ADLER
ROBERT H. ANKOW
FRANK BECKERMAN
LEONARD G. BELL
DONALD H. BENJAMIN
CHARLES J. BENSLY
CHARLES E. BLOOM, JR.
BERNARD BORINE
LEON H. BRACHMAN
ARTHUR BRODY
WILLIAM BRYEN
JEROME S. CARDIN
VICTOR M. CARTER
ARON CHULEWICH
JESSE J. COHEN
LAWRENCE M. COHEN
SYLVAN M. COHEN
AMOS COMAY
HAROLD N. COTTON
JEROME J. OICK
HAIM S. ELIACHAR
JEROME P. EPSTEIN
ARTHUR W. FEINSTEIN
SIDNEY FELDMAN
LEON FILL
CHESTER C. FIRESTEIN
FRANKLIN M. FISHER
LAURENCE M. FRANK
MARTIN FRIEDOVICH
HERBERT J. GARDIN
LEON GERBER
BILLY B. GOLDBERG
IRWIN H. GOLDBERG
MARSHALL J. GOLDMAN
RICHARD M. GOLDMAN
JEROME GOLDSTEIN
BARNEY J. GOTTSTEIN
DONALD S. GOULD
JACK GRYNBERG
SHELDON B. GUREN
SANFORD E. HOLLANDER
MELVIN JAFFEE
HERBERT D. KATZ
BURTON I. ROFFMAN
SIDNEY LANGPUSH, JR.
BEN ZION LEUCHTER
NORMAN D. LEVENTHAL
WILLIAM LEVINE
WILLIAM J. LEVITT
HARRY A. LEVY
WILLIAM H. LIPPY
MORRY LIPPON
HARRY R. MANCHER
ERNEST W. MICHEL

President
FRANK B. LAUTENBERG

National Women's
Division President
SYLVIA HASKENFELD

Israel Education Fund
Chairman of the Board
PHILIP ZINMAN

Honorary General
Chairman
MAX M. FISHER

EDWARD GINSBERG
JOSEPH MEYERHOFF
WILLIAM ROSENWALD
EDWARD M. M. WARBURG
PAUL ZUCKERMAN

Honorary National
Chairman
ALBERT B. ADLMAN

BERNARD H. BARNETT
ISADORE BRESLAU
SIDNEY M. COLESTEIN
JACOB FELDMAN
CHARLES GINSBERG, JR.
LOUIS S. GOLDMAN
SHAM GOLDSMITH
MERRILL L. HASSENFELD
JOSEPH H. HANTER
JOSEPH M. MAZER
IRVING S. NORRY
ALBERT PARKER
SAMUEL RUBIN
LAWRENCE SCHACHT
JOSEPH D. SHANE
DORIS D. STONE
BENJAMIN H. SWIG

Treasurers
LUDWIG JEDLSON
JOSEPH I. LIBIN

Secretaries
RALPH I. GOLDMAN
IRVING KESSLER

Associate Executive
Vice Chairman
MARTIN PEPPERCOIN

Assistant Executive
Vice Chairman
MELVYN H. BLOOM
EVE WEISS

Executive Director
MARC TABATCHNIK

Director General
USSA Israel
CHAIM WINTSKY

Executive Committee
Chairman
JAMES H. BOBEL
MORRIS NOVACK
MICHAEL A. PELAVIN
RAYMOND H. PERELMAN
ALLEN POLLACK
MARTIN A. POMERANTZ
CARY H. RABINER
MITCHELL RASANSKY
DARY P. RATHER
MESHULAM RIKLYS
MORRIS ROOMAN
LOUIS B. ROOOW
JACK I. ROLAND
H. PAUL ROSENBERG
MALCOLM H. ROSENBERG
E. M. ROSENTHAL
SAM ROTHBERG
RONALD RUBIN
H. ALAN RUDY
CHARLES RUTTENBERG
RICHARD D. SALPETER
MAURICE H. SALTZMAN
EDWARD SANDERS
MRS. BERNARD SCHWENEN
LEE SCHWENEN
HERBERT H. SCHIFF
ROBERT MAX SCHWARTZ
PETER J. SCOTT
ALBERT G. SEGAL
WALTER S. SEGALOFF
NORMAN SEIDEN
ARON E. SHENKER
ARANT H. SHERMAN
LEONARD H. SHERMAN
WILLY E. SILVERMAN
MARVIN SIMON
MELVIN SIMON
PAUL D. SLATER
HERBERT J. SOLOMON
RALPH J. STERN
PHILIP STOLLMAN
SYDNEY SUSSMAN
MELVIN H. SWIG
LOUIS J. TARATOOT
HERBERT TENZER
LAURENCE A. TISCH
WARREN M. TOLTZ
JOSEPH WOLF
ELAINE K. WINK

AGENDA

I. Introduction

A. Members of Committee

B. Purpose of Committee:

to develop a strategy for enhancing the effectiveness of UJA in the Western Region.

C. Process of Committee's deliberations:

Where are we now; where do we want to go; how do we get from here to there?

II. Analysis of Western Region of UJA today

A. Evaluation of Western Regional characteristics (both those which are unique to the Western Region and those which are common to UJA nationally)

- See Attachment "A" -

B. Evaluation of the effective use of existing or past programs/techniques/activities in the Western Region

- See Attachment "B" -

III. What should be the goals/objectives for the Western Region of UJA.

A. To enhance its fund-raising effectiveness

B. Others

IV. How can the goals/objectives be achieved? (How do we get from where we are to where we want to be?)?

A. Rate the importance and set the priorities of:

1. Characteristics, programs, techniques, and activities identified in II. above.

2. New ideas.

B. Develop solutions to problems and methods to improve the existing situation (concentrate initially on highest priorities).

V. Where does the Committee go from here? (What's next ?)

ATTACHMENT "A"

1. Demographics
2. UJA structure
3. UJA professional staff
4. UJA lay leadership
5. Relationships with the communities
 - a. Federated
 - b. Non-federated
6. Relationship with national staff
7. Relationship with national lay leadership
8. Others



ATTACHMENT "B"

1. Young Leadership Cabinet
2. Young Women's Leadership Cabinet
3. Women's Division
4. National Campaign Cabinet
5. National Executive Committee
6. National Officers
7. National Staff
8. Missions
9. Community consultation/guidance (Project 50; red flag communities)
10. Cash collections
11. Regional conferences
12. Speakers
13. Leadership training/development
14. Subsidized leadership training missions (Chador/Kadima)
15. Solicitor training
16. Youth activities
17. Rabbinic/synagogue activities
18. Community organization
19. Research and development
 - a. Psychology of leading
 - b. Psychology of working
 - c. Psychology of giving
20. Maximizing involvement of
 - a. Leaders
 - b. Workers
 - c. Givers
21. Planning (short, medium and long-range)
 - a. Regionally
 - b. For and within communities
22. Training/development of professionals
23. Identification and involvement of newcomers
24. Others

AGENDA

I. Introduction

A. Members of Committee

B. Purpose of Committee:

to develop a strategy for enhancing the effectiveness of UJA in the Western Region.

C. Process of Committee's deliberations:

Where are we now; where do we want to go; how do we get from here to there?

II. Analysis of Western Region of UJA today

A. Evaluation of Western Regional characteristics (both those which are unique to the Western Region and those which are common to UJA nationally)

- See Attachment "A" -

B. Evaluation of the effective use of existing or past programs/techniques/activities in the Western Region

- See Attachment "B" -

III. What should be the goals/objectives for the Western Region of UJA.

A. To enhance its fund-raising effectiveness

B. Others

IV How can the goals/objectives be achieved? (How do we get from where we are to where we want to be?)?

A. Rate the importance and set the priorities of:

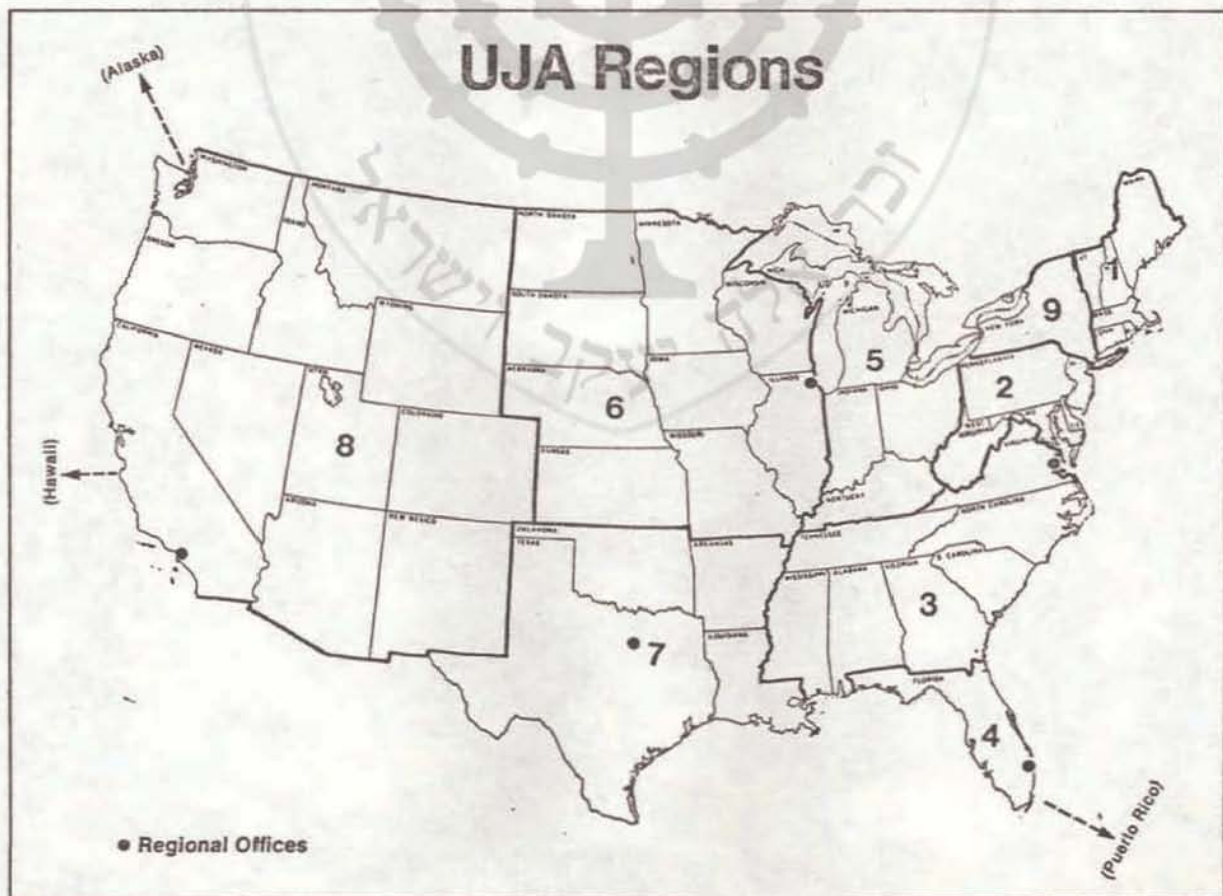
1. Characteristics, programs, techniques, and activities identified in II. above.

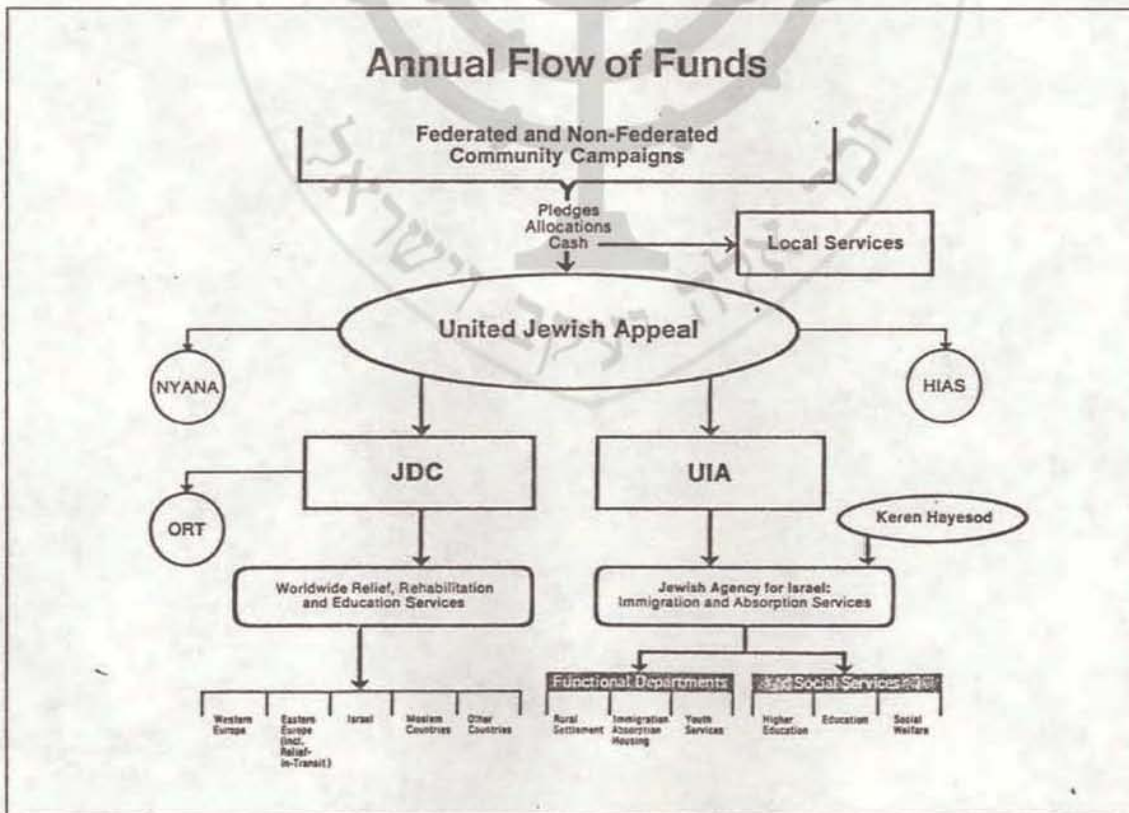
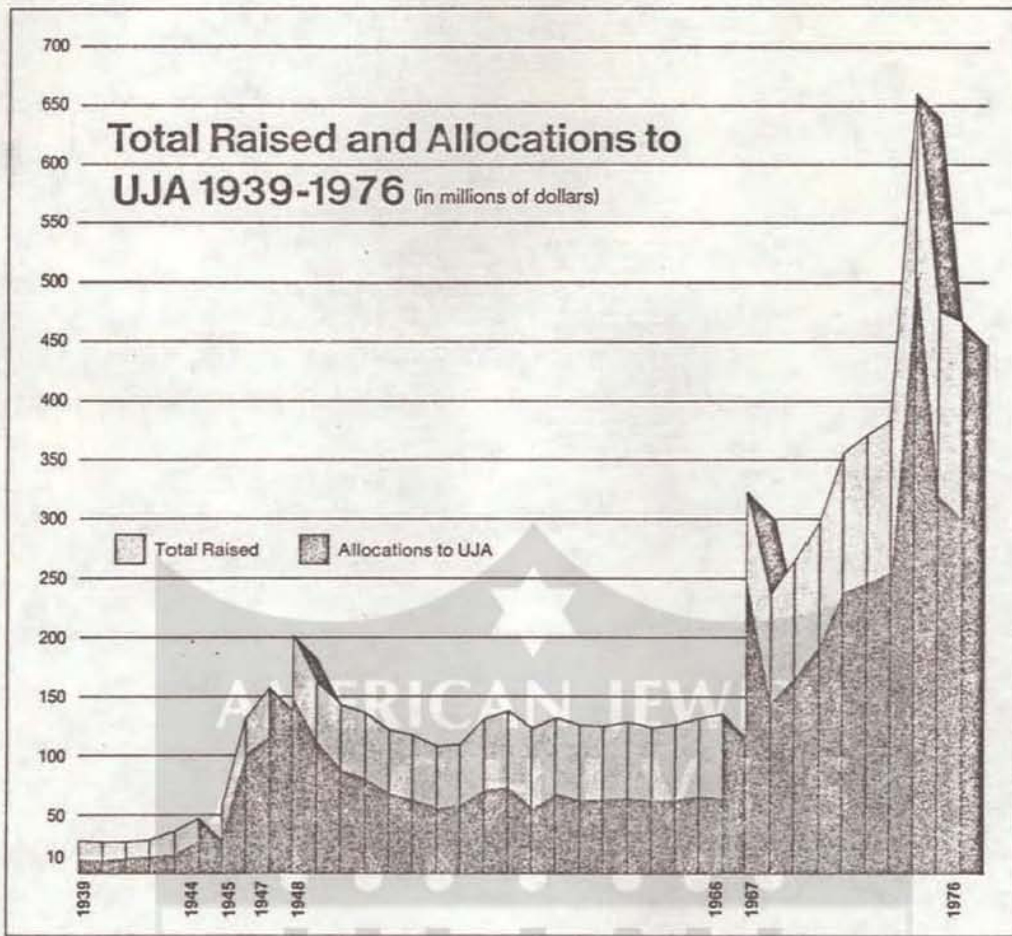
2. New ideas.

B. Develop solutions to problems and methods to improve the existing situation (concentrate initially on highest priorities).

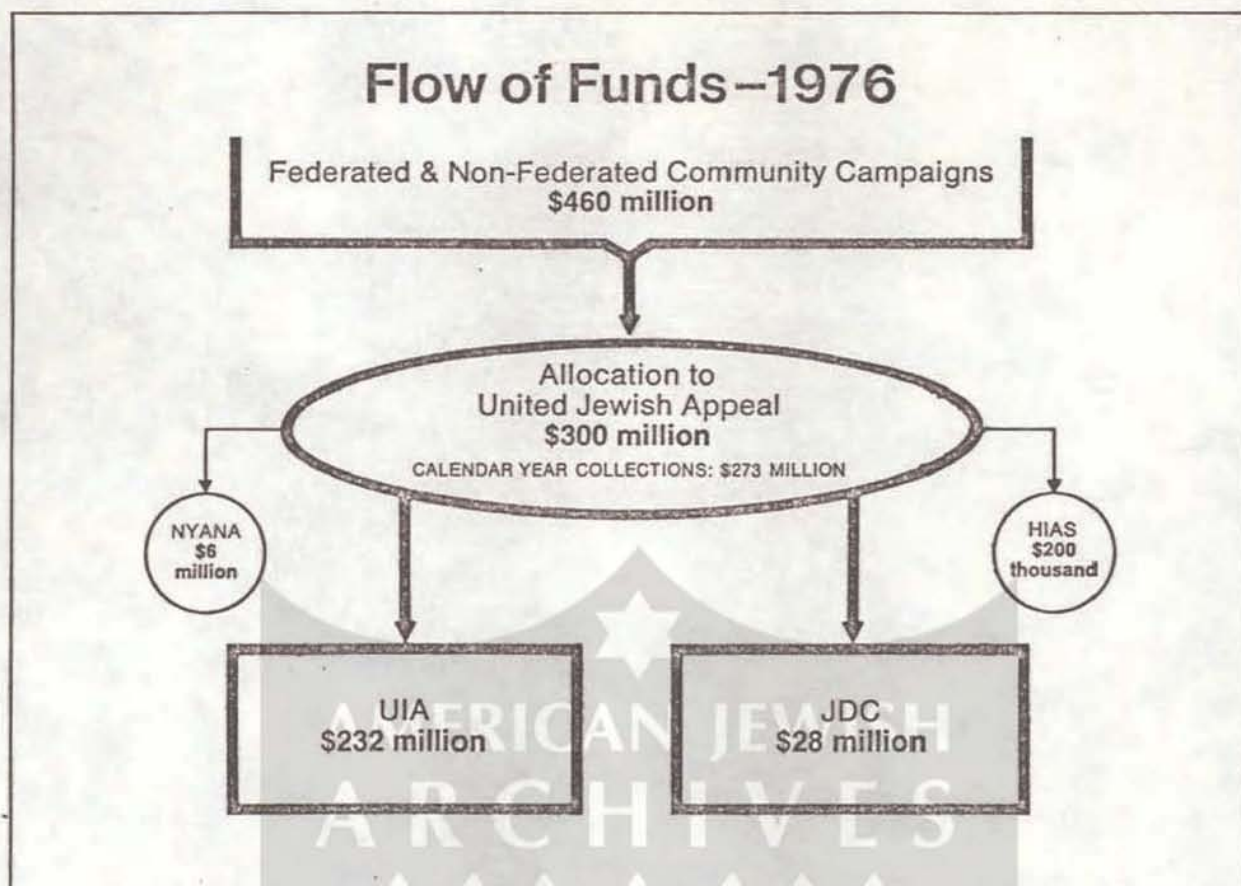
V. Where does the Committee go from here? (What's next ?)

The United Jewish Appeal A Factual Summary





Flow of Funds—1976



Category of Gifts—1976

	<u>NUMBER</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>
over \$500,000	23	\$ 18 million	3.9%
\$100,000 to \$499.9	359	58 "	12.6
\$50,000 to \$99.9	547	34 "	7.4
\$10,000 to \$49.9	<u>5,262</u>	<u>93 "</u>	<u>20.0</u>
\$10,000 & over	6,191	203 "	43.9
under \$10,000		<u>257 "</u>	<u>56.1</u>
		\$460 million	100.0%

Category of Gifts - 1975

	<u>NUMBER</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>
over \$500,000	27	\$ 23 million	4.8%
\$100,000 to \$499.9	434	71 "	15.0
\$50,000 to \$99.9	578	36 "	7.6
\$10,000 to \$49.9	5,905	105 "	22.1
\$10,000 & over	6,944	235 "	49.5
under \$10,000		240 "	50.5
		<u>\$475 million</u>	<u>100.0%</u>

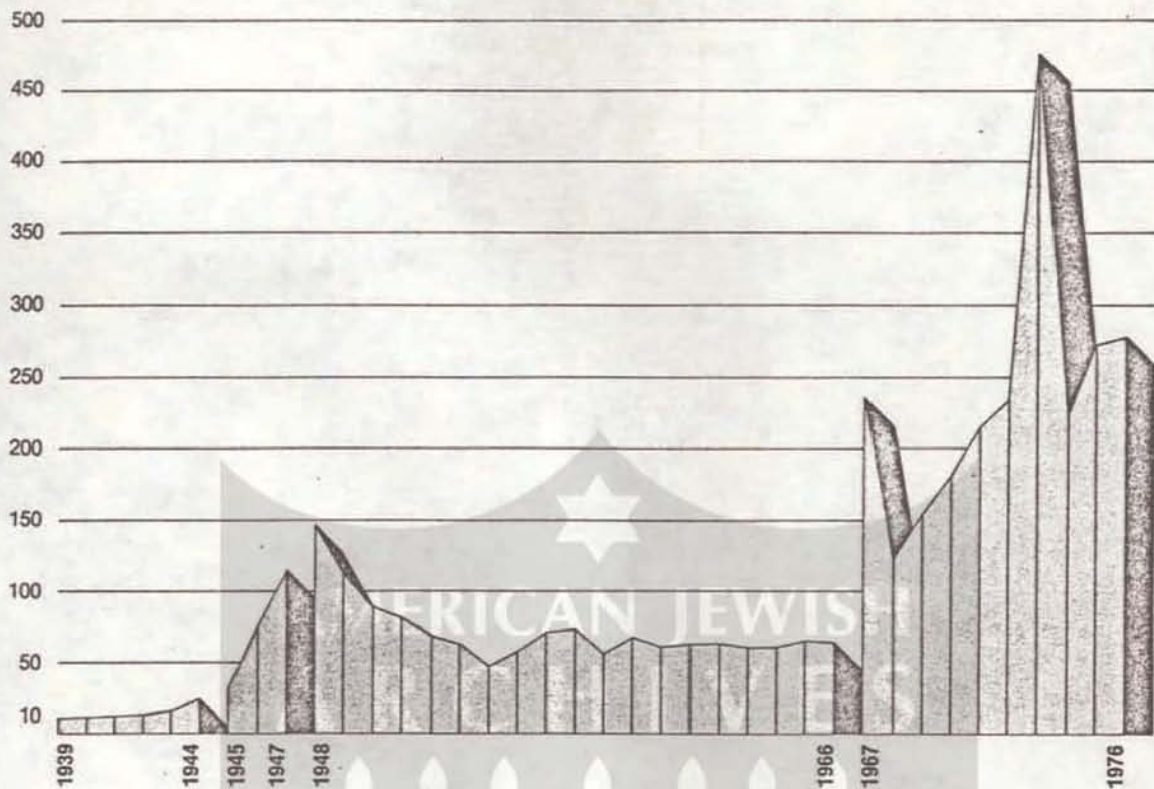


AMERICAN JEWISH ARCHIVES

Comparison Category of Gifts

	<u>MILLIONS OF \$</u>		<u>+/-</u>
	<u>1975</u>	<u>1976</u>	
over \$500,000	\$ 23	\$ 18	\$ -5
\$100,000 to \$499.9	71	58	-13
\$50,000 to \$99.9	36	34	-2
\$10,000 to \$49.9	105	93	-12
\$10,000 & over	235	203	-32
under \$10,000	240	257	+17
	<u>\$475</u>	<u>\$460</u>	<u>\$-15</u>

Cash Receipts by Calendar Year/1939-1976

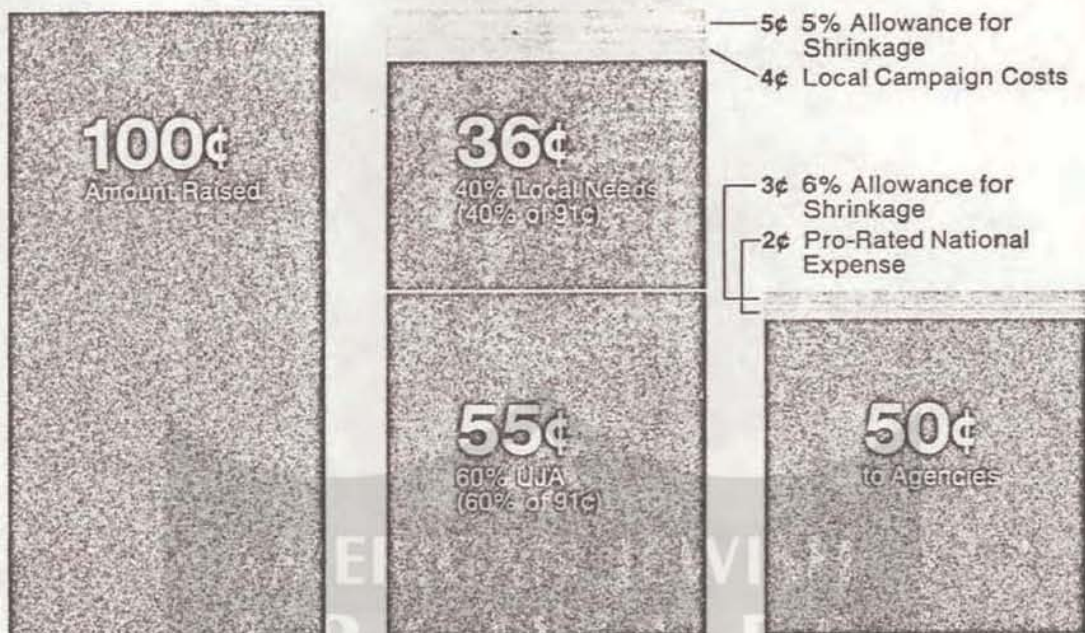


Communities Sources of Cash - 1976

(in millions of dollars)

	<u>NUMBER</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>
Headquarters	22	\$173	63%
Major	135	83	31%
Other	554	17	6%
	<u>711</u>	<u>\$273</u>	<u>100%</u>

From Dollar Raised to Amount Disbursed to Agencies



UJA Budget and Finance Committee May, 1977

UJA Chairman:

Frank R. Lautenberg—General Chairman
 Paul Zuckerman—President
 Mrs. Merrill L. Hassenfeld—Chairman, National Women's Division
 Stanley L. Sloane—National Chairman

UIA Max M. Fisher—Chairman, Board of Governors, Jewish Agency
 Melvin Dubinsky—Chairman, UIA
 Ludwig Jesselson—Co-Treasurer, UJA

JDC Jack D. Weiler—President, JDC
 Donald M. Robinson—President—Elect, JDC
 Joseph I. Lubin—Co-Treasurer, UJA

Ex-Officio Irving Bernstein—Executive Vice Chairman, UJA
 Ralph I. Goldman—Executive Vice Chairman, JDC
 Irving Kessler—Executive Vice Chairman, UIA

Observers Sidney E. Leiwant—Chairman, Large City Budgeting Conference, CJF
 Jerold C. Hoffberger—President, CJF
 Philip Bernstein—Executive Vice Chairman, CJF

Consultant Charles E. Bloom, Jr.

Staff Herbert Rosenstein—Comptroller
 Marc Tabatchnik—Executive Director

GIFT HISTORY OF THE LARGEST 1970 CONTRIBUTORS

Ranked in Descending Order of Gift

<u>DONORS</u>	<u>GROUP GIVING HISTORY</u>	
M/M Davis Factor, Sr. Los Angeles, California	1970	\$ 662,000
	1971	1,046,800
	1972	1,030,000
M/M Max Factor, Jr. Beverly Hills, California	1973	730,000
	1974	1,030,000
	1975	547,500
M/M Sidney Factor S. Factor Enterprises Los Angeles, California	1976	542,000
	1977	550,000
	1978	50,000 (incomplete)
<p>M/M Max Firestein Max Factor & Company Hollywood, California</p> <p>Mr. Irving Friedman Beverly hills, California</p> <p>M/M Chester L. Firestein Beverly Hills, California</p>		
M/M Elliot Handler Mattel, Inc. Los Angeles, California	1970	\$ 325,000
	1971	-
	1972	900,000
	1973	-
	1974	-
	1975	-
	1976	-
	1977	-
	1978	-
M/M Seymour Vigman Newport Beach, California	1970	\$ 302,600
	1971	-
	1972	25,000
	1973	40,000
	1974	-
	1975	-
	1976	-
	1977	-
	1978	-

DONORS

GROUP GIVING HISTORY

Mrs. Madeline Haas Russell	1970	\$ 300,000
San Francisco, California	1971	450,000
	1972	500,000
	1973	500,000
	1974	750,000
	1975	750,000
	1976	650,000
	1977	650,000
	1978	650,000

M/M Louis Degen	1970	\$ 282,000
Beatrice Foods Co.	1971	400,000
Denver, Colorado	1972	376,000
	1973	301,300
M/M Emmett H. Heitler	1974	406,500
Denver, Colorado	1975	301,000
	1976	280,000
M/M King D. Shwayder	1977	185,000
Samsonite Corporation	1978	175,000
Denver, Colorado		

M/M Herschel Shwayder
Denver, Colorado

Fay Carter
Boulder, Colorado

M/M Benjamin H. Swig	1970	\$ 250,100
M/M Richard L. Swig	1971	375,000
M/M Melvin M. Swig	1972	500,000
M/M Richard Dinner	1973	500,000
San Francisco, California	1974	750,000
	1975	500,000
	1976	500,000
	1977	500,000
	1978	500,000

M/M Walter A. Haas, Sr.	1970	\$ 225,000
Levi Strauss & Co.	1971	500,000
San Francisco, California	1972	550,000
	1973	550,000
	1974	1,000,000
	1975	750,000
	1976	750,000
	1977	850,000
	1978	1,000,000

DONORS

GROUP GIVING HISTORY

M/M Herb Alpert
Los Angeles, California

1970	\$ 200,000
1971	-
1972	150,000
1973	-
1974	-
1975	-
1976	-
1977	-
1978	-

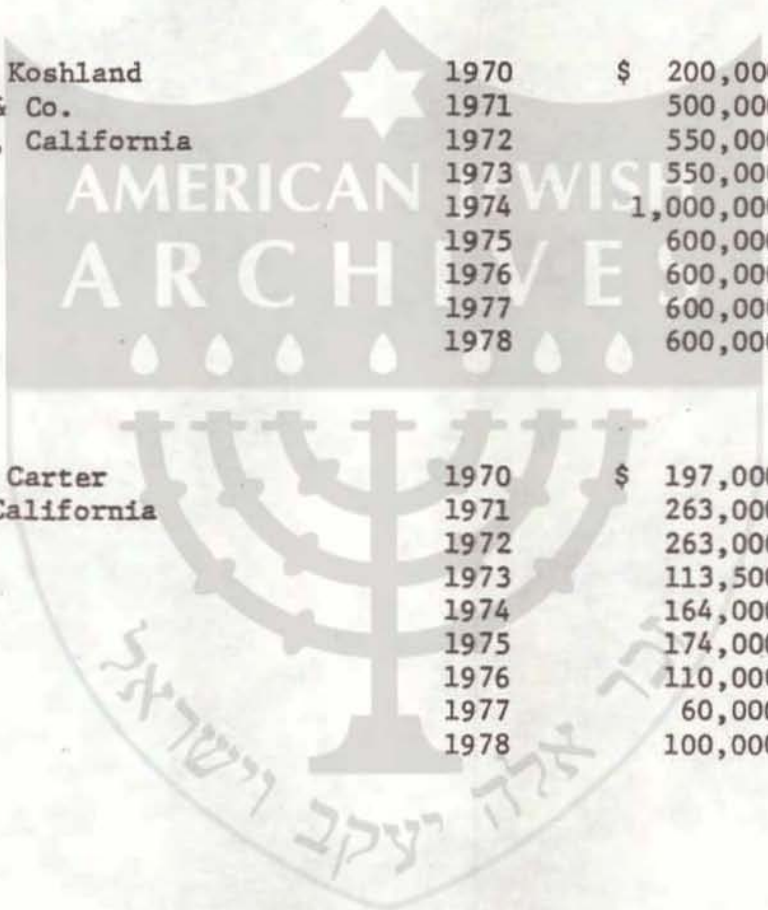
M/M Jerry Moss
Los Angeles, California

M/M Daniel E. Koshland
Levi Strauss & Co.
San Francisco, California

1970	\$ 200,000
1971	500,000
1972	550,000
1973	550,000
1974	1,000,000
1975	600,000
1976	600,000
1977	600,000
1978	600,000

M/M Victor M. Carter
Los Angeles, California

1970	\$ 197,000
1971	263,000
1972	263,000
1973	113,500
1974	164,000
1975	174,000
1976	110,000
1977	60,000
1978	100,000



GIFT HISTORY OF THE LARGEST 1978 CONTRIBUTORS

Ranked in Descending Order of Gift (as of 1/19/78)

<u>DONORS</u>	<u>GROUP GIVING HISTORY</u>	
M/M Walter A. Haas, Sr.	1978	\$1,000,000
Levi Strauss & Company	1977	850,000
San Francisco, California	1976	750,000
	1975	750,000
	1974	1,000,000
	1973	550,000
	1972	550,000
	1971	500,000
	1970	225,000
Mrs. Madeline Haas Russell	1978	\$ 650,000
San Francisco, California	1977	650,000
	1976	650,000
	1975	750,000
	1974	750,000
	1973	500,000
	1972	500,000
	1971	450,000
	1970	300,000
M/M Daniel E. Koshland	1978	\$ 600,000
Levi Strauss & Company	1977	600,000
San Francisco, California	1976	600,000
	1975	600,000
	1974	1,000,000
	1973	550,000
	1972	550,000
	1971	500,000
	1970	200,000
M/M Benjamin H. Swig	1978	\$ 500,000
M/M Richard L. Swig	1977	500,000
M/M Melvin M. Swig	1976	500,000
M/M Richard Dinner	1975	500,000
San Francisco, California	1974	750,000
	1973	500,000
	1972	500,000
	1971	375,000
	1970	250,100

DONORS

GROUP GIVING HISTORY

Mr. Geoffrey Kalmanson
Menlo Park, California

1978	\$ 287,000
1977	-
1976	-
1975	-
1974	-
1973	-
1972	-
1971	-
1970	-

M/M Richard N. Goldman
Richard N. Goldman Company
San Francisco, California

1978	\$ 300,000
1977	200,000
1976	175,000
1975	175,000
1974	250,000
1973	75,000
1972	75,000
1971	50,000
1970	29,500

M/M Mervin Morris
Atherton, California

1978	\$ 250,000
1977	200,000
1976	200,000
1975	146,000
1974	100,000
1973	80,000
1972	45,000
1971	2,500
1970	-

M/M David E. Weisz
Los Angeles, California

1978	\$ 250,000
1977	225,000
1976	205,000
1975	200,000
1974	211,000
1973	121,000
1972	48,400
1971	97,000
1970	19,000

M/M Richard Miller
Beverly Hills, California

1978	\$ 250,000
1977	225,000
1976	205,000
1975	200,000
1974	211,000
1973	121,000
1972	48,400
1971	97,000
1970	19,000

DONORS

GROUP GIVING HISTORY

Mr. Joseph Schlusel
Rancho Santa Fe, California

1978	\$ 200,000
1977	100,000
1976	-
1975	-
1974	-
1973	-
1972	-
1971	-
1970	-

M/M Louis Degen
Beatrice Foods Company
Denver, Colorado

1978	\$ 175,000
1977	185,000
1976	280,000
1975	301,000
1974	406,500
1973	301,300
1972	376,000
1971	400,000
1970	282,000

M/M Emmett H. Heitler
Denver, Colorado

M/M King D. Shwayder
Samsonite Corporation
Denver, Colorado

M/M Herschel Shwayder
Denver, Colorado

Fay Carter
Boulder, Colorado



LARGE CITIES (By population)

DOLLARS RAISED IN '77

Los Angeles	\$27,200,000
San Francisco	10,210,000
Denver	4,400,000
Orange County	1,193,000



INTERMEDIATE CITIES (By population)

DOLLARS RAISED IN '77

Albuquerque	\$285,000
Las Vegas	610,000
Long Beach	770,000
Oakland	2,000,000
Phoenix	1,950,981
Portland	1,220,000
Sacramento	430,000
San Diego	2,200,000
San Jose	650,000
Seattle	1,660,000
Tucson	1,400,000



SMALL CITIES (By population)DOLLARS RAISED IN '77

Honolulu, Hawaii	275,000
Salt Lake City	249,000
Anchorage, Alaska	375,000
Fairbanks, Alaska	2,925
Juneau, Alaska	1,650
Flagstaff, Arizona	655
Pinal County, Arizona	5,800
Palm Springs, California	826,246
Fresno	128,000
Santa Barbara	71,000
Stockton	49,000
Spokane, Washington	90,000
Tacoma	80,000
Bakersfield	58,500
Ventura	101,316
Reno	69,000
Eugene, Oregon	30,000
Barstow	95,000
Elsinore, California	4,090
Eureka, California	5,700
Lancaster, California	3,501
Marysville, California	1,655
Modesto, California	14,700
Monterey, California	13,030
Napa, California	1,000
Petaluma, California	18,050

<u>SMALL CITIES</u> (By population)	<u>DOLLARS RAISED IN '77</u>
Riverside, California	\$48,000
Salinas, California	7,938
San Bernardino, California	168,000
Santa Cruz, California	17,450
Santa Maria, California	38,000
Santa Rosa, California	14,325
Sun City, California	12,000
Tulare, California	15,420
Vallejo, California	8,600
Colorado Springs	36,895
Grand Junction, Colorado	1,185
Greeley, Colorado	10,825
Pueblo, Colorado	22,725
Trinidad, Colorado	1,775
Boise, Idaho	14,500
Pocatello, Idaho	7,330
Billings, Montana	22,000
Butte, Montana	2,500
Great Falls, Montana	2,160
Helena, Montana	3,400
Scottsbluff, Nebraska	3,450
Las Cruces, New Mexico	4,800
Los Alamos, New Mexico	7,600
Roswell, New Mexico	720

<u>SMALL CITIES</u> (By population)	<u>DOLLARS RAISED IN '77</u>
Santa Fe, New Mexico	\$8,925
Corvallis, Oregon	9,600
Salem, Oregon	12,000
Ogden, Utah	6,815
Aberdeen, Washington	6,000
Bellingham, Washington	13,500
Centralia, Washington	500
Ft. Lewis, Washington	650
Olympia, Washington	4,000
Tri-Cities	14,000
Walla Walla, Washington	8,000
Cheyenne, Wyoming	15,500
Rawlins, Wyoming	1,225



SOLOMON, WARD, AGUIRRE & SEIDENWURM

A PARTNERSHIP INCLUDING PROFESSIONAL CORPORATIONS

ATTORNEYS AT LAW

600 B STREET, SUITE 2100

SAN DIEGO, CALIFORNIA 92101

TELEPHONE (714) 231-0303

HERBERT J. SOLOMON
WILLIAM O. WARD III*
GARY J. AGUIRRE*
RICHARD L. SEIDENWURM*
WILLIAM W. RAVIN
PAUL R. SMITH
JOHN P. SIMON

*A PROFESSIONAL CORPORATION

March 1, 1978

Rabbi Herbert Friedman
American Friends of Jerusalem Academy
220 E. 42nd Street, Room 2808
New York, N.Y. 10017

Dear Herb:

Enclosed are a couple of letters and a \$100 check relating to our Jerusalem Academy meeting last week.

I will follow up with the others who attended the luncheon early next week after giving them an opportunity to have received your letter which we discussed.

I want to express my gratitude and appreciation for your participating in our UJA Planning Committee meeting on Saturday.

The meeting was very productive. Everybody was very stimulated and had a very good feeling of fulfillment and satisfaction for having participated.

The response to your contribution was extremely positive. Your ideas were thought provoking and varied. On the one hand they led us to think about our true and lofty ideals and objectives, and on the other hand they helped us deal with concrete issues in the here and now.

We concluded that it would be desirable to restructure the Western Region by creating sub-regional structures with greatly enhanced

*acknowledged
16.3.78*

Rabbi Herbert Friedman
March 1, 1978
Page 2

professional staffing, qualitatively.

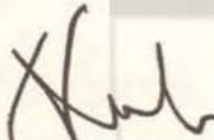
We are going to pursue the high priority matters so as to ensure that we do not lose the benefit of what has been accomplished to date by our deliberations.

I will keep you posted.

Our family and friends very much enjoyed having you join us for Shabbat dinner Friday night.

Give our regards to Francine.

Sincerely yours,



Herbert J. Solomon

Enclosures
HJS:hgf



SOLOMON, WARD, AGUIRRE & SEIDENWURM

A PARTNERSHIP INCLUDING PROFESSIONAL CORPORATIONS

ATTORNEYS AT LAW

600 B STREET, SUITE 2100

SAN DIEGO, CALIFORNIA 92101

TELEPHONE (714) 231-0303

HERBERT J. SOLOMON
WILLIAM O. WARD III*
GARY J. AGUIRRE*
RICHARD L. SEIDENWURM*
WILLIAM W. RAVIN
PAUL R. SMITH
JOHN P. SIMON

*A PROFESSIONAL CORPORATION

file

April 14, 1978

Mr. Leonard R. Strelitz
United Jewish Appeal
1290 Avenue of the Americas
New York, N.Y. 10019

Dear Leonard:

Enclosed are minutes of the February 25 - 26, 1978 meeting of the UJA Western Region Planning Committee which we convened under your direction. The purpose of the meeting was to examine the Western Region in its various aspects and to explore means of achieving substantially increased results for what you considered to be an area for tremendous untapped potential.

As the minutes reflect, our Committee met in Los Angeles on February 25th and 26th and had very extensive and intensive discussions which members of the Committee felt to be both stimulating and productive.

The Committee after considering many subjects concluded with two recommendations.

The first recommendation is set forth in Section III. I, commencing on page 11 of the minutes relating to restructuring the Western Region. To implement that recommendation, as indicated in subsection 7 at the top of page 13 of the minutes, a Subcommittee was formed to pursue further the specifics for the suggested restructured model. That Subcommittee met on March 20, 1978 in Los Angeles and its minutes are also enclosed.

The second recommendation of the Committee is set forth in the conclusion in Section IV of the February 25 - 26 minutes, to the effect that a follow-up retreat

Mr. Leonard R. Strelitz
April 14, 1978
Page 2

be held to further study and analyze the subjects which were dealt with generally at the meeting. It was felt that much progress was achieved, but that in order to derive the benefits from the deliberations it would be desirable to convene another meeting, preferably a retreat, consisting of a larger group of people. This larger group would be divided into smaller groups, each of which would then concentrate on one (or a limited number) of specific issues. This would enable the matters which were identified as being important by the Committee and which were dealt with by the Committee to a greater or lesser extent of depth, to be examined and explored to a greater degree. This would enable specific and concrete results to be achieved from the process which we began on February 25 - 26.

Because of the disruption at the National level of UJA during the past sixty days, no steps have been taken to implement the second recommendation for a follow-up retreat pending further direction from the National leadership.

Unfortunately I will be involved in a trial next week when the National Officers meeting is scheduled and, therefore, will be unable to attend. This report will, however, be available for review at that time and I would be pleased to discuss its contents with you by telephone prior to the meeting, if you would like.

If you would prefer to hold the matter until the Executive Committee retreat, please let me know. In any event, I think it would be an appropriate subject to be considered by the Executive Committee at its retreat, whether or not the officers relate to it at next week's meeting.

As you will note, the Subcommittee's minutes of its March 20 meeting set forth the specific recommendation for restructuring the Western Region. You will note from Section VI on page 4 of the minutes that the various steps for implementing the restructuring are set forth following approval by the UJA National Leadership.


Mr. Leonard R. Strelitz
April 14, 1978
Page 3

It has been a pleasure working on this project under your direction and motivation. I think that it has very positive implications, not only for the Western Region but for UJA nationally. Many of the matters considered have national implications. Therefore the follow-up retreat will also have significant national benefits, even though its primary focus would be toward the Western Region. After all, notwithstanding the events of the past few months, we are all one family.

I think you have made a major contribution to the UJA through starting in motion this process, and I hope you receive appropriate recognition and appreciation for your efforts and insights.

Best regards.

Sincerely yours,



Herbert J. Solomon
SOLOMON, WARD, AGUIRRE
& SEIDENWURM

Enclosures

HJS:hgf

cc: Members of the Committee
Irving Bernstein
Jeffrey L. Hodes

UNITED JEWISH APPEAL
WESTERN REGION PLANNING COMMITTEE

MINUTES OF MEETING

FEBRUARY 25 - 26, 1978

The meeting was called to order by Chairman Herbert Solomon, with greetings and introductions. Participating in the meeting were:

Herbert J. Solomon
Prof. Gerald B. Bubis
Irwin S. Field
Rabbi Herbert A. Friedman
Alvin H. Gilens

Thomas S. Hurwitz
Ted Kanner
Robert E. Loup
Rabbi Brian L. Lurie
Arden E. Shenker
Melvyn Bloom, Observer

The group was chosen to be representative of our Region and yet purposely kept small for ease of discussion. The purpose of the Committee is to analyze the UJA Western Region and its current structure and to strengthen its effectiveness. If our deliberations are successful, our results could serve as a model for the rest of the country.

The methodology for our discussion was a standard process of analysis; starting where we are today, setting goals of where we want to go and finally recommendations on how to achieve these goals.

The first order of business was to evaluate the characteristics of the Western Region. In listing the following items, the Committee was asked not to limit their thinking to their own communities, but to generalize for the Region as a whole.

I. Where We Are Today

A. Analysis of Western Region Characteristics:

1. Negative factors:

- a. 16 - 19% of capital wealth compared to 13% of population and contributions
- b. Greater distances between communities
- c. Less relating among communities
- d. Less service infrastructure
- e. Remote from Eastern centers and from Israel
- f. Casual lifestyle
- g. Individualism
- h. Escapism
- i. Less heavy industry (capital)
- j. Less Jewish "Press"

- k. Less intellectual (general & Jewish) environment
- l. Greater migration factor
- m. Less roots
- n. More hidden Jews
- o. Fewer credible giving models
- p. Some dying communities
- q. Lack of national recognition of Western leaders
- r. Smaller communities are more isolated
- s. Dissimilarities among geographic sub-areas and even cities

2. Positive factors:

- a. Beginnings of enhanced Jewish institutional activities (particularly L.A.)
- b. More open to experimentation
- c. Increased sense of Jewishness among leaders
- d. "Newer" wealth
- e. "Younger" wealth
- f. Less competition (still) for charitable dollars outside of L.A. and S.F.
- g. Stronger middle level givers
- h. Extraordinary potential

B. Continuing the evaluation of our current UJA structure, the Committee then discussed the components of our Region. It was agreed that UJA's structure was not well known by the communities and that identification and image were lacking. Very briefly is a listing of our Region's components:

1. Professional staff

- a. Regional Director
- b. Assistant Associate Director
- c. Field Men (5)
- d. Clerical Staff (3)
- e. Campus Coordinator (1)

2. Lay Leadership

a. Regional Cabinet

- (1) National Chairmen (3)
- (2) Executive Committee (12)
- (3) National Campaign Cabinet (30)

- b. Young Leadership Cabinet (26)
- c. Women's Division
- d. Rabbinical Advisory Division
- e. Faculty Advisory Division
- f. Young Women's Division
- g. Campus Leaders

C. After listing the above, the Committee then began an evaluation of the UJA Western Region staff. Care was taken not to castigate Al Gilens, past Regional Director or Thomas Hurwitz, the new Director. Both would be free to give opinions without vested interests or preconceived ideas. Before rating the effectiveness of staff, the following circumstances were discussed:

1. Current situation:

- a. High turnover of field men
- b. Inexperience
- c. Inadequately trained
- d. Overloaded assignments
- e. Insufficient visitations; poor local acceptance; resistance
- f. Insufficient status
- g. Role and function is generally unknown
- h. Role is impossible, at least as to major communities, to fulfill
- i. Non-recognition of differences among size of communities

2. There was a strong feeling that the role and function of Field Men has to be better defined. Many of the Federation Executives do not know what a Field Man is supposed to do. Even though the role and function is not clearly known, it was still believed that a Field Man's effectiveness increases as the size of the community decreases. The larger the Federated community, the harder it is for a Field Man to be productive. It was recognized that a seldom recognized function of a Field Man is to gather information for the National office, identify potential problems, in addition to offering services and developing leadership for Regional and National advancement. Even though these functions might not contribute to the Federated Campaign, they are important on an organizational level. In the final analysis, the professional staff was rated poor to mediocre. Mel Bloom said the Western Region Staff was considered average on a National level. Robert Loup commented that the new staff recently hired has shown improvement.

D. The Regional lay leadership structure and its operation was then analyzed. There are some similarities in the areas of role, function, training and effectiveness between lay leadership and professional staff that currently exist in the West. What was commonly mentioned was the need for role definitions and more training in order to increase effectiveness for all divisions of our Region. The following lists roles, functions and characteristics of the Regional Cabinet.

1. National Chairman (3)
2. National Executive Committee (12)
3. National Campaign Cabinet (30)
 - a. Role definition
 - b. Relatively ineffective
 - (1) Quality is more important than quantity -- selectively
 - (2) It should be prestigious (P.R. and formal induction services would help)
 - (3) Create camaraderie
 - (a) Special Mission
 - c. Can facilitate cross-fertilization of new ideas among communities
 - d. All need not be campaigners
 - e. Recruit from past community leadership
 - f. Promote development of endowments and legacies
 - (1) Identify prospects in smaller communities
 - g. Assist smaller communities in non-fundraising areas
 - (1) Coordinate with other national agencies where appropriate
 - (2) Provide tools to Cabinet members
 - (3) Consider joint meeting with other agencies in West
 - h. Possible duties to undertake include
 - (1) Responsibility for converting non-cash assets into cash
 - (2) Analysis of dated receivables
 - (3) Establish criteria for accepting, allocating and monitoring non-cash assets
4. After listing the above it was generally agreed that the regional leadership was evaluated as average based on the following:
 - a. Not enough actual leaders
 - b. Most are not active enough, except Young Leadership Cabinet and Women's Division
 - c. Insufficient inter-city activity
 - d. Role poorly defined
 - e. Leaders lose clout locally
 - f. Emerging effect of regionalization still very new.

- E. The Western Region's relationship with National Staff received mixed reviews. Often National has not given adequate support for Regional Staff functions or regional activities. It is also true that some communities by-pass the Western Region, and deal directly with National which undercuts Regional Staff. This is especially true in major cities. The major services provided by National are speakers, upgrade programs, missions and P.R. These program areas and the degree to which these services are provided by National or Regional Staff vary depending on the community. How National and Regional Staffs interact and their staff and line functions are perceived, also received an average evaluation.
- F. The relationship with National lay leadership is not as good as it should or could be. The region has involved National leadership for solicitations and the performance has been generally poor but improving. National Leadership has been called upon for occasional consultations and allocation meetings but often the National people have had less knowledge than the local community leaders. (This was the experience of a previous S.F. allocation meeting.) There is a mixed quality of National Leadership and the key to effectiveness is matching the man to the community or project. People have usually been available and willing but poor communication as to role and function from both sides may have contributed to the inadequate results achieved so far.
- G. The following list of resources and activities in the Western Region was evaluated for effectiveness and rated in order of priority (1 being the most important or effective and 5 the least)

	<u>Effectiveness</u>	<u>Priority</u>
1. Young Leadership Cabinet	2-1/3	1
2. Young Women's Leadership Cabinet	3	2-1/2
3. Women's Division	2-1/2	2
4. National Campaign Cabinet	3	1
5. National Executive Committee	4	1
6. National Officers	3	1
7. National Staff	3	2

	<u>Effectiveness</u>	<u>Priority</u>
8. Missions	1-3/4	1
9. Community consultation/ guidance (Project 50: red flag communities)	3	2
10. Cash collections	3	2+
11. Regional conference	2	3
12. Speakers	2-1/2	2
13. Leadership training/ development	3	1
14. Subsidized leadership train- ing missions (Chador/ Kadima)	1-1/2	1
15. Solicitor training	2	1
16. Youth High School activities	3	3
17. Rabbinic/synagogue activities	4	3
18. Community organization	4	3
19. Research and development a. Psychology of leading b. Psychology of working c. Psychology of giving	5	1-1/2
20. Maximizing involvement of a. Leaders b. Workers c. Givers	3-3/4	1
21. Planning (short, medium and long-range) a. Regionally b. For and within communities	4	1
22. Training/development of professionals	3	1
23. Identification and involve- ment of newcomers	4	2
24. Ident. non-giver		1
25. Reach non-givers		1
26. Increase # of big givers		1

Effectiveness Priority

- 27. Increase # of medium givers 1
- 28. Increase # of mass campaigns 1
- 29. T.V. campaign
- 30. Recruit 10,000 students
- 31. Solicitee research

II. The second part of the agenda was determining the goals and objectives for the Western Region of UJA.

- A. To enhance fundraising effectiveness, develop future leadership, support growing Jewish community life and maintain and intensify our 30 years of partnership and cooperation with Israel were considered ongoing objectives.
- B. Herb Friedman addressed areas he considered to be of major importance to the future of World Jewry.
 - 1. Need to sensitize the Jewish Community towards peace
 - a. Will cost more than war
 - b. Financial liabilities for some Arab property
 - c. 12,000 people living in 93 settlements -- if they need resettling, the cost to Israel will be high
 - 2. Israel's Social Gap
 - a. Problems still exist
 - b. Visible results not seen
 - (1) Solve one problem at a time
 - (a) Massive dollars on single project, e.g. housing, education, poverty
 - (b) Positive identification
 - (c) Part of a master plan
 - 3. Soviet Jewry
 - a. Unknown reservoir -- how many would really leave?
 - b. Must open the door for emigration
 - c. American Jewish Community should respond if Russian Jews were allowed to leave or even if auctioned
 - d. Possible dollars needed could be over \$1,000,000,000
 - 4. Latin America
 - a. Need for inventory of assets

- b. Lack of experts who understand the problems
- c. Potential dangers reminiscent of Germany exist

III. After identifying the goals and objectives and the major problem areas that need attention, ideas were discussed to enhance UJA effectiveness and help raise the needed funds for a potential \$1 - \$2 billion dollar campaign (Western Region share would be about \$150,000,000 plus \$150,000,000 for potential Soviet Jewry needs)

A. Missions

- 1. Method to increase \$50,000 givers
 - a. Visit to Eastern Europe to achieve breakthroughs
- 2. Special Prime Minister Begin Mission
 - a. Special invitation to key people (potential \$500,000 and up)
 - b. Follow-up phone call from Israel -- special appeal
 - c. Meeting with Begin for lunch and solicitation (Preplanning would be extensive and there would be a question if it could even be done)

B. Mass Campaign

- 1. Organize massive manpower and leadership
- 2. Students
 - a. Recruit)
 - b. Train) for major door-to-door campaign
 - c. Solicit)
- 3. San Francisco telethon program would also be effective

C. Big Gifts Campaigns

- 1. Begin Lunch Mission
- 2. Regional Big Gifts meeting
- 3. Eastern Europe Big Gifts Mission
- 4. Structure annual giving program
 - a. Major donation -- pay off over several years
- 5. Need breakthrough in Entertainment Industry
- 6. Cross fertilization among big givers
- 7. Target on communities with potential of greater Big Gifts
- 8. Widows and women with independent means

D. Middle Range Gifts (\$10,000 to \$25,000)

1. Largest market and greatest potential for increases
2. Missions for upgrade -- (high volume)
 - a. Ambassador's trip to Germany and Israel

E. Training and Recruitment of UJA Professional Staff

1. Job Profile needed
2. Higher pay scale
3. Training Programs -- Fundraising Institute
4. Internship program in communities
5. Associate Field men in Federation offices
 - a. Greater visibility
 - b. Continuity with community
6. Enhance status
7. Formalize skills
 - a. Reporter
 - b. Evaluator
 - c. Gather Intelligence
8. Consideration has to be given to different job descriptions for different needs with compensation and quality of personnel matched to expectations.

F. National Campaign Cabinet - Executive Committee and Officers

1. Role Definition -- responsibilities of their positions
2. Greater stress on quality
3. Enhance status
 - a. Provide public recognition
 - b. Generate prestige image
 - c. Create camaraderie
4. Recruit from communities' past leadership -- reservoir of talent
5. In discussing responsibilities of lay leadership, possible functions were mentioned that could be integrated into our structure.
 - a. Promote endowments and legacy programs
 - b. Assist smaller communities in fundraising
 - c. Responsibility for converting non-cash assets
 - d. Establish guidelines for accepting, allocating and monitoring non-cash assets.

e. Analyzing communities' receivables

G. Young Leadership Division

1. Has proven to be excellent for its own programs but not as involved in Regional campaign as could be.
 2. Staff should know and share assignments of/with YLC for more effective integration of productive campaigning.
 3. Assign to non-Federated communities for better continuity
 - a. To monitor
 - b. To assist
 - (1) Community
 - (2) Field men
 - c. To solicit
 4. YLC becoming overweighted by professional people, rather than businessmen
 5. Involve in major roles in
 - a. Local campaigns
 - b. Local leadership to develop programs
 6. Seek opportunities to promote to Regional Cabinet
 7. Involve in Regional structure
 8. Involve in Regional programs, e.g.
 - a. Missions
 9. Maximize use of this valuable and eager resource
- H. All of the Western Region human resources have a need for more and better leadership training. Following is an outline for training that could serve as a guide for future implementation.
1. Formal training of Regional Cabinet
 - a. Retreat -- Lay down guidelines for training
 - b. Develop Task Forces - Team Concept
 - c. Ongoing Education
 - (1) Provide JTA, Jerusalem Post, Near East Report

- (2) Regional newsletter or cassette, etc.
- d. Institute in Israel
 - (1) Mission -- to develop model programs
- e. Consider coordination with women and YLC
- 2. Training of others for community responsibilities
 - a. Training campaign chairman
 - (1) Sub-Chairman
 - b. Sub-Regional
 - (1) Neshet solicitor training
 - (2) Campaign practicum
 - (3) School and/or formal curriculum for leadership
 - (4) In-service training
 - (5) Content (for staff also)
 - (a) Technical knowledge
 - (i) Taken for granted
 - (ii) Much lack of knowledge
 - (b) Historical perspective (not dependent on crises)
 - (c) Connectedness to Jewishness
 - (d) Awareness of Jewish consciousness underlying giving (giving for what?)
 - (e) Awareness of Jewish sociology; demographics

I. Developing a structure that would better utilize our Regional resources and effectiveness was the final item considered. The following structural model was recommended for future study. The ideal structure would be to divide the Western Region into sub-areas with UJA professionals working out of certain Federation offices. This sub-regional concept would also integrate YL, WD and NCC leaders for effective campaigning. These sub-regions would report to Regional leadership and be part of the team concept of servicing.

- 1. Professional specialists to perform functions from Western Region office, e. g.
 - a. P.R.
 - b. Research and development

- c. Training (Lay leaders, professionals and solicitors)
 - d. Big Gifts
 - e. Missions
2. Solve problem of undermining Regional Staff vis-a-vis National Office (Regional office by-passed)
 - a. Possibly create a Regional Speakers Bureau (exclusive of top Israelis)
3. Divide Region into sub-regions with an office at Major Federation office -- reporting to Regional office
 - a. Sub-cabinets
 - (1) Pay for specialists in Regional office -- commensurate with skills
 - b. Head of a sub-Region can also be a specialist in a particular area with regionwide responsibilities
4. Advantages of sub-Regions
 - a. Recognizing demography
 - b. Provide opportunity for staff promotion, status
 - c. Brings UJA closer to local communities
 - d. Tie in to local Federations by propinquity (informal); feedback; communication
 - e. Formal UJA presence
 - f. Opportunity for more lay leadership involvement
5. Disadvantages
 - a. More costly (overhead & personnel)
 - b. Increased structure (bureaucracy?)
 - c. Risk of provincialism
 - d. Risk of tension between local and UJA concerns
 - e. Risk of lower prestige if increased number of leaders
 - f. Possible ripple effect for other regions
6. Several other models were suggested but rejected. Briefly, these ideas were as follows:
 - a. Combining UJA staff with other organizations
 - b. Have UJA staff working out of the Regional office
 - c. Make work assignments based on need of the communities -- if a resident Field man is needed, he would be assigned
 - d. Revolving personnel in communities

7. It was concluded that all the suggested models would involve additional costs. The ideas expressed have to be fully developed and analyzed before any recommendations can be submitted to National for implementation. This meeting was just the beginning of the planning process. A concept has been approved but the details have to be spelled out. To that end, a sub-committee was formed to meet and concentrate on developing a detailed structure for the suggested model (including budget, staffing, logistics.) Serving on this sub-committee will be Ted Kanner, Brian Lurie, Arden Shenker, Herb Solomon and Thomas Hurwitz.

IV. Conclusion

The meeting was adjourned by Herb Solomon, with his thanks to the group. The deliberations of this committee lasted some 18 hours. Everyone present expressed their satisfaction with the meeting and its potential importance to the UJA. Also suggested was a follow-up retreat in May or June to further study and analyze the characteristics of the Western Region. This meeting would be held with an expanded group in order to broaden the base of ideas for intensive discussion and recommendations for innovation and development. It was a most stimulating, educational and valuable experience for all. A unanimous vote of thanks was given to Chairman Herb Solomon for his organization and leadership of the entire weekend.

UNITED JEWISH APPEAL
REGIONAL PLANNING COMMITTEE

SUB COMMITTEE MEETING

Los Angeles, California

March 20, 1978

IN ATTENDANCE:

Herbert J. Solomon, Chairman
Brian Lurie
Ted Kanner
Arden Shenker
Thomas Hurwitz

I. Offices

A. Regional office (existing)

1. City - Los Angeles
2. Location - Federation Council office
3. Facilities
 - a. space
 - b. telephone switchboard
 - c. utilities
 - d. janitor

B. Area offices

1. Cities

- a. Denver - Colorado
Wyoming
Utah
Montana
- b. Seattle - Washington
Oregon
Alaska
Idaho
- c. Phoenix - Arizona
New Mexico
South Nevada (Las Vegas)
- d. San Francisco - Northern & Central California
(including Fresno)
Northern Nevada
Hawaii
- e. Southern California (Los Angeles for the present)
South of Fresno

(Possibility for future - also Seattle sub-regional office; Idaho join Denver, Washington - Oregon & Alaska to Northern California)

2. Locations - Federation offices
3. Facilities - Rent or Purchase through Federation
 - a. Space
 - b. Telephone - utilities - janitor
 - c. Share secretarial and/or clerical if appropriate financially

II. Staffing

A. Regional office

1. Director
2. Specialists
3. Support Staff

B. Area Offices

1. Area Directors
2. Function
 - a. Campaign services
 - b. Community consultations
 - c. Support and guide area UJA Cabinet activities

C. Compensation

1. Competitive for quality of services desired

D. Recruitment

1. Seek higher quality
2. Seek persons from field of Jewish Communal service

E. Training

1. Preparatory
2. Continuous

F. Provide career advancement opportunities

1. Within UJA
 - a. Regionally
 - b. Nationally
2. To and from Jewish Communal field

III. Providing Specialized Expertise

A. Areas of expertise

- *1. Big Gifts (\$10,000+)
- *2. Research and Development
 - a. Obtain data about big givers and potential big givers
 - b. Demographic and economic data
 - c. Other statistics and data for use by region and communities
3. Endowment and Legacy
4. Mass Capaigning
5. Public Relations
6. Speakers
7. Missions
8. Cash
9. Young Leadership Cabinet
10. Women's Division
11. Young Women's Division
12. Campus Campaigns
13. Leadership Development
14. Solicitor Training

- B. * Items 1 and 2 are of highest priority; other items can be combined, e.g. 5, 6 and 7 with possibly 8.

C. Location of specialists

1. At least highest priorities (items 1 and 2 should be in regional office and possibly also 3, 4, 5, 6 and 7)
2. Seek and/or cultivate specific expertise among area directors - to extent feasible without interfering with effectiveness of area director or program of specialization
3. Seek expertise from lay persons and consultants

IV. Lay Leadership

A. Regional Structure

1. Chairman (regional)
2. Vice Chairmen (4)
3. Executive Committee
4. Cabinet

B. Area Structure

1. Area Chairman - regional vice chairman

2. Executive Committee members
3. Cabinet
 - a. Involve maximum community representation
 - b. YL - YWD - WD - RAC - FAC

V. Budget

A. Salaries

1. Director \$30,000 - \$40,000
2. Area Director \$17,500 - \$25,000
3. Specialist
 - Big Gifts \$30,000 - \$50,000
 - R & D \$17,500 - \$25,000
 - Others \$15,000 - \$30,000
4. Support Staff

B. Office facilities

C. General overhead

D. Travel

VI. Implementation

A. UJA Approval

B. Develop Detail Plan

1. Budget dollars
2. Time Schedule

C. Personnel

1. Develop job descriptions
2. Recruitment recognized as the major challenge - crucial to success of re-structuring
3. Training

D. Organize Lay Leadership

E. Community Notification and Involvement