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MEMORANDUM

Date October 1, 1971

✓
To Mr. Irving Bernstein
Mr. Donald Klein
Mr. Martin Peppercorn
Mr. Robert Herman

From Herbert Rosenstein

Subject CASH

On September 30, 1971 we met in Irving Bernstein's office and came up with the following recommendations in connection with the acceleration of cash flow:

1. Meetings in 100 communities - Agenda.
2. Cash Committee.
3. Sidney Edelstein calls to selected leaders.
4. Visits to Headquarters cities by Robert Herman and Herbert Rosenstein.
5. Irving Bernstein - New York City.
6. Sidney Edelstein - CJFWF leadership.
7. Meeting with CJFWF at General Assembly.
8. Field Staff meeting - October 8th.
9. Executive Committee:
 - (a) Edward Ginsberg letter
 - (b) Calls.
10. Bulletin - Rabbinical Advisory Council.
11. Edward Ginsberg letter from Israel to \$10,000 and over contributors.
12. Cable from Pincus.
13. David Hersch collections - Israel Education Fund.
14. Project Committee to meet once a week.
15. Robert Herman and Herbert Rosenstein meetings with Supervisors and Fieldmen.
16. Regional meetings with Field Staff on Cash - November.
17. Discuss with Herman Rosen, Regional Planning concepts vis-a-vis Cash.
18. Letter from CJFWF on what Cleveland is doing on Loans.

file

RECEIPTS AND ALLOCATIONS
ALL CAMPAIGNS
OCTOBER 31, 1971

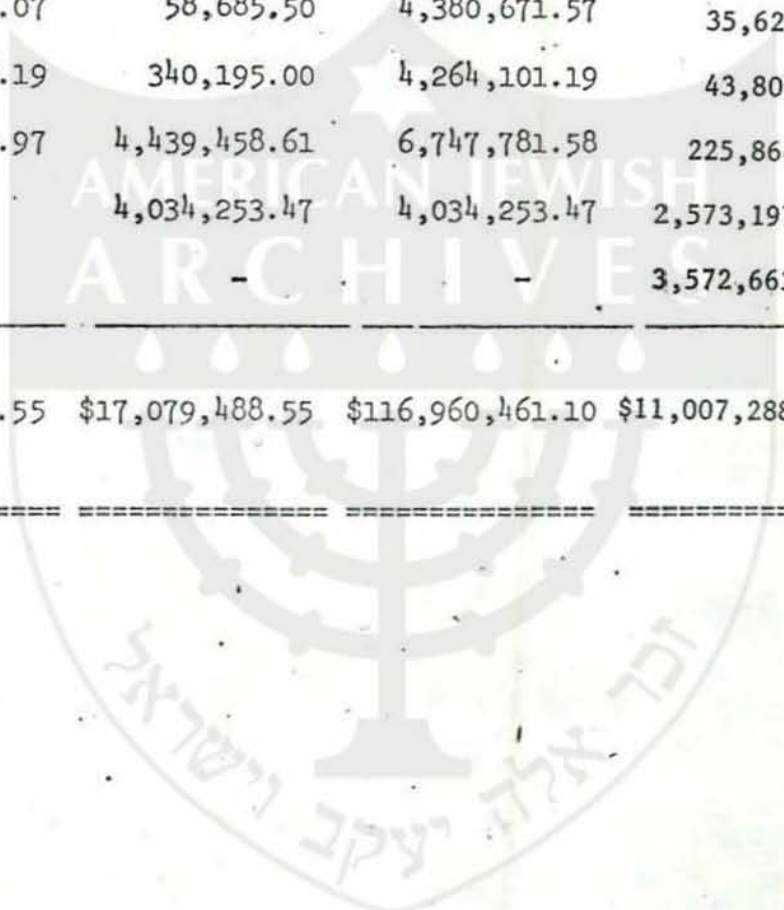
	1971	1970	1969
<u>RECEIPTS THRU OCT. 31, 1971</u>			
<u>REGULAR & SPECIAL</u>	\$ 62,380,520.56	\$ 61,392,804.27	\$ 52,879,907.64
<u>EMERGENCY FUNDS</u>			
<u>1971 Emergency Fund</u>	\$ 55,579,716.51	\$ -	\$ -
<u>1970 Emergency Fund</u>	\$ 27,688,787.27	\$ 41,659,458.17	\$ -
<u>1969 Emergency Fund</u>	\$ 3,523,781.25	\$ 24,847,839.19	\$ 38,308,447.01
<u>1968 Emergency Fund</u>	\$ 471,692.12	\$ 2,776,515.66	\$ 21,331,682.27
<u>1967 Emergency Fund</u>	\$ 93,344.79	\$ 184,853.45	\$ 3,012,001.33
<u>TOTAL</u>	\$149,737,842.50	\$130,861,470.74	\$ 115,532,038.25
<u>ALLOCATIONS THRU OCT 31</u>			
<u>REGULAR & SPECIAL</u>			
<u>ALLOCATED TO JDC</u>			
Cash	\$ 17,170,712.49	\$ 15,798,507.23	\$ 14,904,205.69
Bonds	1,048,610.83	1,269,432.72	1,135,215.78
<u>Total</u>	\$ 18,219,323.32	\$ 17,067,939.95	\$ 16,039,421.47
<u>ALLOCATED TO UIA</u>			
Cash	\$ 38,869,200.38	\$ 35,508,748.05	\$ 33,047,312.24
Bonds	3,515,551.42	3,467,377.78	2,791,124.19
<u>Total</u>	\$ 42,384,751.80	\$ 38,976,125.83	\$ 35,838,436.43
<u>ALLOCATED TO OTHERS</u>			
	\$ 940,250.66	\$ 1,263,600.00	\$ 919,664.00
<u>TOTAL REG. & SPEC ALLOCATIONS</u>	\$ 61,544,325.78	\$ 57,307,665.78	\$ 52,797,521.90
<u>EMERGENCY FUND ALLOCATIONS TO UIA</u>			
<u>1971 Emergency Fund</u>			
Cash	\$ 48,354,212.29		
Bonds	997,386.75		
<u>Total</u>	\$ 49,351,599.04		
<u>1970 Emergency Fund</u>			
Cash	\$ 29,751,314.35	\$ 36,577,203.50	
Bonds	2,319,300.22	220,612.75	
<u>Total</u>	\$ 32,070,614.57	\$ 36,797,816.25	
<u>1969 Emergency Fund</u>			
Cash	\$ 3,785,350.00	\$ 24,841,023.57	\$ 34,690,667.32
Bonds	1,634,283.14	2,515,457.18	257,482.00
<u>Total</u>	\$ 5,419,633.14	\$ 27,356,480.75	\$ 34,948,149.32
<u>1968 Emergency Fund</u>			
Cash	\$ 415,000.00	\$ 2,808,500.00	\$ 22,140,088.57
Bonds	183,363.64	1,366,542.57	1,491,378.91
<u>Total</u>	\$ 598,363.64	\$ 4,175,042.57	\$ 23,631,467.48
<u>1967 Emergency Fund</u>			
Cash	\$ 120,000.00	\$ 151,500.00	\$ 2,014,896.44
Bonds	63,415.00	368,134.25	1,787,418.09
<u>Total</u>	\$ 183,415.00	\$ 519,634.25	\$ 3,802,314.53
<u>ALLOCATED TO JDC - CASH</u>	(70) \$ 115,000.00	\$ 250,000.00	(68) \$ 150,000.00

ISRAEL BOND RECEIPTS

SCHEDULE A

CALENDAR YEARS

	<u>TOTAL</u>		<u>SUB-TOTAL</u>		<u>CUMULATIVE</u>
	<u>1952-1969</u>	<u>1970</u>	<u>THROUGH</u>	<u>1971</u>	<u>THROUGH</u>
			<u>12/31/70</u>		<u>OCTOBER 31, 1971</u>
<u>Reg & Spec</u>	\$89,326,757.32	\$ 8,206,895.97	\$ 97,533,653.29	\$ 4,556,134.10	\$ 102,089,787.39
<u>Emerg Funds</u>					
1967	4,321,986.07	58,685.50	4,380,671.57	35,620.62	4,416,292.19
1968	3,923,906.19	340,195.00	4,264,101.19	43,807.48	4,307,908.67
1969	2,308,322.97	4,439,458.61	6,747,781.58	225,864.95	6,973,646.53
1970	-	4,034,253.47	4,034,253.47	2,573,197.22	6,607,450.69
1971	-	-	-	3,572,663.94	3,572,663.94
	<u>\$99,880,972.55</u>	<u>\$17,079,488.55</u>	<u>\$116,960,461.10</u>	<u>\$11,007,288.31</u>	<u>\$ 127,967,749.41</u>



ANALYSIS OF RECEIPTS
FROM ALL REGULAR AND SPECIAL CAMPAIGNS

		<u>CASH</u>	<u>BONDS</u>	<u>TOTAL</u>
<u>Jan 1, Dec 31, 1970</u>		<u>\$72,478,807.50</u>	<u>\$ 8,206,895.97</u>	<u>\$80,685,703.47</u>
Jan	1970	\$ 5,852,399.38	\$ 463,662.66	\$ 6,316,062.04
Feb	1970	3,478,520.12	369,228.90	3,847,749.02
Mar	1970	3,514,276.76	662,818.59	4,177,095.35
Apr	1970	5,920,970.13	132,773.00	6,053,743.13
May	1970	7,074,384.38	458,345.57	7,532,729.95
June	1970	11,206,580.71	1,642,684.78	12,849,265.49
July	1970	4,679,622.57	517,264.36	5,196,886.93
Aug	1970	5,176,724.17	301,383.50	5,478,107.67
Sept	1970	4,039,075.41	364,034.50	4,403,109.91
Oct	1970	5,341,247.93	196,806.85	5,538,054.78
Nov	1970	4,281,923.06	417,966.97	4,699,890.03
Dec	1970	11,913,082.88	2,679,926.29	14,593,009.17
		<u>\$72,478,807.50</u>	<u>\$ 8,206,895.97</u>	<u>\$80,685,703.47</u>
Jan	1971	\$ 5,447,901.13	\$ 757,855.39	\$ 6,205,756.52
Feb	1971	3,755,261.94	111,286.59	3,866,548.53
		<u>\$ 9,203,163.07</u>	<u>\$ 869,141.98</u>	<u>\$10,072,305.05</u>
Mar	1971	4,428,316.03	254,071.41	4,682,387.44
		<u>\$13,631,479.10</u>	<u>\$ 1,123,213.39</u>	<u>\$14,754,692.49</u>
April	1971	5,980,270.69	157,804.11	6,138,074.80
		<u>\$19,611,749.79</u>	<u>\$ 1,281,017.50</u>	<u>\$20,892,767.29</u>
May	1971	7,313,046.02	257,310.75	7,570,356.77
		<u>\$26,924,795.81</u>	<u>\$ 1,538,328.25</u>	<u>\$28,463,124.06</u>
June	1971	9,382,649.35	1,192,402.75	10,575,052.10
		<u>\$36,307,445.16</u>	<u>\$ 2,730,731.00</u>	<u>\$39,038,176.16</u>
July	1971	7,756,338.23	403,247.50	8,159,585.73
		<u>\$44,063,783.39</u>	<u>\$ 3,133,978.50</u>	<u>\$47,197,761.89</u>
Aug	1971	4,826,570.34	303,465.06	5,130,035.40
		<u>\$48,890,353.73</u>	<u>\$ 3,437,443.56</u>	<u>\$52,327,797.29</u>
Sept	1971	4,102,405.92	265,871.75	4,368,277.67
		<u>\$52,992,759.65</u>	<u>\$ 3,703,315.31</u>	<u>\$56,696,074.96</u>
Oct	1971	4,831,626.81	852,818.79	5,684,445.60
		<u>\$57,824,386.46</u>	<u>\$ 4,556,134.10</u>	<u>\$62,380,520.56</u>

ANALYSIS OF ALLOCATIONS

FROM ALL REGULAR AND SPECIAL CAMPAIGNS

		<u>J. D. C.</u>	<u>U. I. A.</u>	<u>OTHERS</u>	<u>TOTAL</u>
<u>Jan 1, Dec 31, 1970</u>		\$21,174,164.02	\$49,118,281.53	\$ 1,413,600.00	\$71,706,045.55
Jan	1970	\$ 1,972,410.00	\$ 4,647,690.00	\$ 75,000.00	\$ 6,695,100.00
Feb	1970	1,248,140.87	3,033,103.58	250,100.00	4,531,344.45
Mar	1970	1,495,982.04	3,070,289.71	200,000.00	4,766,271.75
Apr	1970	1,519,128.65	3,384,933.85	75,000.00	4,979,062.50
May	1970	1,894,072.00	4,826,629.69	75,000.00	6,795,701.69
June	1970	2,395,436.50	4,720,896.24	76,000.00	7,192,332.74
July	1970	2,649,887.98	5,454,758.52	125,000.00	8,229,646.50
Aug	1970	1,511,305.63	3,570,183.27	87,500.00	5,168,988.90
Sept	1970	1,262,500.00	2,751,000.00	50,000.00	4,063,500.00
Oct	1970	1,119,076.28	3,516,640.97	250,000.00	4,885,717.25
Nov	1970	1,470,587.48	3,879,495.93	-	5,350,083.41
Dec	1970	2,635,636.59	6,262,659.77	150,000.00	9,048,296.36
		<u>\$21,174,164.02</u>	<u>\$49,118,281.53</u>	<u>\$ 1,413,600.00</u>	<u>\$71,706,045.55</u>
Jan	1971	\$ 2,487,561.42	\$ 5,532,128.22	\$ 50,000.00	\$ 8,069,689.64
Feb	1971	1,226,761.29	2,823,950.71	50,000.00	4,100,712.00
		<u>\$ 3,714,322.71</u>	<u>\$ 8,356,078.93</u>	<u>\$ 100,000.00</u>	<u>\$12,170,401.64</u>
Mar	1971	1,405,449.90	3,082,685.20	325,000.00	4,813,135.10
		<u>\$ 5,119,772.61</u>	<u>\$11,438,764.13</u>	<u>\$ 425,000.00</u>	<u>\$16,983,536.74</u>
Apr	1971	1,794,516.21	4,317,294.79	-	6,111,811.00
		<u>\$ 6,914,288.82</u>	<u>\$15,756,058.92</u>	<u>\$ 425,000.00</u>	<u>\$23,095,347.74</u>
May	1971	1,964,801.02	4,089,797.85	75,000.00	6,129,598.87
		<u>\$ 8,879,089.84</u>	<u>\$19,845,856.77</u>	<u>\$ 500,000.00</u>	<u>\$29,224,946.61</u>
June	1971	2,757,893.66	6,737,985.11	85,000.00	9,580,878.77
		<u>\$11,636,983.50</u>	<u>\$26,583,841.88</u>	<u>\$ 585,000.00</u>	<u>\$38,805,825.38</u>
July	1971	2,381,725.43	5,689,668.28	50,000.00	8,121,393.71
		<u>\$14,018,708.93</u>	<u>\$32,273,510.16</u>	<u>\$ 635,000.00</u>	<u>\$46,927,219.09</u>
Aug	1971	1,522,258.48	3,264,860.95	50,200.00	4,837,319.43
		<u>\$15,540,967.41</u>	<u>\$35,538,371.11</u>	<u>\$ 685,200.00</u>	<u>\$51,764,538.52</u>
Sept	1971	1,496,815.99	3,616,693.49	-	5,113,509.48
		<u>\$17,037,783.40</u>	<u>\$39,155,064.60</u>	<u>\$ 685,200.00</u>	<u>\$56,878,048.00</u>
Oct	1971	1,181,539.92	3,229,687.20	255,050.66	4,666,277.78
		<u>\$18,219,323.32</u>	<u>\$42,384,751.80</u>	<u>\$ 940,250.66</u>	<u>\$61,544,325.78</u>

ANALYSIS OF RECEIPTS
FROM ALL REGULAR CAMPAIGNS

		<u>CASH</u>	<u>BONDS</u>	<u>TOTAL</u>
<u>JAN 1, - DEC 31, 1970</u>		<u>\$72,171,093.02</u>	<u>\$ 8,206,859.97</u>	<u>\$80,377,988.99</u>
JAN	1970	\$ 5,751,580.45	\$ 463,662.66	\$ 6,215,243.11
FEB	1970	3,427,520.12	369,228.90	3,796,749.02
MAR	1970	3,434,559.76	662,818.59	4,097,378.35
APR	1970	5,861,555.17	132,773.00	5,994,328.17
MAY	1970	7,073,178.38	458,345.57	7,531,523.95
JUNE	1970	11,206,575.71	1,642,648.78	12,849,260.49
JULY	1970	4,678,372.57	517,264.36	5,195,636.93
AUG	1970	5,156,100.24	301,383.50	5,457,483.74
SEPT	1970	4,054,075.41	364,034.50	4,418,109.91
OCT	1970	5,336,247.93	196,806.85	5,533,054.78
NOV	1970	4,279,133.40	417,966.97	4,697,100.37
DEC	1970	11,912,193.88	2,679,926.29	14,592,120.17
		<u>\$72,171,093.02</u>	<u>\$ 8,206,859.97</u>	<u>\$80,377,988.99</u>
JAN	1971	\$ 5,447,886.13	\$ 757,855.39	\$ 6,205,741.52
FEB	1971	3,754,861.94	110,638.59	3,865,500.53
MAR	1971	\$ 9,202,748.07	\$ 868,493.98	\$10,071,242.05
APR	1971	4,425,113.40	254,613.41	4,679,726.81
MAY	1971	\$13,627,861.47	\$ 1,123,107.39	\$14,750,968.86
JUNE	1971	5,994,289.48	157,804.11	6,152,093.59
JULY	1971	\$19,622,150.95	\$ 1,280,911.50	\$20,903,062.45
AUG	1971	7,313,046.02	257,310.75	7,570,356.77
SEPT	1971	\$26,935,196.97	\$ 1,538,222.25	\$28,473,419.22
OCT	1971	9,377,649.35	1,192,402.75	10,570,052.10
NOV	1971	\$36,312,846.32	\$ 2,730,625.00	\$39,043,471.32
DEC	1971	7,756,338.23	403,247.50	8,159,585.73
JAN	1972	\$44,069,184.55	\$ 3,133,872.50	\$47,203,057.05
FEB	1972	4,826,570.34	300,623.06	5,127,193.40
MAR	1972	\$48,895,754.89	\$ 3,434,495.56	\$52,330,250.45
APR	1972	4,102,405.92	265,871.75	4,368,277.67
MAY	1972	\$52,998,160.81	\$ 3,700,367.31	\$56,698,528.12
JUNE	1972	4,831,518.14	852,818.79	5,684,336.93
JULY	1972	\$57,829,678.95	\$ 4,553,186.10	\$62,382,865.05

ANALYSIS OF ALLOCATIONS
FROM ALL REGULAR CAMPAIGNS

		<u>J. D. C.</u>	<u>U. I. A.</u>	<u>OTHERS</u>	<u>TOTAL</u>
<u>Jan 1, Dec 31, 1970</u>		<u>\$21,123,811.46</u>	<u>\$48,713,281.53</u>	<u>\$ 1,413,600.00</u>	<u>\$71,250,692.99</u>
Jan	1970	\$ 1,972,410.00	\$ 4,647,690.00	\$ 75,000.00	\$ 6,695,100.00
Feb	1970	1,223,140.87	2,858,103.58	250,100.00	4,331,344.45
Mar	1970	1,495,982.04	3,070,289.71	200,000.00	4,766,271.75
Apr	1970	1,519,128.65	3,384,933.85	75,000.00	4,979,062.50
May	1970	1,869,072.00	4,651,629.69	75,000.00	6,595,701.69
June	1970	2,395,436.50	4,720,896.24	76,000.00	7,192,332.74
July	1970	2,649,887.98	5,454,758.52	125,000.00	8,229,646.50
Aug	1970	1,511,061.70	3,570,183.27	87,500.00	5,168,744.97
Sept	1970	1,262,500.00	2,751,000.00	50,000.00	4,063,500.00
Oct	1970	1,119,076.28	3,511,640.97	250,000.00	4,880,717.25
Nov	1970	1,470,478.85	3,879,495.93	-	5,349,974.78
Dec	1970	2,635,636.59	6,212,659.77	150,000.00	8,998,296.36
		<u>\$21,123,811.46</u>	<u>\$48,713,281.53</u>	<u>\$ 1,413,600.00</u>	<u>\$71,250,692.99</u>
Jan	1971	\$ 2,487,561.42	\$ 5,532,128.22	\$ 50,000.00	\$ 8,069,689.64
Feb	1971	1,226,761.29	2,805,047.71	50,000.00	4,081,809.00
Mar	1971	\$ 3,714,322.71	\$ 8,337,175.93	\$ 100,000.00	\$12,151,498.64
Apr	1971	1,400,989.27	3,082,685.20	325,000.00	4,808,674.47
May	1971	\$ 5,115,311.98	\$11,419,861.13	\$ 425,000.00	\$16,960,173.11
June	1971	1,794,516.21	4,317,294.79	-	6,111,811.00
July	1971	\$ 6,909,828.19	\$15,737,155.92	\$ 425,000.00	\$23,071,984.11
Aug	1971	1,964,801.02	4,089,797.85	75,000.00	6,129,598.87
Sept	1971	\$ 8,874,629.21	\$19,826,953.77	\$ 500,000.00	\$29,201,582.98
Oct	1971	2,757,893.66	6,737,985.11	85,000.00	9,580,878.77
Nov	1971	\$11,632,522.87	\$ 26,564,938.88	\$ 585,000.00	\$38,782,461.75
Dec	1971	2,381,725.43	5,689,668.28	50,000.00	8,121,393.71
Jan	1972	\$14,014,248.30	\$ 32,254,607.16	\$ 635,000.00	\$46,903,855.46
Feb	1972	1,522,258.48	3,264,860.95	50,200.00	4,837,319.43
Mar	1972	\$15,536,506.78	\$ 35,519,468.11	\$ 685,200.00	\$51,741,174.89
Apr	1972	1,496,815.99	3,616,693.49	-	5,113,509.48
May	1972	\$17,033,322.77	\$ 39,136,161.60	\$ 685,200.00	\$56,854,684.37
June	1972	1,181,431.25	3,229,687.20	255,050.66	4,666,169.11
July	1972	\$18,214,754.02	\$42,365,848.80	\$ 940,250.66	\$61,520,853.48

ANALYSIS OF RECEIPTS

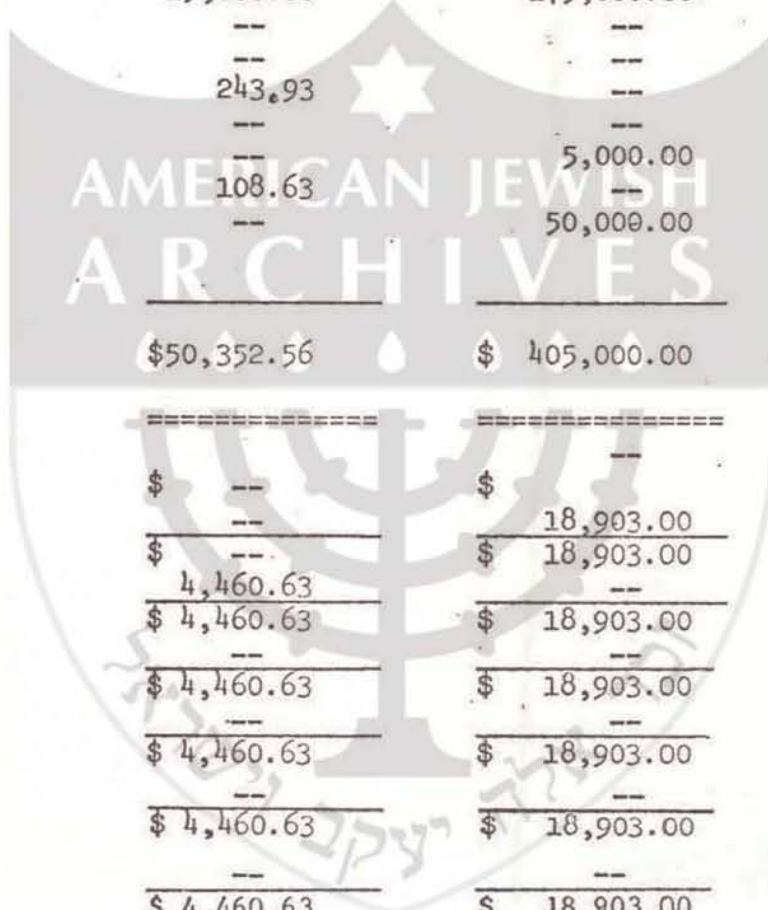
SCHEDULE D-1

FROM ALL SPECIAL CAMPAIGNS

		<u>CASH</u>	<u>BONDS</u>	<u>TOTAL</u>
<u>Jan 1, Dec 31, 1970</u>		\$ 307,714.48 =====	\$ - =====	\$ 307,714.48 =====
Jan	1970	\$ 100,818.93	\$ -	\$ 100,818.93
Feb	1970	51,000.00	-	51,000.00
Mar	1970	79,717.00	-	79,717.00
Apr	1970	59,414.96	-	59,414.96
May	1970	1,206.00	-	1,206.00
June	1970	5.00	-	5.00
July	1970	1,250.00	-	1,250.00
Aug	1970	20,623.93	-	20,623.93
Sept	1970	(15,000.00)	-	(15,000.00)
Oct	1970	5,000.00	-	5,000.00
Nov	1970	2,789.66	-	2,789.66
Dec	1970	889.00	-	889.00
		\$ 307,714.48 =====	\$ - =====	\$ 307,714.48 =====
Jan	1971	\$ 15.00	\$ -	\$ 15.00
Feb	1971	400.00	648.00	1,048.00
		\$ 415.00	\$ 648.00	\$ 1,063.00
Mar	1971	3,202.63	(542.00)	2,660.63
		\$ 3,617.63	\$ 106.00	\$ 3,723.63
Apr	1971	(14,018.79)	-	(14,018.79)
		\$ (10,401.16)	\$ 106.00	\$ (10,295.16)
May	1971	-	-	-
		\$ (10,401.16)	\$ 106.00	\$ (10,295.16)
June	1971	5,000.00	-	5,000.00
		\$ (5,401.16)	\$ 106.00	\$ (5,295.16)
July	1971	-	-	-
		\$ (5,401.16)	\$ 106.00	\$ (5,295.16)
AUG	1971	-	2,842.00	2,842.00
		\$ (5,401.16)	\$ 2,948.00	\$ (2,453.16)
Sept	1971	-	-	-
		\$ (5,401.16)	\$ 2,948.00	\$ (2,453.16)
Oct	1971	108.67	-	108.67
		\$ (5,292.49)	\$ 2,948.00	\$ (2,344.49)

ANALYSIS OF ALLOCATIONS
FROM ALL SPECIAL CAMPAIGNS

		<u>J. D. C.</u>	<u>U. I. A.</u>	<u>TOTAL</u>
<u>JAN 1, DEC 31, 1970</u>		\$50,352.56	\$ 405,000.00	\$ 455,352.56
JAN	1970	\$ --	\$ --	\$ --
FEB	1970	25,000.00	175,000.00	200,000.00
MAR	1970	--	--	--
APR	1970	--	--	--
MAY	1970	25,000.00	175,000.00	200,000.00
JUNE	1970	--	--	--
JULY	1970	--	--	--
AUG	1970	243.93	--	243.93
SEPT	1970	--	--	--
OCT	1970	--	5,000.00	5,000.00
NOV	1970	108.63	--	108.63
DEC	1970	--	50,000.00	50,000.00
		<u>\$50,352.56</u>	<u>\$ 405,000.00</u>	<u>\$ 455,352.56</u>
JAN	1971	\$ --	\$ --	\$ --
FEB	1971	--	18,903.00	18,903.00
MAR	1971	4,460.63	18,903.00	23,363.63
APR	1971	4,460.63	18,903.00	23,363.63
MAY	1971	4,460.63	18,903.00	23,363.63
JUNE	1971	4,460.63	18,903.00	23,363.63
JULY	1971	--	--	--
AUG	1971	4,460.63	18,903.00	23,363.63
SEPT	1971	4,460.63	18,903.00	23,363.63
OCT	1971	4,460.63 108.67	18,903.00	23,363.63 108.67
		<u>\$ 4,569.30</u>	<u>\$ 18,903.00</u>	<u>\$ 23,472.30</u>



ANALYSIS OF RECEIPTS

EMERGENCY FUNDS

	1971 EF	1970 EF	1969 EF	1968 EF	1967 EF
Jan 1970	\$ -	\$ 1,512,297.33	\$ 5,906,418.02	\$ 120,383.93	\$ (77,531.53)
Feb 1970	-	1,150,567.68	2,703,115.32	315,618.76	22,185.00
Mar 1970	-	2,139,876.45	3,387,452.85	664,102.61	127,934.23
Apr 1970	-	4,337,033.05	2,439,540.80	(228,753.62)	(114,215.57)
May 1970	-	4,873,519.72	2,100,619.95	545,352.58	16,585.63
June 1970	-	9,705,991.80	4,182,325.93	258,729.59	61,847.33
July 1970	-	6,610,094.83	1,444,570.23	527,484.50	69,963.00
Aug 1970	-	2,896,631.14	886,733.89	231,194.00	9,639.00
Sept 1970	-	4,076,095.02	1,143,243.85	117,000.74	39,987.36
Oct 1970	-	4,357,351.15	653,818.34	225,402.57	28,459.00
Nov 1970	-	6,301,346.63	668,182.91	276,275.10	63,940.60
Dec 1970	-	18,943,525.50	1,658,249.41	82,553.50	215,325.00

\$ - \$66,904,330.30 \$27,174,271.50 \$ 3,135,344.26 \$ 464,119.05

1971

Jan	\$ 2,849,083.97	\$ 4,550,073.83	\$ 475,233.63	\$ 57,527.08	\$ 19,389.28
Feb	1,518,186.46	4,626,665.41	751,000.17	69,452.27	39,059.59
	\$ 4,367,270.43	\$ 9,176,739.24	\$ 1,226,233.80	\$ 126,979.35	\$ 58,448.87
Mar	3,703,099.90	4,055,044.47	473,201.86	35,811.41	(41,596.00)
	\$ 8,070,370.33	\$13,231,783.71	\$ 1,699,435.66	\$ 162,790.76	16,852.87
Apr	5,783,912.70	3,716,918.17	997,289.84	152,935.25	6,598.00
	\$13,854,283.03	\$16,948,701.88	\$ 1,696,725.50	\$ 315,726.01	\$ 23,450.87
May	6,327,581.75	4,603,601.82	216,250.02	30,936.50	20,667.00
	\$20,181,864.78	\$21,552,303.70	\$ 2,912,975.52	\$ 346,662.51	\$ 44,117.87
June	12,739,714.81	3,451,610.63	180,037.72	12,002.59	12,218.14
	\$32,921,579.59	\$25,003,914.33	\$ 3,093,013.24	\$ 358,665.10	\$ 56,336.01
July	5,288,283.06	763,065.61	178,165.28	16,352.65	13,673.84
	\$38,209,862.65	\$25,766,979.94	\$ 3,271,178.52	\$ 375,017.75	\$ 70,009.85
Aug	5,140,613.74	667,011.42	108,805.75	19,440.00	3,125.00
	\$43,350,476.39	\$26,433,991.36	\$ 3,379,984.27	\$ 394,457.75	\$ 73,134.85
Sept	5,913,368.48	579,836.33	8,090.85	(4,120.63)	4,376.44
	\$49,263,844.87	\$27,013,827.69	\$ 3,388,075.12	\$ 390,337.12	\$ 77,511.29
Oct	6,315,871.64	674,959.58	135,706.13	81,355.00	15,833.50
	\$55,579,716.51	\$27,688,787.27	\$ 3,523,781.25	\$ 471,692.12	\$ 93,344.79

ANALYSIS OF ALLOCATIONS

SCHEDULE E-2

EMERGENCY FUNDS

	<u>1971 EF</u>	<u>1970 EF</u>	<u>1969 EF</u>	<u>1968 EF</u>	<u>1967 EF</u>
Jan 1970 \$	-	\$ 1,183,676.36	\$ 7,478,623.00	\$ 521,765.00	\$ 125,458.25
Feb 1970	-	925,115.00	3,974,107.45	172,935.30	14,040.00
Mar 1970	-	1,336,923.00	4,526,633.75	486,285.50	11,600.00
Apr 1970	-	4,163,246.00	2,201,311.87	424,780.88	23,064.00
May 1970	-	3,367,415.00	1,506,946.07	661,539.00	105,676.00
June 1970	-	7,288,938.00	3,008,231.50	401,436.50	16,502.00
July 1970	-	5,981,478.64	1,019,761.25	352,705.00	27,972.00
Aug 1970	-	5,335,750.00	1,370,674.00	567,380.00	75,960.00
Sept 1970	-	4,001,731.00	993,878.86	162,309.39	35,220.00
Oct 1970	-	3,213,543.25	1,276,313.00	423,906.00	84,142.00
Nov 1970	-	6,245,660.18	877,331.57	407,438.00	166,441.50
Dec 1970	-	12,437,915.00	940,529.50	128,185.00	216,025.00
	\$ -	\$55,481,391.43	\$29,174,341.82	\$4,710,665.57	\$ 902,100.75
<u>1971</u>					
JAN	\$ 1,959,285.50	\$ 7,606,864.35	\$ 991,538.50	\$ 69,400.00	\$ 70,150.00
FEB	1,045,345.50	5,185,931.25	1,047,580.01	121,523.99	56,000.00
MAR	\$ 3,004,631.00	\$12,792,795.60	\$ 2,039,118.51	\$ 190,923.99	\$ 126,150.00
	2,697,028.00	4,145,526.25	676,125.25	10,732.00	-
APR	\$ 5,701,659.00	\$16,938,321.85	\$ 2,715,243.76	\$ 201,655.99	\$ 126,150.00
	5,000,478.54	4,176,294.46	1,091,552.14	181,739.65	149.00
MAY	\$10,702,137.54	\$21,114,616.31	\$ 3,806,795.90	\$ 383,395.64	\$ 126,299.00
	6,002,742.25	3,883,253.25	583,355.28	58,847.00	-
JUNE	\$16,704,879.79	\$24,997,869.56	\$ 4,390,151.18	\$ 442,242.64	\$ 126,299.00
	9,411,214.00	3,394,479.75	236,432.00	36,921.00	-
JULY	\$26,116,093.79	\$28,392,349.31	\$ 4,626,583.18	\$ 479,163.64	\$ 126,299.00
	7,442,478.50	1,277,722.50	286,091.00	35,000.00	12,116.00
AUG	\$33,558,572.29	\$29,670,071.81	\$ 4,912,674.18	\$ 514,163.64	\$ 138,415.00
	4,701,705.50	1,137,966.50	331,172.00	34,200.00	20,000.00
SEPT	\$38,260,277.79	\$30,808,038.31	\$ 5,243,846.18	\$ 548,363.64	\$ 158,415.00
	5,144,941.50	519,398.76	44,799.24	-	-
OCT	\$43,405,218.29	\$31,327,437.07	\$ 5,288,645.42	\$ 548,363.64	\$ 158,415.00
	5,946,380.75	743,177.50	130,997.72	50,000.00	25,000.00
	\$49,351,599.04	\$32,070,614.57	\$ 5,419,633.14	\$ 598,363.64	\$ 183,415.00

ANALYSIS OF ALLOCATIONS

EMERGENCY FUNDS

J. D. C.

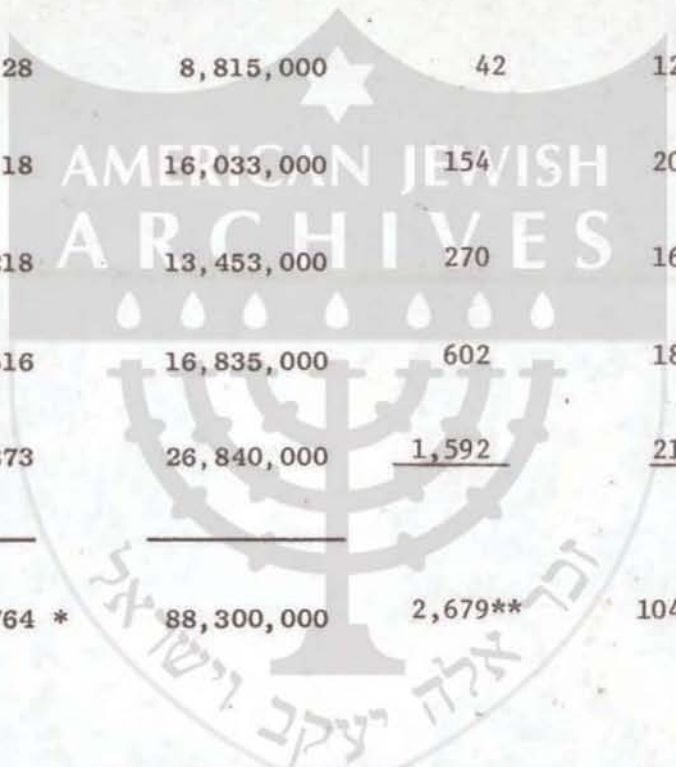
		<u>1970 E. F.</u>
October	1970	\$ 250,000.00
December	1970	<u>250,000.00</u>
TOTAL		\$ 500,000.00
=====		
	<u>1971</u>	
October	1971	\$ 115,000.00



NATIONAL (EXCLUDING N.Y.C.) ANALYSIS OF BIG GIFTS

HAF

CATEGORY	TOTAL # OF 1970 GIFTS	TOTAL \$ OF 1970 GIFTS	TOTAL # OF 1971 GIFTS	1971	1970	% INCREASE
\$1,000,000 and over	1	1,000,000	6	6,466,000	2,637,000	145.20
500,000 to 999,999	10	5,324,000	13	7,735,000	4,617,000	67.53
250,000 to 499,999	28	8,815,000	42	12,963,300	9,167,900	41.39
100,000 to 249,999	118	16,033,000	154	20,465,100	13,471,300	51.91
50,000 to 99,999	218	13,453,000	270	16,281,750	12,008,050	35.59
25,000 to 49,999	516	16,835,000	602	18,694,350	14,425,950	29.58
10,000 to 24,999	1,873	26,840,000	1,592	21,734,400	16,977,650	28.01
TOTAL	2,764 *	88,300,000	2,679**	104,345,900	73,304,850	+42.34



* Includes 92 gifts in Fall communities for \$1,685,000

** Includes 607 new gifts of \$10,000 or more

7/7/71

Community Evaluation
1971 Campaign

4/6/71

Community	FC 1970	1971 Quota	1971 Camp Status		1971 EST F.F.	10,000 & over		Reserve	Success	Notes	Possible conservative amount - i.e. P. plus
			1971	CLYK 1970		IN	OUT				
New York City	6,500,000	4,500,000	3,666,000	2,604,000	8,000,000	87	3				
Atlanta	3,769,000	8,000,000	4,037,000	2,432,000	5,500,000	50	25				50
Baltimore	6,187,000	11,250,000	5,685,500	3,947,250	8,675,000	52	42	375,000	granted		150
Boston	10,127,000	20,000,000	7,825,000	5,900,000	12,600,000	120	41	1,000,000	we'll get 500-750 mtg 4/8		500
Chicago	17,509,000	50,000,000	7,197,000	5,940,000	19,500,000	109	128	?			500
Cincinnati	2,077,000	4,000,000	1,125,918	754,501	3,000,000	15	21	250,000	restricted		
Cleveland	11,902,376	21,000,000	9,149,264	6,861,055	14,800,000	66	90	750,000	granted		250
Dallas	3,100,000	6,000,000	2,850,360	2,438,052	3,100,000	30	13	100,000	restricted - but someone's looking into		100
Detroit	11,645,341	21,000,000	10,279,310	8,049,908	14,000,000	144	45	1,900,000	mtg held 4/5 table - 18 & P2 seeking to resign		100
East County	6,500,000	11,500,000	4,588,000	3,433,000	8,000,000	67	41	200,000	little hope - seeking help of Louis Loward		100
Hartford	3,569,000	7,500,000	4,013,428	2,583,453	5,300,000	44	6	50,000	Members feel community cannot spare anything.		100 -
Kansas City	1,845,000	3,200,000	1,156,000	801,467	2,350,000	24	13	205,000	restricted		
Los Angeles	17,254,000	50,000,000	13,118,693	6,762,839	28,000,000	133	152	?	Special Examine		
Miami	5,125,458	10,500,000	4,868,143	3,043,725	7,000,000	60	46	250,000	discuss with Rosalind - will F.O. for mtg.		100
Milwaukee	3,850,000	8,250,000	3,491,460	2,501,373	5,500,000	32	22	200,000	restricted		200 -
Minneapolis	2,625,000	5,000,000	1,430,000	1,099,750	3,000,000	25	29	100,000	restricted		
Philadelphia	11,200,000	25,000,000	7,588,955	5,786,771	13,600,000	114	67	500,000	County fair will make 200 local programs		100
Pittsburgh	4,000,000	7,000,000	3,060,142	2,406,733	4,000,000	41	32	100,000	restricted - community emergency fund.		
San Francisco	4,200,897	8,500,000	4,287,737	2,595,334	6,200,000	36	20	650,000	1,000,000 in bonds 35% unrestricted		100
St. Louis	3,790,897	7,250,000	1,398,517	914,052	4,500,000	17	35	2,000,000	Full community handling		100
Washington	4,900,000	9,500,000	3,350,000	2,200,000	6,400,000	50	23				
	19,577,801.9	54,450,000			26,562,500						
Akron	9,294,522	17,500,000	3,455,188	2,517,119	1,100,000	4	11				100
Albany	9,081,223	1,600,000	6,474,800	3,792,290	1,200,000	15	4	40,000	we'll get 10-20 mtg 4/8		
Allentown	8,100,000	1,450,000	7,920,000	5,270,000	1,075,000	16	3				
Atlantic City	6,274,400	1,100,000	5,460,000	4,400,000	750,000	6	1	100,000	we'll get 25-50 mtg 4/8		50
Dayton	4,359,883										
Birmingham	4,219,322	765,000	1,301,000	929,544	530,000	0	3				
Birmingham	7,458,889	1,350,000	8,220,000	5,810,000	979,000	13	2				
Brighton	1,000,000	1,800,000	504,341	370,035	1,150,000	3	4				
Buffalo	1,441,834	2,600,000	1,083,789	776,751	1,600,000	15	5	?	community offered 25,000 grant.		50
Camden	4,752,594	2,100,000	6,104,899	3,634,666	1,500,000	7	3	20,000	being worked out		50
Canton	4,761,914	850,000	3,600,000	2,850,000	600,000	7	1				
Charleston, SC	366,000	675,000	4,125,455	2,510,000	525,000	11	0				
Charlotte	320,000	600,000	3,165,000	2,431,000	370,000	8	1				
Chattanooga	2,948,336	530,000	3,472,511	2,532,336	382,000	4	0				
	8,421,914	17,170,000			11,761,000						

COMMUNITY	TR 1970	1971 Quota	1971 Pump Status	1971	1971
			1971	CLYV 1970	EFF
Columbus	1489000	3000000	1418273	1129046	1800000
Dayton	1318912	2600000	554000	307000	1600000
Des Moines	1682000	3000000	1450000	870000	2300000
Des Moines	750041	1350000	438918	306635	1000000
Eastern Iowa	460795	860000	225000	110000	600000
Englewood	1560000	3000000	1283190	843860	2000000
Flint	623149	1160000	425100	337600	800000
Fort Worth	251000	490000	286200	204300	335000
Grandno	509000	1000000	479503	308596	580000
Harrisburg	1220000	2150000	1227536	896000	1500000
Hollywood	710000	1500000	750549	648028	815000
Houston	1700471	4500000	1900000	1093000	2500000
Indianapolis	1120124	2250000	1147012	871679	1500000
Jacksonville	287000	500000	156000	79000	356000
Jersey City	241500		96784	85892	265000
Los Angeles	446000				
Long Beach	384500	780000	120000	87000	500000
Louisville	1366500	2450000	976213	849367	1500000
Lynn	1000000	2000000	743734	403275	1400000
Memphis	1104175	2000000	997335	829907	1262000
Nashville	712091	1350000	945683	631038	1023000
New Brunswick	600000	1100000	379234	258657	800000
New Haven	997894	1850000	432540	387548	1100000
New Orleans	1416597	2500000	553527	441374	1416000
Newport News	306108	595000	355096	226460	400000
Norfolk	1300000	2300000	1095000	754417	1625000
North Hudson	290000	450000	124800	99838	330000
Northwest Indiana	367500	645000	160700	124200	450000
Oakland	1075000	2000000	765000	551000	1250000
Omaha	1109071	2000000	406000	170000	1750000
Orlando	252000	455000	247854	155879	342000
Palm Springs	409725	665000	400000	300000	475000
Pasadena	683000	1200000	411600	334200	750000
Pateron	1162000	1750000	878896	588076	1425000
Peoria	260000	475000	200000	75000	400000
Phoenix	441000	1000000	390000	259000	575000
Plainfield	325000	615000	309000	159000	500000
Portland, Ore	760000	1500000	197646	152862	1000000
Puerto Rico	352000		398000	320000	425000
Reading	403000	740000	100103	76000	475000
Richmond	825151	1500000	942413	605885	1100000
	31 824204	59 280000			39 549 000

100000000	Revenue	Endowment			
IN	OUT				
16	7	---			
8	8	---			
16	8	60000	bid sub on 4/1 - turned down - MP will try again	200	
4	9	55000	being F.V.		
4	3	---			
19	14	---			100
10	4	---			50
5	1				
10	3				
7	15	55000	restricted for idempotized.		50
7	6				
23	17	20000	not available		
16	4	200000	newman says restricted - I don't believe him		
1	1	205000	restricted - Principal cannot be touched - income for local use only	50	
0	0				
0	3				
10	6	---			
9	11				100
9	4	---			
11	2				
7	2				50
9	1				
7	15	---			
6	1				
22	8				
1	1				
4	2	---			
9	7	100000	35,000 unrestrictd - will know shortly.		
2	7	---			
5	2				
4	1				
2	2				50
7	6	---			
1	4	---			
6	2	---			
2	1				
1	5				
2	4				50
0	4				100
24	3	50000	low revenues with Jan Westgal		150

Community	TR 1970	1971 Data	1971 Any Status	1971 E.F.F.	
			CLY 1970		
Rockford	275000	490000	150000	120000	375000
La Grange	224500	400000	193600	92000	350000
San Antonio	702043	1350000	511522	387645	825000
San Diego	766000	1650000	818000	480000	1200000
San Jose	254500	510000	226104	112422	350000
Sarasota	305000	535000	260094	178411	375000
Schenectady	243270	415000	64297	45933	265000
Scranton	775000	1500000	427000	319000	900000
Seattle	1076000	2000000	315677	161758	1400000
Shrewsbury	243000	645000	309718	271199	380000
South Bend	435500				
South Illinois	417500	745000	113000	93500	600000
Springfield Park	805000	1750000	552700	305675	1100000
St. Paul	1281000	2350000	867366	644282	1600000
Stamford	629200	1500000	541127	392298	800000
Syracuse	680789	1350000	502189	355766	900000
Tenack	523000	1050000	458034	267690	710000
Toledo	687748	1750000	503261	385151	900000
Trenton	670000	1150000	263500	213200	800000
Tucson	400000	715000	540000	380000	575000
Tulsa	1003000	2000000	950000	770000	1175000
Utica	334440	600000	145495	103725	400000
Waterbury	298594	535000	307814	198890	425000
West Palm Beach	271000	485000	329888	168000	450000
Westfield	230000	445000	235000	172900	325000
Wilkesbarre	772000	1400000	117000	76500	900000
Wilmington	587000	1100000	259800	201200	150000
Worcester	1102285	2000000	977000	719165	1300000
York	238000				
Youngstown	715000	1350000	160000	119000	900000
TOTAL	16351881	31770000			20930000

IN	OUT	Reserves + Endowments	Notes
3	2		
4	0		
8	7		
14	2		
3	0		
5	1		
2	1		
8	9		
8	9	10000	Stream flooding more to go w/TA this money.
11	1		
3	4		
8	7		
14	10	75000	Restricted
6	2		
4	8		
2	7		
17	3		
0	2	50000	Underway
3	0		
16	4	17000	In hands - trying
2	3		
4	0		
6	0		
7	2		
2	8		
5	2		
21	8		
3	11	?	

SUMMARY

TOP 21	195778019	544450000	265625000
BALANCE OF BIG BOARD	56597999	108220000	72240000
TOTAL	252376018	652670000	337865000

Capit
 338
 39
 3
 380

(rep. 33 of last year's money projected at 20% increase)
 possible plus - due to conservative estimate

<u>1970</u> - T.R. (Nat. + NYC)	283.3 *
- NYC	<u>60.5</u>
National	222.8
- biz 20	<u>135.8</u>
<u>Balance</u>	87.0

1971

	<u>MIN</u>		<u>MAX</u>
biz 20-	172.3	-	191.9
N.Y.	85		85
Balance	112	-	116
	<u>369.3</u> ✓		<u>392.9</u>

* In 1970 - the Communities took 76

172.3
112

$$\begin{array}{r} 3187 \\ \underline{29} \\ 116 \end{array}$$

1970T.R.Allotment

R - National	120.9	56.1
R - NYC	32.5	21
#		
E - National	101.8	101.8
E - NYC	<u>28</u>	<u>28</u>
	283.2	206.9

1971T.R.Min MaxAllotmin

R - National	132	132	60	60
R - N.Y.	32.5	34	27	22
E - National	152	176	152	176
E - N.Y.	<u>51</u>	<u>51</u>	<u>51</u>	<u>51</u>
	367.5	393	284	309

as of 9 Mar
9 March 71

	PROJECTED MAX.	PROJECTED MIN	
ATLANTA	5.7	5.5	
BALTIMORE	8.7	8.3	8.5
BOSTON	13.3	13.1	12.6-13.1
CHICAGO	19.5	19.0	19.5-21.5
CINCINNATI	3.1	2.9	
CLEVELAND	15.3	14.8	
DALLAS	4.0	3.7	X
DETROIT	14.5	14.0	
HARTFORD	5.4	5.1	5.0-5.3
KANSAS CITY	2.5	2.2	
L.A.	30.0	25.0	
MIAMI	7.5	7.0	
MILWAUKEE	5.4	5.1	
MINNEAPOLIS	3.6	3.3	
NEWARK	8.7	8.3	
PHILADELPHIA	14.1	13.6	X
PITTSBURGH	4.9	4.6	4.6-5
ST. LOUIS	5.5	5.0	
S. FRANCISCO	5.7	5.3	
WASHINGTON	<u>7.2</u>	<u>6.7</u>	6.4-6.8
	184.6	172.5	

NationalSpring

- 1.) Campaigns now underway in communities which raised in 1970 total of 113.3 R
- 2.) Ditto - 94 E
- 3.) Campaigns not yet underway in communities which raised in 1970 total of 2.3 R
- 4.) Ditto - 2.9 E

Fall

- 1.) Campaigns not yet underway in communities which raised in 1970 total of 5.3 R
- 2.) Ditto - 4.8 E

New York City

Total Raised - 1970 - 31.5 R
Ditto 25.7 E

TOTAL

BREAKDOWN:

R-
E-

108.3

87.3

195.6

128.0

133.3

261.3CAMPAIGN STATUS - 6 JUNE 7119701971%
increaseOV'S

86.9

101.5

+16.7

26.4

71.4

108

+51.2

22.6

2.3

2.9

5.3

4.8

Sub-total

158.3209.564.3

21.4

26.5

+24.0

10.1

15.9

25.3

+58.9

9.8

195.6261.384.2AMERICAN JEWISH
ARCHIVES

Projections: 1971

261.3 raised so far in 1971
 84.2 ov's, brought in at no gain
345.5

Break down: R - 172.2
 E - 173.3
345.5

UJA Allotment

R - 76 + 8 = 84
 E - 173.3
257.3

Comp 1970

R - 76
 E - 127
203

1970 figures

R - 152
 E - 127
279

UJA - 76 ; Comm. - 76



RECAPITULATION PAGE 2 OF 2
 STATUS OF 1971 SPRING CAMPAIGNS
 UNDERWAY AS OF MAY 28, 1971

PROJECTION OF TOTAL RAISED & ALLOTMENT

	TOTAL RAISED				UJA ALLOTMENT			
	1970	EST. 1971	...CHANGE...		EST. 1970	EST. 1971	...CHANGE...	
			DOLLARS	PERC.			DOLLARS	PERC.
-REGULAR CAMPAIGN-								
.....								
NATIONAL - SPRING	\$115,628,782	\$129,692,505	\$14,063,723	12.2+	\$52,255,006	\$58,243,029	\$5,988,023	11.5
FALL	5,290,323	5,935,742	645,419	12.2+	3,511,837	3,915,698	403,861	11.5
TOTAL	\$120,919,105	\$135,628,247	\$14,709,142	12.2+	\$55,766,843	\$62,158,727	\$6,391,884	11.5
NEW YORK CITY	\$31,518,000	\$33,000,000	\$1,482,000	4.7+	\$21,000,000	\$21,334,000	\$334,000	1.6
TOTAL REGULAR CAMPAIGN	\$152,437,105	\$168,628,247	\$16,191,142	10.6+	\$76,766,843	\$83,492,727	\$6,725,884	8.8
-EMERGENCY FUND-								
.....								
NATIONAL - SPRING	\$96,917,966	\$138,935,323	\$42,017,357	43.4+				
FALL	4,794,100	6,874,739	2,080,639	43.4+				
TOTAL	\$101,712,066	\$145,810,062	\$44,097,996	43.4+				
NEW YORK CITY	\$25,653,000	\$43,000,000	\$17,347,000	67.6+				
TOTAL EMERGENCY FUND	\$127,365,066	\$188,810,062	\$61,444,996	48.2+				

357.4

RECAPITULATION
STATUS OF 1971 SPRING CAMPAIGNS
UNDERWAY AS OF MAY 28, 1971

	...1970 TOTAL RAISED...		-----1971 CURRENT RAISED AND 1970 COMPARATIVE VALUES-----		REGULAR CAMPAIGN.....	EMERGENCY FUND.....	
	REGULAR CAMPAIGN	EMERGENCY FUND	1970	1971	PERC. CHNG.	1970	1971	PERC. CHNG.	
NATIONAL									
335 CITIES	\$113,337,924	\$94,021,658	\$86,942,813 77% COMPL.	\$101,457,519	16.7+ "	\$71,430,196 76% COMPL.	\$108,018,194	51.2+ "	
NEW YORK CITY	\$31,518,000	\$25,653,000	\$21,382,000 68% COMPL.	\$26,514,083	24.0+ ✓	\$15,912,700 62% COMPL.	\$25,301,197	58.9+ ✓	
TOTAL.....	\$144,855,924	\$119,674,658	\$108,324,813	\$127,971,602	18.1+ ✓	\$87,342,896	\$133,319,391	52.6+ ✓	

$$\begin{array}{r} 113.3 \\ 86.9 \\ \hline 26.4 \end{array} \quad R - OV$$

$$\begin{array}{r} 94.0 \\ 71.4 \\ \hline 22.6 \end{array} \quad E - OV = \boxed{49.0 \quad OV}$$



$$\begin{array}{r} 31.5 \\ 21.3 \\ \hline 10.2 \end{array} \quad R - OV$$

$$\begin{array}{r} 25.6 \\ 15.9 \\ \hline 9.7 \end{array} \quad E - OV = 19.9$$



$$\begin{array}{r} 108.3 \\ 87.3 \\ \hline 195.6 \end{array} \quad \begin{array}{r} 127.9 \\ 133.3 \\ \hline 261.2 \end{array}$$

C A M P A I G N S T A T U S — J U N E 6 , 1 9 7 1

<u>NATIONAL -- SPRING</u>	<u>1970</u>	<u>1971</u>	<u>% INCREASE</u>	<u>O. V.'s</u>
1. Campaigns now underway in communities which raised in 1970 total of 113.3 <u>R</u>	86.9	101.5	+16.7	26.4
2. Campaigns now underway in communities which raised in 1970 total of 94 <u>E</u>	71.4	108	+51.2	22.6
3. Campaigns not yet underway in communities which raised in 1970 total of 2.3 <u>R</u>				2.3
4. Campaigns not yet underway in communities which raised in 1970 total of 2.9 <u>E</u>				2.9
<u>FALL</u>				
1. Campaigns not yet underway in communities which raised in 1970 total of 5.3 <u>R</u>				5.3
2. Campaigns not yet underway in communities which raised in 1970 total of 4.8 <u>E</u>				
<u>SUBTOTAL</u>	<u>158.3</u>	<u>209.5</u>		<u>4.8</u> <u>64.3</u>
<u>NEW YORK CITY</u>				
1. Total raised 1970--31.5 <u>R</u>	21.4	26.5	+24.0	10.1
2. Total raised 1970--25.7 <u>E</u>	<u>15.9</u>	<u>25.3</u>	+58.9	<u>9.8</u>
<u>TOTAL</u>	195.6	261.3		84.2
<u>BREAKDOWN</u>				
(R)	108.3	128.0		44.2
(E)	87.3	133.3		40.0
	<u>195.6</u>	<u>261.3</u>		<u>84.2</u>



NATIONAL (EXCLUDING N.Y.C.) ANALYSIS OF BIG GIFTS

HAF

CATEGORY	TOTAL # OF 1970 GIFTS	TOTAL \$ OF 1970 GIFTS	TOTAL # OF 1971 GIFTS	1971	1970	% INCREASE
\$1,000,000 and over	1	1,000,000	6	6,466,000	2,637,000	145.20
500,000 to 999,999	10	5,324,000	13	7,735,000	4,617,000	67.53
250,000 to 499,999	28	8,815,000	42	12,938,300	9,167,900	41.12
100,000 to 249,999	118	16,033,000	149	19,750,100	12,636,300	56.29
50,000 to 99,999	218	13,453,000	262	15,807,750	11,643,550	35.76
25,000 to 49,999	516	16,835,000	559	17,480,350	13,298,750	31.44
10,000 to 24,999	1,873	26,840,000	1,473	20,063,000	15,375,700	30.48
TOTAL	2,764 *	88,300,000	2,504 **	100,240,500	69,376,200	+ 44.48

* Includes 92 gifts in Fall communities for \$1,685,000

**Includes 594 new gifts of \$10,000 or more

6/4/71

Community Evaluation
1971 Campaign

4/6/71

Community	TC 1970	1971 LUNA	1971 Comp Status		1971 EST F.F.	10,000+ over		Reserves	Comments	Comm. Announced Closing
			1971	CLYK 1970		IN	OUT			
New York City	62,500,000	50,000,000	36,166,000	27,600,000	80,000,000					
Atlanta	3,769,000	8,000,000	4,037,000	2,432,000	5,500,000	20	35			
Baltimore	6,187,000	11,250,000	5,485,500	3,947,250	8,675,000	52	42	375,000	granted	8,553
Boston	10,127,000	20,000,000	7,925,000	5,900,000	12,600,000	120	41	1,000,000	we'll get 500-750 mtg 4/10	12,605
Chicago	17,529,000	50,000,000	7,197,000	5,940,000	19,500,000	109	128	?		
Cincinnati	2,077,000	4,000,000	1,125,918	754,521	3,000,000	15	21	250,000	restricted	
Cleveland	11,902,376	21,000,000	9,149,264	6,861,055	14,800,000	66	90	750,000	granted	14,377
Dallas	3,100,000	6,000,000	2,850,360	2,438,052	3,100,000	30	13	100,000	restricted - but Goldman & Feldman looking into	
Detroit	11,645,341	21,000,000	10,279,310	8,049,908	14,000,000	144	45	1,400,000	mtg held 4/5 Table - MR & PR seeking to resolve	13,312
East County	6,500,000	11,500,000	4,588,000	2,733,000	8,000,000	67	41	200,000	little hope - seeking help of Linn & Linn	
Hartford	3,569,000	7,500,000	4,013,428	2,583,453	5,300,000	44	6	50,000	Need for community cannot give anything	
Kansas City	1,845,000	3,200,000	1,156,000	801,467	2,350,000	24	13	205,000	restricted	
Los Angeles	17,254,000	50,000,000	12,118,693	6,712,839	28,000,000	133	152	?	Special to raise	
Miami	5,125,158	10,500,000	4,868,143	3,043,725	7,000,000	60	46	250,000	discussed with Resnick - will F.O. for mtg.	
Milwaukee	3,850,000	8,250,000	3,491,460	2,501,773	5,500,000	32	22	200,000	restricted	
Minneapolis	2,625,000	5,000,000	1,430,000	1,099,750	3,000,000	25	29	100,000	restricted	
Philadelphia	11,200,000	25,000,000	7,588,955	5,786,771	13,600,000	114	67	500,000	County will see need to help local programs	12,380
Pittsburgh	4,001,000	7,000,000	3,060,142	2,406,733	4,000,000	41	32	100,000	restricted - community emergency fund	4,510
San Francisco	4,200,897	8,500,000	4,287,737	2,595,334	6,200,000	36	20	650,000	1,000,000 in bank 35% unrestricted	
St. Louis	3,790,897	7,250,000	1,348,517	914,852	4,500,000	17	35	200,000	Full community handling	
Washington	4,900,000 19,577,801.9	9,500,000 54,450,000	3,350,000	2,200,000	6,400,000 26,625,000	50	23			
Albany	9,291,572	17,500,000	3,455,518	2,567,719	11,000,000	4	11			
Albany	9,081,233	1,600,000	6,474,800	3,793,290	1,200,000	15	4	400,000	we'll get 10-20 mtg 4/8	
Allentown	3,100,000	1,450,000	792,000	527,000	1,075,000	16	3			
Atlanta City	6,274,600	1,100,000	5,460,000	4,640,000	750,000	6	1	100,000	we'll get 25-50 mtg 4/10	
Birmingham	4,219,302	765,000	1,301,000	429,574	530,000	0	3			
Birmingham	7,458,889	1,350,000	8,220,000	5,810,000	9,790,000	13	2			
Cary, NC	1,000,000	1,800,000	504,341	370,000	1,150,000	3	4			
Buffalo	1,448,341	2,600,000	1,083,759	776,751	1,600,000	15	5	?	community approved 25,000 grant	
Cinder	4,762,594	2,100,000	6,104,897	3,634,666	1,500,000	7	3	200,000	being worked on	
Canton	4,761,914	850,000	3,600,000	2,850,000	600,000	7	1			
Charleston, SC	3,660,000	675,000	4,125,457	2,510,000	525,000	11	0			
Charlotte	3,200,000	600,000	3,165,000	2,431,000	370,000	8	1			
Chattanooga	2,518,336 8,421,914	530,000 17,170,000	3,177,511	2,532,766	3,820,000 11,761,000	4	0			

1	2	3	4	5	6	7	8	9	10	11	12	13
COMMUNITY	TR 1970	1971 Inst.	1971	CLY 1970	EFF	10000000	Revenue	Revenue				Closing amount.
						IN	OUT	Estimated				
1	Columbus	1489000	3000000	1418273	1129046	1500000	16	7				1982476
2	Dayton	1318912	2600000	554000	327000	1600000	8	8				
3	Illinois	1682000	3000000	1450000	870000	2300000	16	8	60000	had met on 4/1 - turned down - MP will try again		
4	Des Moines	750041	1350000	438918	306635	1000000	4	9	55000	being F.V.		
5	Eastern Iowa	460795	860000	225000	110000	600000	4	3				
6	Englewood	1560000	3000000	1283190	843860	2000000	19	14				
7	Flint	622149	1160000	425100	337600	800000	10	4				
8	Fort Worth	251000	490000	286200	204300	335000	5	1				
9	Greensboro	509000	1000000	479503	308596	580000	10	3				
10	Harrisburg	1220000	2150000	1227536	896000	1500000	7	15	55000	restricted for idemp. for 1/2 yr.		
11	Hollywood	710000	1500000	750549	648028	815000	7	6				
12	Houston	1700471	4500000	1900000	1093000	2500000	23	17	20000	not available		
13	Indianapolis	1120124	2250000	1147012	871679	1500000	16	4	200000	Revenue says restricted - I don't believe him		
14	Jacksonville	287000	500000	156000	79000	350000	1	1	205000	restricted - Principal amount to be used - income for local use only		
15	Jersey City	241500		91784	85892	265000	0	0				
16	Los Angeles	444000										
17	Long Beach	384500	780000	120000	87000	500000	0	3				
18	Louisville	1366500	2450000	976213	849367	1500000	10	6				
19	Lynn	1000000	2000000	743734	403275	1400000	9	11				
20	Memphis	1104175	2000000	497335	829907	1262000	9	4				
21	Nashville	712091	1350000	945685	631038	1023000	11	2				
22	New Brunswick	500000	1100000	379234	258657	800000	7	2				
23	New Haven	997894	1850000	432540	387568	1100000	9	1				
24	New Orleans	1416597	2500000	553527	441374	1416000	7	15				
25	Newport News	306008	595000	355096	226410	400000	6	1				
26	Norfolk	1300000	2300000	1095000	754417	1675000	22	8				
27	North Hudson	290000	450000	124800	99538	330000	1	1				
28	Northwest Indiana	367500	645000	160700	124200	450000	4	2				
29	Oakland	1075000	2000000	765000	551000	1250000	9	7	100000	25,000 was restricted - will know shortly.		
30	Omaha	1109071	2000000	466000	170000	1750000	2	7				
31	Orlando	252000	455000	247854	155879	342000	5	2				
32	Palm Springs	409735	665000	400000	300000	475000	4	1				
33	Pasadena	683000	1200000	411600	334200	750000	2	2				
34	Pateron	1160000	1750000	878896	585076	1425000	7	6				
35	Peoria	260000	475000	200000	75000	400000	1	4				
36	Phoenix	441000	1000000	390000	259000	575000	6	2				
37	Plainfield	525000	615000	309000	159000	500000	2	1				
38	Portland, Ore	760000	1500000	197646	152862	1000000	1	5				
39	Puerto Rico	352000		348000	320000	475000	2	4				
40	Reading	403000	740000	100103	76000	475000	0	4				
	Richmond	825151	1500000	912413	655885	1100000	24	3	50000	was restricted - used for 1/2 yr.		
		31 824204	59 280000			39 549 000						

Community	TR 1970	1971 Data	1971	Any Status 1/4/1970	1971 E.F.F.
Rockford	275000	490000	150000	120000	375000
Sacred Heart	224500	400000	193600	92000	350000
San Antonio	700000	1350000	511577	357645	825000
San Diego	766000	1650000	818000	480000	1200000
San Jose	284500	510000	226100	112400	350000
Sarasota	308000	535000	260094	178411	375000
Schenectady	243270	415000	64297	45933	265000
Scranton	775000	1500000	427000	319000	900000
Seattle	1076000	2000000	315677	161758	1400000
Shreveport	313000	645000	309718	271199	380000
Smith Bend	438500				
South Illinois	417500	745000	113000	93500	600000
Springfield Park	805000	1750000	552700	303675	1100000
St. Paul	1281000	2350000	867366	644287	1600000
Stanford	629200	1500000	541127	392298	800000
Superior	680789	1350000	502189	358766	900000
Tennock	523000	1050000	458034	267690	710000
Texas	687748	1750000	503261	355151	900000
Trenton	670000	1150000	263500	213200	800000
Quincy	400000	715000	540000	380000	575000
Tulsa	1000000	2000000	950000	770000	1175000
Utica	334440	600000	145495	103725	400000
Waterbury	298594	535000	307814	198890	425000
West Palm Beach	271000	485000	329888	168000	450000
Westfield	230000	445000	255000	172500	325000
Wichita	772000	1400000	117000	76500	900000
Wilmington	584000	1100000	259800	201200	650000
Worcester	1102285	2000000	477000	219115	1300000
Ypsilanti	235000				
Youngstown	715000	1350000	160000	119000	900000
TOTAL	16351881	31770000			20930000

SUMMARY

TOP 21	195778019	544450000	265625000
BALANCE OF BIG BOARD	56597999	108220000	72240000
TOTAL	252376018	652670000	337865000

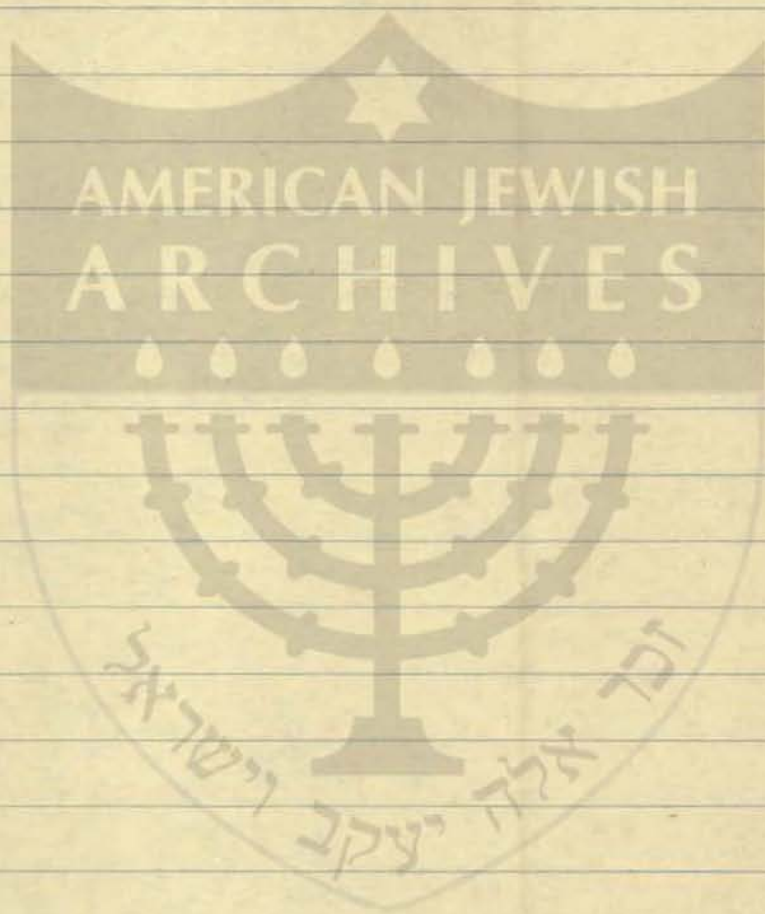
IN	OUT	Reserve & Endowment	Loss Annual
3	2		
4	0		
8	7		
14	2		
3	0		
5	1		
2	1		
8	9		1092000
8	9	10000	Stream flooding more to give USA this money.
11	1		406211
3	4		
8	7		
14	10	75000	Restricted
6	2		
4	8		
2	7		
17	3		
0	2	50000	Underway
3	0		
16	4	17000	In Kansas - trying
2	3		
4	0		
6	0		
1	2		
2	8		
5	2		
21	8		
3	11	?	

ANALYSIS OF CAMPAIGN FIGURES

71/70 - BIG GIFTS / SMALL GIFTS
(ALL FIGURES X 1 MILLION)

CITY	71/70 T.R.	%	71/70 BG's	%	71/70 S.G's	%
ATLANTA	4.47/2.87	55.7	3.19/1.93	65.3	1.28/.94	36.2
BALTIMORE	7.22/4.87	48.3	3.93/2.74	43.4	3.29/2.13	54.5
BOSTON	12.60/10.13	24.4	5.70/4.09	39.4	6.90/6.04	12.5
CHICAGO	8.06/6.90	16.8	5.33/4.47	19.2	2.73/2.43	12.3
CINCINNATI	1.36/.95	43.2	.52/.33	57.6	.84/.62	35.5
CLEVELAND	14.38/11.90	20.8	5.05/3.82	32.2	9.33/8.08	15.5
DALLAS	3.06/2.60	17.7	1.63/1.69	NEGATIVE	1.43/.91	57.1
DETROIT	13.31/11.65	14.2	6.71/5.29	26.8	6.60/6.36	3.8
HARTFORD	4.70/3.26	44.2	3.44/2.15	60.0	1.26/1.11	13.5
KANSAS CITY	1.31/.97	35.1	.87/.60	45.0	.44/.37	18.9
LOS ANGELES	17.62/9.34	88.7	10.69/4.81	122.2	6.93/4.53	53.0
MIAMI	5.61/3.48	61.2	2.58/1.45	77.9	3.03/2.03	49.3
MILWAUKEE	4.09/3.04	34.5	2.00/1.37	46.0	2.09/1.67	25.14
MINNEAPOLIS	1.43/1.10	30.0	1.01/.68	48.5	.42/.42	NO INCREASE
NEWARK	5.79/4.47	29.5	2.84/2.10	35.2	2.95/2.37	24.5
PHILADELPHIA	9.78/7.72	26.7	4.82/3.74	28.9	4.96/3.97	24.9
PITTSBURGH	4.51/3.95	14.2	1.91/1.56	22.4	2.60/2.39	8.8
ST. LOUIS	2.22/1.50	48.0	1.28/.79	62.0	.94/.71	32.4
SAN FRANCISCO	5.12/3.13	63.6	3.25/1.64	98.2	1.87/1.49	25.5
WASHINGTON	4.00/2.80	42.9	2.56/1.63	57.1	1.44/1.17	23.1

1. Bill Levitt + 1 million
 2. undesignated water + 750
 3. Petrie - poruka + 500 (redistribution of gift)
 4. Known cuts not yet included + 2.7
-
- 5.250



MEMORANDUM

4/12/71

To: ERNEST W. MICHEL

From: H. WILLIAMS

Subject: 1971 VS. 1970 THIS TIME LAST YEAR
1970 VS. 1969 " " " "

<u>Category</u>	<u>April 10, 1970</u>	<u>April 11, 1969</u>	<u>% of Increase</u>
Total Campaign	30,308,491	23,148,088	30%
Same Givers	28,857,195	22,093,985	34%
	<u>April 9, 1971</u>	<u>April 10, 1970</u>	
Total Campaign	40,274,337	30,308,491	32%
Same Givers	⊗ 33,160,843	24,500,543	38%

Note: If we proceed at the same pace of 38% throughout the campaign up to January 1972, based on 61,796,247 that we have for 1970 campaign, the projection is that the 1971 campaign will be 85,835,000 in the Same Giver Comparison.

At 32% increase time we projected figure: \$82,000,000

⊗ does not include \$3,500,000 (Schoubrunn - Martin #1)

MEMORANDUM

Date February 22, 1971

To Rabbi Herbert A. Friedman

From Philip M. Waxberg

Subject STATISTICAL ANALYSIS OF 1971 CAMPAIGN

You indicated to me prior to your departure on Friday, February 12, that you wanted me to attempt to come up with some kind of analysis of the trend of the 1971 Campaign. The following memorandum, attached tables, and explanations should give you an indication of where we stand.

ORIGINAL ASSUMPTIONS AND PROJECTIONS:

On strictly statistical and numerical basis, and solely for the sake of analysis, the size of the 1971 Campaign presented a three-fold problem: (1) a large percentage increase on the part of those givers already in the \$10,000 and over range; (2) the addition of large numbers of new \$10,000 and over gifts; (3) a more-than-token increase on the part of all other givers.

Material compiled in early December indicated that, in the area of gifts of \$10,000 and over, 3,489 gifts contributed \$126,352,000. Table No. 1, indicates distribution of these 1970 gifts by category, and as percentages of the total number of gifts and the total amount of money raised. In discussions with MP and PBC, they indicated to you that 5,000 gifts of \$10,000 and over was not an unrealistic figure for the 1971 Campaign. On the basis of the percentages in Table No. 1, and on the assumption that the distribution among the various categories of the 5,000 gifts would approximate the distribution of the 3,489 gifts, and on the further assumption that the average gift in each category would not vary between the 1971 and 1970 (computations have shown this to be so), Table No. 2 has been prepared. This Table is a projection of the results in the \$10,000 and over category, taking into account the addition of 1,500 new gifts and their distribution according to previously determined patterns. The resulting totals indicate a 43% increase of 1971 over 1970.

Although the statistical approach indicates that the 1,500 gifts are distributed according to percentage patterns determined for 1970, in reality this is not the only determining factor. Certainly, additional gifts will be added to each category from the 1,500, but the vast majority of these gifts will enter at the lowest level. However, experience indicates that there is mobility upward from one category to the next (or even possibly higher than that), and the combination of the two factors lends validity to the arrived results.

Rabbi Herbert A. Friedman

Page 2.

Statistical Analysis of 1971 Campaign

CURRENT TRENDS:

The analysis above deals primarily with approach (2) as mentioned above. Approach (1) is reflected in the periodical analysis of the campaign, the latest of which is attached as Table No. 3. The "normal" percentage increase arrived at in Table No. 2, taking into account the new gifts and upward mobility of old gifts, has been calculated to be 43%. At present, the campaign for 1971 is fully 18% ahead of that figure. This indicates that, to a large degree in the \$10,000 and over category, minimal or standard increases of gifts has been abandoned, and that much more substantial increases have taken place. It should be pointed out that approximately 200 gifts have already been recorded of \$10,000 or more, from givers who have not previously been in this category. Thus the results in Table No. 3 are a combination of both factors (1) and (2) as noted above.

GIFTS OF UNDER \$10,000:

Although you have specifically asked me to indicate trends in this area, I am unable to do so at this time. Reporting of gifts of over \$10,000 is very slow, and the figures provided by the communities are far ahead of our recording abilities, thus making it impossible to determine what portion of these totals are applicable to gifts of under \$10,000. In any event, based on the number of \$10,000 and over gifts that remain outstanding, it is more than likely that any attempt to develop a trend would be a purely speculative endeavor. Most probably, this will not be possible until the middle of March at the earliest.

THE STATISTICAL EXTRAPOLATION FOR THE 1971 CAMPAIGN:

Based on current figures, and on the expectation that new gifts in the \$10,000 and over category will continue to appear, it is not impossible for gifts in this category to account for \$202,000,000 in 1971. This would require an increase of 27% on gifts of less than \$10,000 to reach the stated \$400,000,000 goal. If the percentage increase indicated in Table No. 2 for 1971 gifts drops to 50%, it will require a percentage increase of 36% on gifts under \$10,000 to reach the stated goal. The goal is still "in the wood" but it will require continued searching for new gifts of \$10,000 and over, and continue pressure for good increases on the part of old gifts to attain the \$400,000,000 level.

PMW/cn
Attachments
cc: IB
MP

TABLE I

ANALYSIS OF 1970 GIFTS
 NUMBER AND PERCENTAGE OF TOTAL
 DOLLAR AMOUNT AND PERCENTAGE OF TOTAL

<u>CATEGORY</u>	<u>TOTAL # OF GIFTS</u>	<u>PERCENTAGE OF TOTAL</u>	<u>TOTAL DOLLAR AMOUNT OF GIFTS</u>	<u>PERCENTAGE OF TOTAL</u>
\$1,000,000 and over	5	.14	5,050,000	3.99
500,000 to 99,999	17	.48	14,149,000	11.19
250,000 to 499,999	43	1.23	12,882,000	10.19
100,000 to 249,999	163	4.67	22,388,000	17.71
50,000 to 99,999	296	8.48	18,228,000	14.42
25,000 to 49,999	745	21.35	22,176,000	17.55
10,000 to 24,999	2,220	63.62	31,479,000	24.91
TOTALS.....	3,489	99.97	126,352,000	99.96



TABLE II

PROJECTION OF 5,000 GIFTS
 BASED ON 1970 PERCENTAGES

<u>CATEGORY</u>	<u>PROJECTED NUMBER OF 1971 GIFTS</u>	<u>PROJECTED VALUE OF 1971 GIFTS</u>
\$1,000,000 and over	7	7,070,000
500,000 to 999,999	24	19,975,200
250,000 to 499,999	62	18,569,000
100,000 to 249,999	234	31,987,800
50,000 to 99,999	424	26,118,400
25,000 to 49,999	1,068	31,826,400
10,000 to 24,999	3,181	45,170,200
	<hr/>	<hr/>
TOTALS.....	5,000	180,717,000

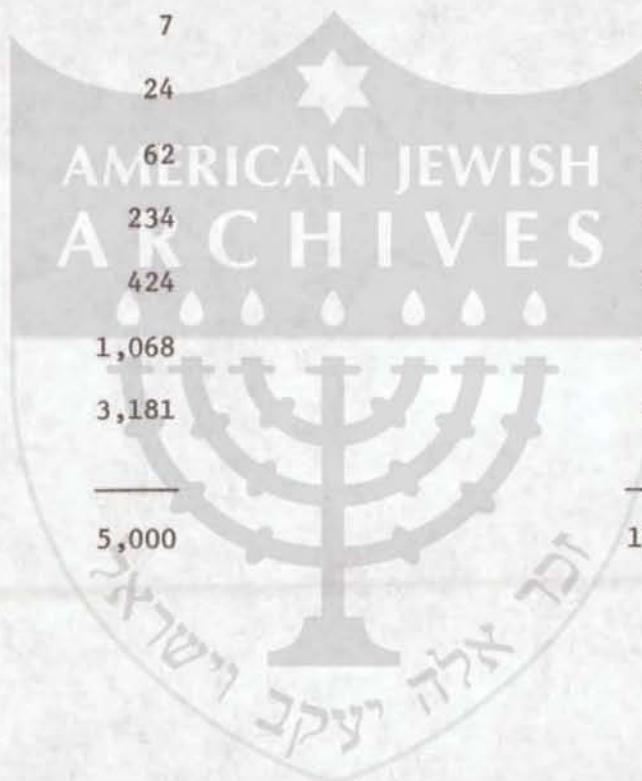


TABLE III

CATEGORY	TOTAL # OF 1970 GIFTS	TOTAL \$ OF 1970 GIFTS	TOTAL # OF 1971 GIFTS	1971	1970	% INCREASE
\$1,000,000 and over	5	5,050,000	12	12,416,000	4,567,000	155.10
500,000 to 999,999	17	14,149,000	12	7,745,000	5,192,000	43.97
250,000 to 499,999	43	12,882,000	46	13,843,000	9,879,000	40.12
100,000 to 249,999	163	22,388,000	130	17,303,500	10,607,400	63.12
50,000 to 99,999	296	18,228,000	168	10,314,750	7,055,450	46.20
25,000 to 49,999	745	22,176,000	267	8,339,000	5,743,100	45.20
10,000 to 24,999	2,220	31,479,000	504	7,379,050	4,987,200	47.95
TOTAL	3,489	126,352,000	1,139	77,340,300	48,031,150	+ 61.02

28 Mar

ATLANTA

2.9

80%

1970 TOTAL RAISED: \$ 3,800,000⁷⁷⁶
 1971 QUOTA: 8,000,000
 PROJECTED MINIMUM: 6,000,000
 PROJECTED MAXIMUM: 6,500,000

OVER \$10,000 IN: \$2,213,000
 PERCENT INCREASE: 72.48
 OVER \$10,000 OUT: 900,000
 UNDER \$10,000 OUT: 1,600,000

OVER \$10,000 IN
 OVER \$10,000 OUT (75)
 UNDER \$10,000 OUT (70)

PROJECTIONS	
2,213,000	(70)
1,575,000	(70)
2,712,000	(40)
<u>6,500,000 (MAX)</u>	

2,213,000
 1,530,000
 2,240,000

 5,983,000 (MIN)

TOTALS

REMARKS!

EXTREMELY UNLIKELY ATLANTA CAN RAISE PROJECTED MAXIMUM.
 PROJECTED MINIMUM SEEMS TOP ATTAINABLE GOAL. MOST PROBABLE
 PROJECTION SHOULD PROBABLY BE:

OVER \$10,000 IN: \$2,213,000
 OVER \$10,000 OUT (60) 1,440,000
 UNDER \$10,000 OUT (30) 2,080,000

 5,733,000

Gettys says 6.0

BALTIMORE

1970 TOTAL RAISED: 6,400,000
 1971 QUOTA: 11,250,000
 PROJECTED MINIMUM: 8,000,000
 PROJECTED MAXIMUM: 9,000,000

OVER \$10,000 IN: 3,551,000
 PERCENT INCREASE: 42.00
 OVER \$10,000 OUT: 830,000
 UNDER \$10,000 OUT: 3,075,000



	<u>PROJECTIONS</u>	
OVER \$10,000 IN	3,551,000	3,551,000
OVER \$10,000 OUT (40)	1,162,000	1,120,000
UNDER \$10,000 OUT (35)	4,151,000	3,690,000
	<hr/>	
TOTALS	8,864,000 (MAX)	<hr/> 8,361,000 (MIN)

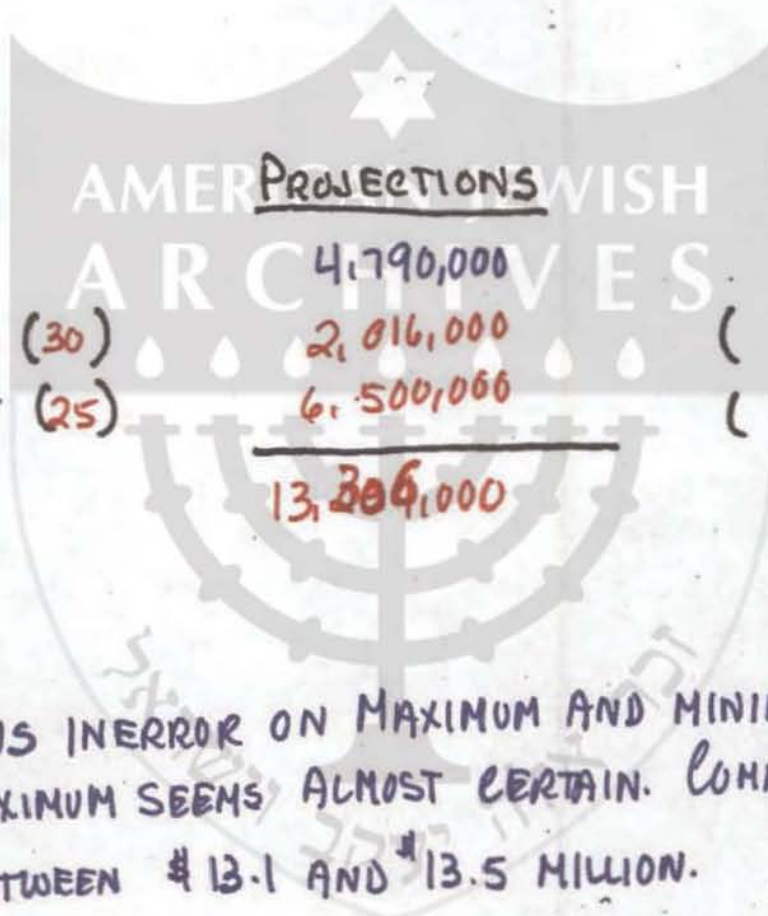
REMARKS:

PROJECTED MAXIMUM IS POSSIBLE. PROJECTED MINIMUM IS VIRTUAL CERTAINTY. COMMUNITY SHOULD RAISE BETWEEN \$8.3 AND \$8.7 MILLION.

BOSTON

1970 TOTAL RAISED: 10,125,000
1971 QUOTA: 20,000,000
PROJECTED MINIMUM: 12,000,000
PROJECTED MAXIMUM: 13,000,000

OVER \$10,000 IN: 4,790,000
PERCENT INCREASE: 42.81
OVER \$10,000 OUT: 1,550,000
UNDER \$10,000 OUT: 5,200,000



OVER \$10,000 IN
OVER \$10,000 OUT (30)
UNDER \$10,000 OUT (25)

<u>PROJECTIONS</u>	
	4,790,000
	2,016,000
	6,500,000
<hr/>	
	13,306,000

4,790,000
IMMATERIAL

TOTALS

REMARKS

PROJECTIONS IN ERROR ON MAXIMUM AND MINIMUM. BETTER THAN MAXIMUM SEEMS ALMOST CERTAIN. COMMUNITY SHOULD RAISE BETWEEN \$13.1 AND \$13.5 MILLION.

CHICAGO

1970 TOTAL RAISED: 17,375,000
 1971 QUOTA: 50,000,000
 PROJECTED MINIMUM: 19,000,000
 PROJECTED MAXIMUM: 21,000,000

OVER \$10,000 IN: 3,860,000
 PERCENT INCREASE: 10.54
 OVER \$10,000 OUT: 3,100,000
 UNDER \$10,000 OUT: 9,800,000

OVER \$10,000 IN
 OVER \$10,000 OUT (40)
 UNDER \$10,000 OUT (30)

<u>PROJECTIONS</u>		
3,860,000		3,860,000
4,340,000	(20)	3,720,000
12,740,000	(15)	11,270,000
20,940,000 (MAX)		18,850,000 (MIN)

TOTALS

REMARKS

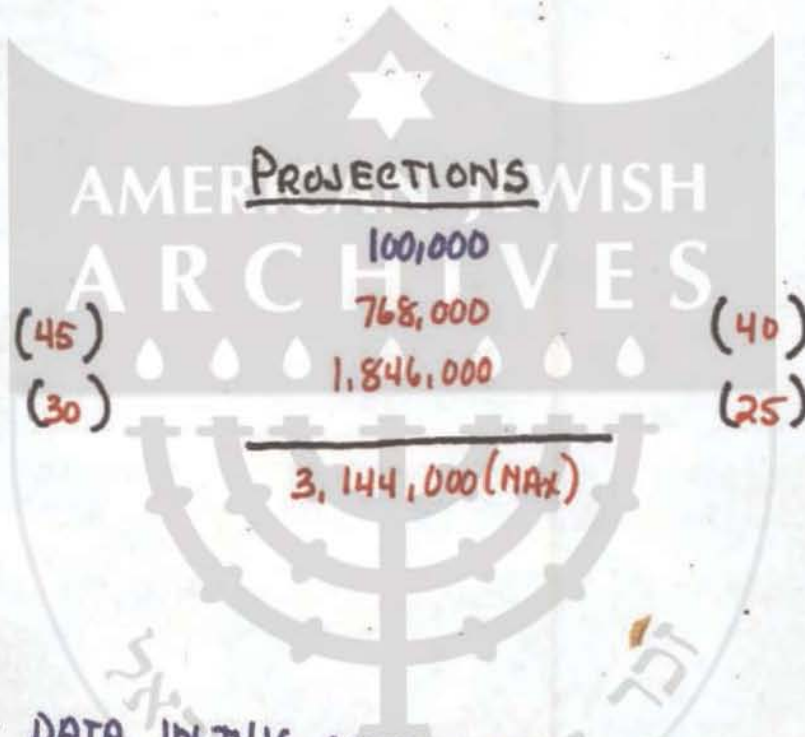
PROJECTED MAXIMUM WOULD BE A GOOD POSSIBILITY IN ANY COMMUNITY BUT CHICAGO. MUCH DEPENDS ON SWARTZBERG GIFT COMING IN AT \$1 MILLION. IF SO, MAXIMUM IS IN SIGHT. MINIMUM SEEMS ASSURED. PROBABLE RANGE: \$19.1 TO \$20 MILLION.

CINCINNATI

1970 TOTAL RAISED: 2,000,000
 1971 QUOTA: 4,000,000
 PROJECTED MINIMUM: 3,000,000
 PROJECTED MAXIMUM: 3,200,000

OVER \$10,000 IN: 100,000
 PERCENT INCREASE: 100.00
 OVER \$10,000 OUT: 530,000
 UNDER \$10,000 OUT: 1,420,000

OVER \$10,000 IN
 OVER \$10,000 OUT (45)
 UNDER \$10,000 OUT (30)
 TOTALS



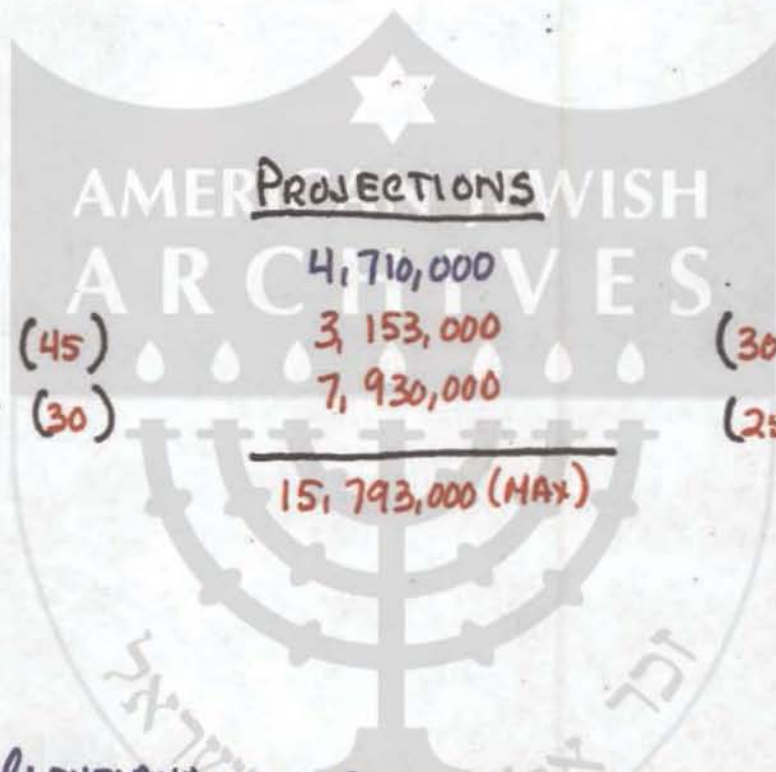
REMARKS:

INSUFFICIENT DATA IN THIS COMMUNITY TO DEVELOP CLEAR PICTURE.
 PROJECTED MAXIMUM MAY BE SLIGHTLY HIGH ALTHOUGH DEFINITELY
 POSSIBLE. PROJECTED MINIMUM IS REASONABLE FIGURE. COMMUNITY
 PROJECTION: \$2.9 TO \$3.1 MILLION.

CLEVELAND

1970 TOTAL RAISED: 11,900,000
 1971 QUOTA: 21,000,000
 PROJECTED MINIMUM: 15,000,000
 PROJECTED MAXIMUM: 16,000,000

OVER \$10,000 IN: 4,710,000
 PERCENT INCREASE: 30.31
 OVER \$10,000 OUT: 2,175,000
 UNDER \$10,000 OUT: 6,100,000



OVER \$10,000 IN
 OVER \$10,000 OUT (45)
 UNDER \$10,000 OUT (30)

4,710,000
 3,153,000 (30)
 7,930,000 (25)

 15,793,000 (MAX)

4,710,000
 2,827,000
 7,625,000

 15,162,000 (MIN)

TOTALS

REMARKS:

UNLIKELY CLEVELAND CAN RAISE PROJECTED MAXIMUM. PROJECTED MINIMUM SEEMS REASONABLE FINAL FIGURE, AND MAY ALSO BE HIGH. POSSIBLE FINAL RANGE: \$14.8 TO \$15.3 MILLION.

DALLAS

1970 TOTAL RAISED: 3,000,000
 1971 QUOTA: 6,000,000
 PROJECTED MINIMUM: 4,000,000
 PROJECTED MAXIMUM: 4,500,000

OVER \$10,000 IN: 1,292,000
 PERCENT INCREASE: 26.77
 OVER \$10,000 OUT: 800,000
 UNDER \$10,000 OUT: 1,200,000

OVER \$10,000 IN
 OVER \$10,000 OUT (65)
 UNDER \$10,000 OUT (50)

<u>PROJECTIONS</u>	
	1,292,000
	1,320,000
	1,800,000
	4,412,000 (MAX)

1,292,000
 1,120,000
 1,620,000

 4,032,000 (MIN)

TOTALS

REMARKS:

PROJECTED MAXIMUM VIRTUALLY IMPOSSIBLE IN DALLAS. PROJECTED MINIMUM SEEMS TOP ATTAINABLE FIGURE. BEST REASONABLE PROJECTION SEEMS TO BE!

OVER \$10,000 IN:
 OVER \$10,000 OUT (30)
 UNDER \$10,000 OUT (25)

1,292,000
 1,040,000
 1,500,000

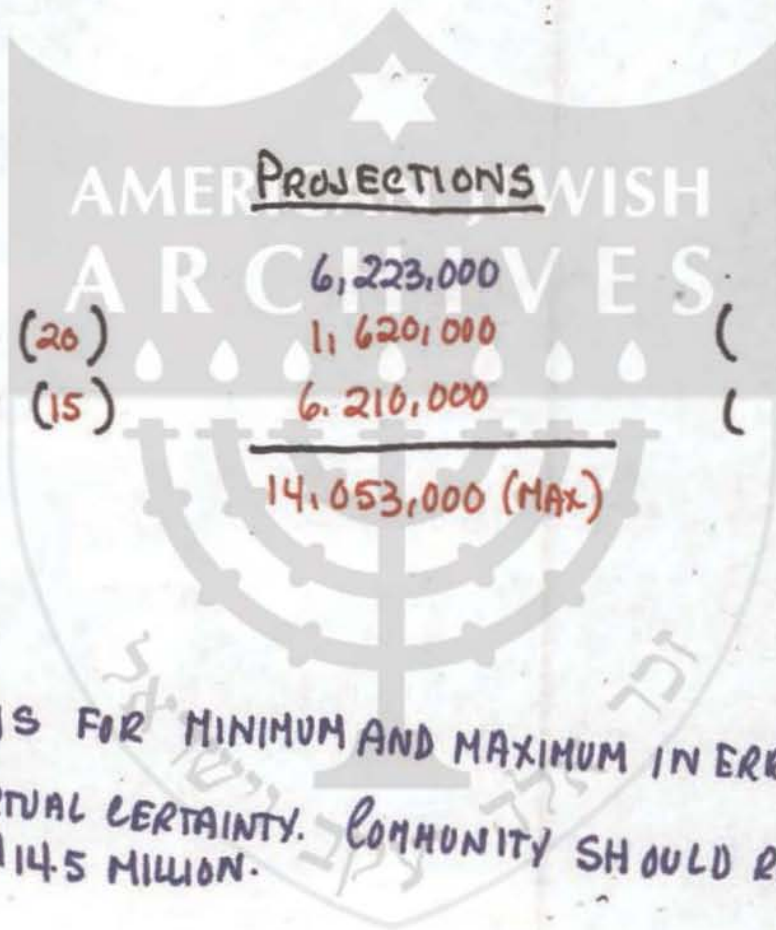
 3,832,000

LARGE CUTS IN TOP GIFTS HAVE HURT CAMPAIGN. PROBABLE RANGE:
 \$3.7 TO \$4.0 MILLION.

DETROIT

1970 TOTAL RAISED: 11,600,000
 1971 QUOTA: 21,000,000
 PROJECTED MINIMUM: 13,000,000
 PROJECTED MAXIMUM: 14,000,000

OVER \$10,000 IN: 6,223,000
 PERCENT INCREASE: 28.73
 OVER \$10,000 OUT: 1,350,000
 UNDER \$10,000 OUT: 5,400,000



OVER \$10,000 IN
 OVER \$10,000 OUT (20)
 UNDER \$10,000 OUT (15)

<u>PROJECTIONS</u>	
6,223,000	()
11,620,000	()
6,210,000	()
<hr style="width: 50%; margin: 0 auto;"/>	
14,053,000 (MAX)	

6,223,000

IMMATERIAL

TOTALS

REMARKS

PROJECTIONS FOR MINIMUM AND MAXIMUM IN ERROR. MAXIMUM SEEMS VIRTUAL CERTAINTY. COMMUNITY SHOULD RAISE BETWEEN \$140 AND \$145 MILLION.

HARTFORD

1970 TOTAL RAISED: \$3,560,000
 1971 QUOTA: 7,500,000
 PROJECTED MINIMUM: 5,500,000
 PROJECTED MAXIMUM: 6,000,000

OVER \$10,000 IN: 3,162,000
 PERCENT INCREASE: 61.88
 OVER \$10,000 OUT: 300,000
 UNDER \$10,000 OUT: 1,300,000

OVER \$10,000 IN
 OVER \$10,000 OUT (70)
 UNDER \$10,000 OUT (70)

AMERICAN ARCHIVES		PROJECTIONS
	3,162,000	
	510,000	(50)
	2,210,000	(40)
	<u>5,882,000 (MAX)</u>	

3,162,000
 450,000
 1,820,000

 5,432,000 (MIN)

TOTALS

REMARKS

IMPOSSIBLE FOR HARTFORD TO GENERATE PROJECTED MAXIMUM. PROJECTED MINIMUM IS ALSO HIGH. MORE REASONABLE ESTIMATION SEEMS TO BE:

OVER \$10,000 IN :
 OVER \$10,000 OUT: (50)
 UNDER \$10,000 OUT: (25)

3,662,000
 450,000
 1,625,000

 5,237,000

PROBABLE RANGE FOR THIS COMMUNITY IS \$5.1 TO \$5.4 MILLION

KANSAS CITY

1970 TOTAL RAISED: 1,830,000
 1971 QUOTA: 3,200,000
 PROJECTED MINIMUM: 2,200,000
 PROJECTED MAXIMUM: 2,500,000

OVER \$10,000 IN: 753,000
 PERCENT INCREASE: 47.27
 OVER \$10,000 OUT: 270,000
 UNDER \$10,000 OUT: 1,060,000

OVER \$10,000 IN
 OVER \$10,000 OUT (40)
 UNDER \$10,000 OUT (25)

AMERICAN JEWISH ARCHIVES	<u>PROJECTIONS</u>	
	753,000	753,000
	378,000	337,000
	1,325,000	1,220,000
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	2,456,000 (MAX)	<hr style="width: 50%; margin: auto;"/>
		2,310,000

TOTALS

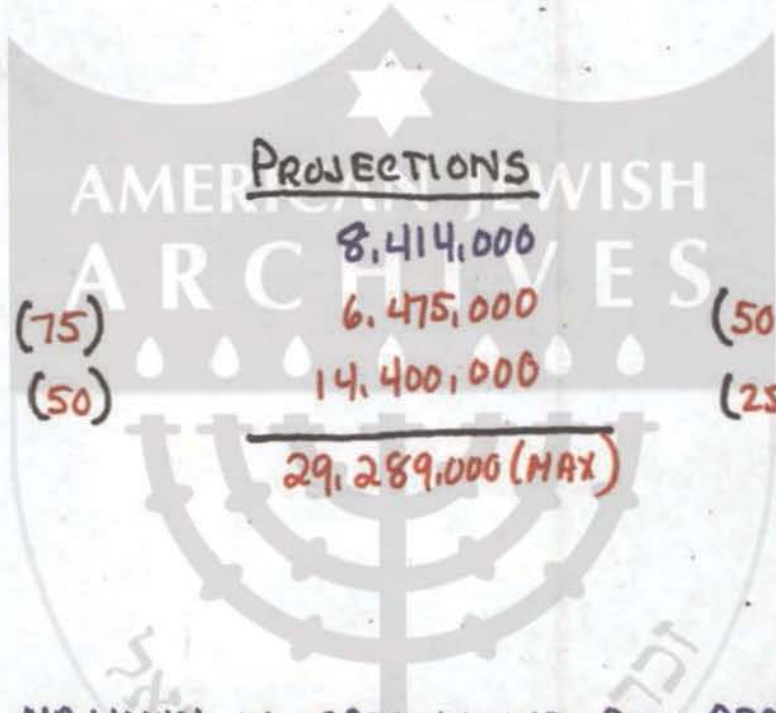
REMARKS:

PROJECTED MAXIMUM IS ENTIRELY REASONABLE WITH PROJECTED MINIMUM A VIRTUAL CERTAINTY. PROJECTED RANGE CONFORMS TO COMPUTATIONS POSSIBILITY OF EXCEEDING MAXIMUM EXISTS.

LOS ANGELES

1970 TOTAL RAISED: 17,250,000
 1971 QUOTA: 50,000,000
 PROJECTED MINIMUM: 25,000,000
 PROJECTED MAXIMUM: 30,000,000

OVER \$10,000 IN: 8,414,000
 PERCENT INCREASE: 111.54
 OVER \$10,000 OUT: 3,700,000
 UNDER \$10,000 OUT: 9,600,000



OVER \$10,000 IN
 OVER \$10,000 OUT (75)
 UNDER \$10,000 OUT (50)

(75)
(50)

PROJECTIONS

8,414,000
 6,475,000
 14,400,000

(50)
(25)

8,414,000
 5,550,000
 12,000,000

TOTALS

29,289,000 (MAX)

25,964,000 (MIN)

REMARKS:

PROJECTED MAXIMUM IS SPECULATIVE BUT PERHAPS ATTAINABLE CONSIDERING TREMENDOUS EFFORT BEING PUT FORTH IN LOS ANGELES. PROJECTED MINIMUM ALMOST CERTAIN. DEFINITELY THIS COMMUNITY HIGHLIGHT OF 1971 CAMPAIGN.

MIAMI

1970 TOTAL RAISED: 5,000,000
1971 QUOTA: 10,000,000
PROJECTED MINIMUM: 7,500,000
PROJECTED MAXIMUM: 8,000,000

OVER \$10,000 IN: 1,155,000
PERCENT INCREASE: 77.69
OVER \$10,000 OUT: 1,400,000
UNDER \$10,000 OUT: 3,000,000

OVER \$10,000 IN	1,155,000		1,155,000
OVER \$10,000 OUT (75)	2,450,000	(65)	2,310,000
UNDER \$10,000 OUT (45)	4,350,000	(35)	4,005,000
TOTALS	<u>7,955,000 (MAX)</u>		<u>7,470,000 (MIN)</u>

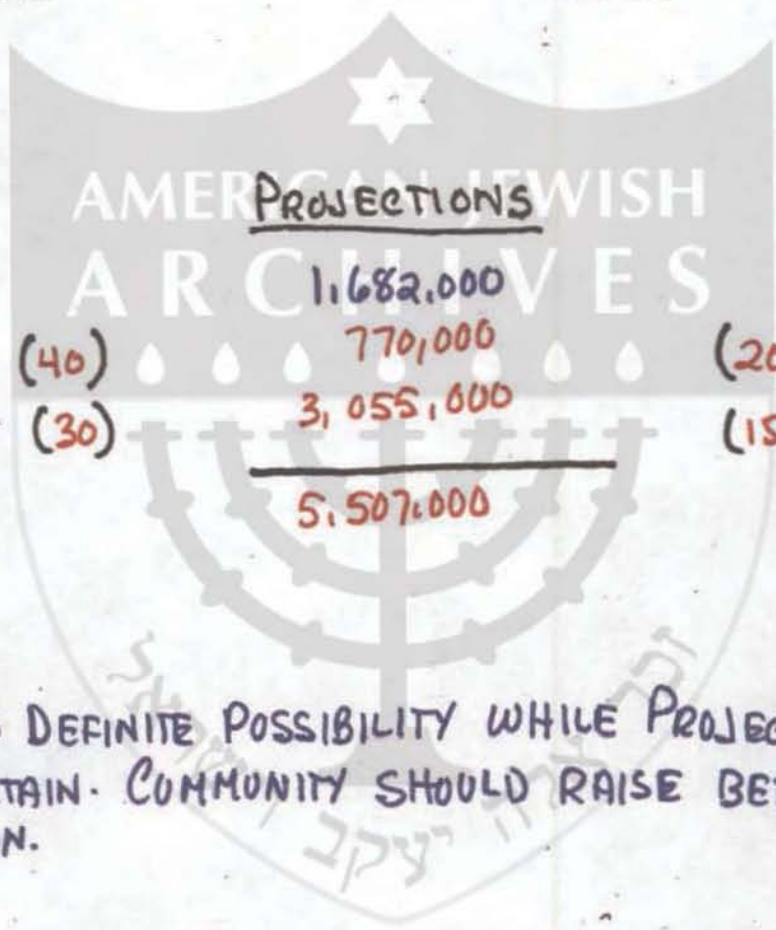
REMARKS:

MIAMI SHOWED INCREASE OF OVER 180% UNTIL TWO RECENT CUTS DROPPED PERCENTAGE BY 105%. MAXIMUM AND MINIMUM MAY BOTH BE HIGH. INSUFFICIENT CROSS SECTION OF MIAMI BIG GIFTS (17 IN - 75 OUT) TO DRAW ANY FIRM CONCLUSIONS. GOOD EFFORT SO FAR BUT WILL IT HOLD UP?

MILWAUKEE

1970 TOTAL RAISED: 4,000,000
 1971 QUOTA: 8,250,000
 PROJECTED MINIMUM: 5,000,000
 PROJECTED MAXIMUM: 5,500,000

OVER \$10,000 IN: 1,682,000
 PERCENT INCREASE: 52.54
 OVER \$10,000 OUT: 550,000
 UNDER \$10,000 OUT: 2,350,000



OVER \$10,000 IN		1,682,000		1,682,000
OVER \$10,000 OUT (40)		770,000	(20)	660,000
UNDER \$10,000 OUT (30)		3,055,000	(15)	2,702,000
TOTALS		<u>5,507,000</u>		<u>5,044,000 (MIN)</u>

REMARKS

MAXIMUM IS DEFINITE POSSIBILITY WHILE PROJECTED MINIMUM IS ALMOST CERTAIN. COMMUNITY SHOULD RAISE BETWEEN \$5.1 AND \$5.4 MILLION.

MINNEAPOLIS

1970 TOTAL RAISED: 2,600,000
 1971 QUOTA: 5,000,000
 PROJECTED MINIMUM: 3,500,000
 PROJECTED MAXIMUM: 4,000,000

OVER \$10,000 IN: 994,000
 PERCENT INCREASE: 49.92
 OVER \$10,000 OUT: 590,000
 UNDER \$10,000 OUT: 1,350,000

OVER \$10,000 IN
 OVER \$10,000 OUT (60)
 UNDER \$10,000 OUT (40)

(60)
(40)

AMERICAN JEWISH
PROJECTIONS
 ARCHIVES

994,000

944,000

1,890,000

3,828,000 (MAX)

(40)
(25)

994,000

826,000

1,687,000

3,507,000 (MIN)

TOTALS

REMARKS:

PROJECTED MAXIMUM IMPOSSIBLE FOR MINNEAPOLIS, ALTHOUGH
 PROJECTED MINIMUM IS REASONABLE. COMMUNITY SHOULD RAISE
 BETWEEN \$3.3 AND \$3.6 MILLION.

NEWARK

1970 TOTAL RAISED: 6,500,000
 1971 QUOTA: 11,500,000
 PROJECTED MINIMUM: 8,700,000
 PROJECTED MAXIMUM: 9,500,000

OVER \$10,000 IN: 2,165,000
 PERCENT INCREASE: 1,451,500
 OVER \$10,000 OUT: 1,250,000
 UNDER \$10,000 OUT: 3,800,000

OVER \$10,000 IN
 OVER \$10,000 OUT (60)
 UNDER \$10,000 OUT (40)
 TOTALS

PROJECTIONS

	2,165,000	
	2,000,000	(40)
	5,320,000	(25)
	9,485,000 (MAX)	

2,165,000
 1,750,000
 4,750,000

 8,665,000 (MIN)

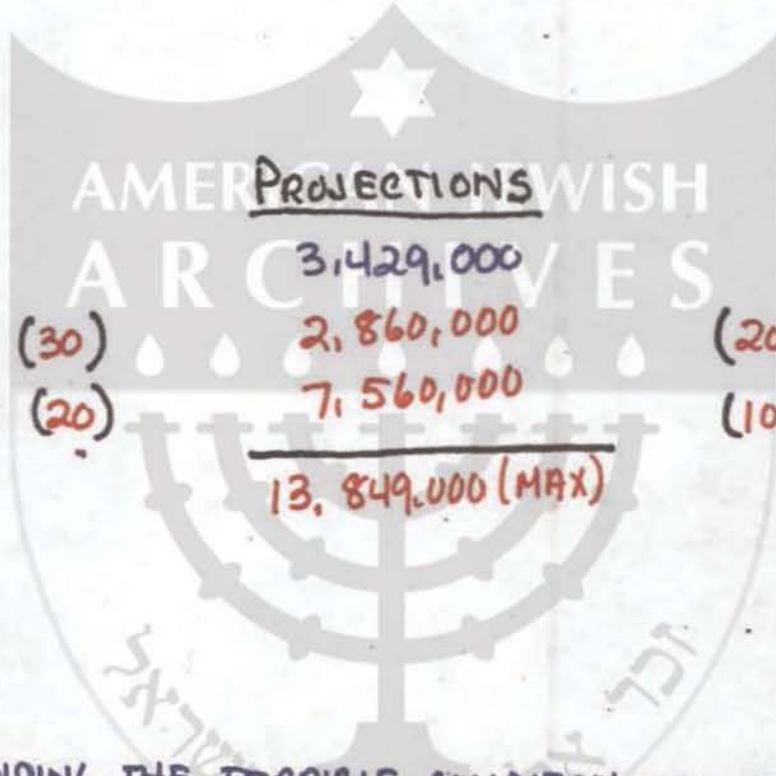
REMARKS

PROJECTED MAXIMUM IS VIRTUALLY OUT OF THE QUESTION. PROJECTED MINIMUM IS DEFINITELY ATTAINABLE. POSSIBLE RANGE - \$8.3 TO \$8.7 MILLION

PHILADELPHIA

1970 TOTAL RAISED: 11,200,000
 1971 QUOTA: 25,000,000
 PROJECTED MINIMUM: 13,000,000
 PROJECTED MAXIMUM: 14,000,000

OVER \$10,000 IN: 3,429,000
 PERCENT INCREASE: 27.78
 OVER \$10,000 OUT: 2,200,000
 UNDER \$10,000 OUT: 6,300,000



	<u>PROJECTIONS</u>	
OVER \$10,000 IN	3,429,000	3,429,000
OVER \$10,000 OUT (30)	2,860,000	2,640,000 (20)
UNDER \$10,000 OUT (20)	7,560,000	6,930,000 (10)
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TOTALS	13,849,000 (MAX)	<hr style="width: 50%; margin: 0 auto;"/> 12,999,000 (MIN)

REMARKS:

NOTWITHSTANDING THE TERRIBLE CONDITION OF THE PHILADELPHIA CAMPAIGN, THE PROJECTED MAXIMUM FIGURE IS VERY FAIR, AND SHOULD BE ATTAINED. THE PROJECTED MINIMUM IS HIGHLY CONSERVATIVE THE RANGE SHOULD BE BETWEEN \$14.1 AND \$13.6 MILLION.

PITTSBURGH

1970 TOTAL RAISED: 4,000,000
1971 QUOTA: 7,000,000
PROJECTED MINIMUM: 4,700,000
PROJECTED MAXIMUM: 5,200,000

OVER \$10,000 IN: 1,603,000
PERCENT INCREASE: 24.23
OVER \$10,000 OUT: 360,000
UNDER \$10,000 OUT: 2,300,000

OVER \$10,000 IN
OVER \$10,000 OUT (30)
UNDER \$10,000 OUT (30)
TOTALS

PROJECTIONS

	1,603,000	
	468,000	(20)
	3,105,000	(15)
	<hr/>	
	5,176,000 (MAX)	

1,603,000
432,000
2,645,000

4,680,000 (MIN)

REMARKS:

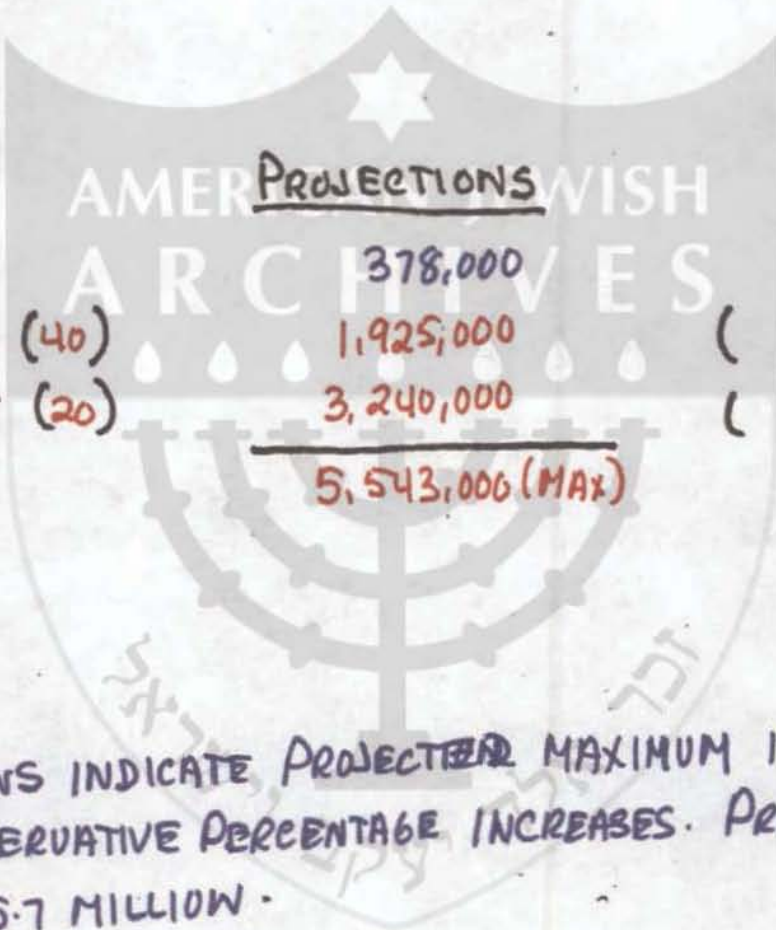
ANY REASONABLE CAMPAIGN SHOULD PRODUCE THE PROJECTED MAXIMUM BUT PITTSBURGH IS DOUBTFUL THE PROJECTED MINIMUM IS VERY CONSERVATIVE AND SHOULD BE ATTAINED EASILY. PROBABLE RANGE: \$4.6 TO \$4.9 MILLION.

St. Louis

1970 TOTAL RAISED: 4,300,000
 1971 QUOTA: 7,250,000
 PROJECTED MINIMUM: 5,000,000
 PROJECTED MAXIMUM: 5,500,000

OVER \$10,000 IN: 378,000
 PERCENT INCREASE: 65.35
 OVER \$10,000 OUT: 1,375,000
 UNDER \$10,000 OUT: 2,700,000

OVER \$10,000 IN
 OVER \$10,000 OUT (40)
 UNDER \$10,000 OUT (20)
 TOTALS



<u>PROJECTIONS</u>		
	378,000	()
	1,925,000	()
	3,240,000	()
	<hr/>	
	5,543,000 (MAX)	

378,000

IMMATERIAL

REMARKS:

COMPUTATIONS INDICATE PROJECTED MAXIMUM IS ATTAINABLE USING CONSERVATIVE PERCENTAGE INCREASES. PROBABLE RANGE: \$5.4 TO \$5.7 MILLION.

SAN FRANCISCO

1970 TOTAL RAISED: 4,300,000
 1971 QUOTA: 8,500,000
 PROJECTED MINIMUM: 5,500,000
 PROJECTED MAXIMUM: 6,500,000

OVER \$10,000 IN: 1,855,000
 PERCENT INCREASE: 39.39
 OVER \$10,000 OUT: 550,000
 UNDER \$10,000 OUT: 2,100,000



	<u>PROJECTIONS</u>	
OVER \$10,000 IN	1,855,000	1,855,000
OVER \$10,000 OUT (150)	1,375,000	742,000
UNDER \$10,000 OUT (50)	3,150,000	2,625,000
	<hr style="width: 50%; margin: 0 auto;"/>	<hr style="width: 50%; margin: 0 auto;"/>
TOTALS	6,380,000 (MAX)	5,222,000 (MIN)

REMARKS:

NO CONCLUSIONS CAN BE DRAWN UNTIL THE ENTIRE HAAS GROUP GIFT IS IN. THE PROJECTED MAXIMUM IS OBVIOUSLY A SPECULATION BASED ON A FAVORABLE OUTCOME OF THE HAAS BUSINESS VENTURE SHOULD THIS GO UNFAVORABLY, HOWEVER, EVEN THE PROJECTED MINIMUM MAY BE OUT OF REACH.

WASHINGTON, D.C.

1970 TOTAL RAISED: 4,900,000
1971 QUOTA: 9,500,000
PROJECTED MINIMUM: 6,500,000
PROJECTED MAXIMUM: 7,000,000

OVER \$10,000 IN: 2,438,000
PERCENT INCREASE: 58.75
OVER \$10,000 OUT: 1,000,000
UNDER \$10,000 OUT: 2,400,000

	<u>PROJECTIONS</u>		
OVER \$10,000 IN	2,438,000		2,438,000
OVER \$10,000 OUT (40)	1,400,000	(30)	1,300,000
UNDER \$10,000 OUT (30)	3,120,000	(20)	2,880,000
TOTALS	<u>6,958,000 (MAX)</u>		<u>6,618,000 (MIN)</u>

REMARKS

CAMPAIGN TOTALS WILL BE CLOSER TO PROJECTED MAXIMUM THAN PROJECTED MINIMUM. MAXIMUM IS DEFINITE POSSIBILITY WITH MINIMUM A CERTAINTY. POSSIBLE RANGE: \$6.7 TO \$7.2 MILLION

PROPOSED BUDGET 1971
COMPARISON - 1970 EXPENSES

	1970 BUDGET		TOTAL ESTIMATED 1970 EXPENSES		1971 BUDGET	
	Regular Campaign	Emergency Fund	Regular Campaign	Emergency Fund	Regular Campaign	Emergency Fund
<u>FIELD DEPARTMENT</u>						
Payroll	\$ 992,000	\$ --	\$1,015,500	\$ --	\$1,095,000	\$ --
Per Diem	180,000	15,000	206,000	15,000	220,000	30,000
Travel	195,000	35,000	210,000	50,000	225,000	60,000
Telephone & Miscellaneous	75,000	--	88,000	--	90,000	--
Regional Offices - Payroll	38,000	--	30,000	--	30,000	--
Regional Offices - Expenses	25,000	--	30,000	--	30,000	--
	<u>\$1,505,000</u>	<u>\$ 50,000</u>	<u>\$1,579,500</u>	<u>\$ 65,000</u>	<u>\$1,690,000</u>	<u>\$ 90,000</u>
<u>SPEAKERS BUREAU</u>						
Payroll	\$ 70,000	\$ --	\$ 69,000	\$ --	\$ 75,000	\$ --
Speakers Fees	120,000	72,000	120,700	35,000	125,000	52,000
Speakers Expenses	17,000	8,000	20,000	8,000	20,000	8,000
Speakers Travel	39,000	15,000	36,800	12,000	40,000	15,000
Volunteer Speakers Expenses	115,000	100,000	116,000	200,000	120,000	200,000
January 1970 Project	--	75,000	--	70,000	--	--
Quota Meetings	--	--	--	--	--	75,000
Miscellaneous	10,000	--	16,000	--	15,000	--
	<u>\$ 371,000</u>	<u>\$ 270,000</u>	<u>\$ 378,500</u>	<u>\$ 325,000</u>	<u>\$ 395,000</u>	<u>\$ 350,000</u>
<u>PUBLIC RELATIONS DEPARTMENT</u>						
Payroll	\$ 116,000	\$ --	\$ 170,000	\$ --	\$ 275,000	\$ --
Public Relations Counsel-) Fees for Personnel)	169,000	--	113,666	--	--	--
Literature & Printing	86,000	100,000	88,000	110,000	100,000	120,000
Mail Service - Postage	28,000	28,000	25,000	41,000	30,000	40,000
Mail Service - Labor	11,500	22,000	10,000	21,500	11,500	21,500
Photos	3,000	3,000	9,000	4,000	10,000	5,000
Mats, Artwork & Typography	6,000	15,000	14,000	18,000	15,000	15,000
Travel	15,000	--	12,000	--	15,000	--
Newspapers & Subscriptions	2,200	--	4,000	--	4,000	--
Motion Pictures & TV Spots	12,500	100,000	14,000	95,000	15,000	49,000
Videocorder Expenses	--	15,000	--	1,000	--	2,000
Telex	--	70,000	--	56,000	--	25,000
Advertising Agency Retainer	18,000	--	22,500	--	25,000	--
Advertising	3,600	175,000	--	175,000	--	260,000
Clippings	3,000	--	4,000	--	4,000	--
Public Relations Retainer) in Israel)	--	--	--	--	18,000	--
Publicity Expenses in Israel	15,500	--	17,500	--	20,000	--
Pins, Banners, Awards, Misc.	15,000	5,000	23,000	8,000	25,000	10,000
J. T. A.	25,000	--	25,000	--	25,000	--
Exhibit - "UJA at Work"	--	--	--	--	--	50,000
	<u>\$ 529,300</u>	<u>\$ 533,000</u>	<u>\$ 551,666</u>	<u>\$ 529,500</u>	<u>\$ 592,500</u>	<u>\$ 597,500</u>

PROPOSED BUDGET 1971
COMPARISON - 1970 EXPENSES (continued)

	1970 BUDGET		TOTAL ESTIMATED 1970 EXPENSES		1971 BUDGET	
	Regular Campaign	Emergency Fund	Regular Campaign	Emergency Fund	Regular Campaign	Emergency Fund
<u>WOMEN'S DIVISION</u>						
Payroll	\$ 51,500	\$ --	\$ 55,700	\$ --	\$ 58,000	\$ --
Expenses	35,000	--	48,000	--	50,000	--
	<u>\$ 86,500</u>	<u>\$ --</u>	<u>\$ 103,700</u>	<u>\$ --</u>	<u>\$ 108,000</u>	<u>\$ --</u>
<u>YOUNG LEADERSHIP DEPARTMENT</u>						
Payroll	\$ 60,500	\$ --	\$ 57,600	\$ --	\$ 67,000	\$ --
Expenses	36,000	--	39,000	--	40,000	--
	<u>\$ 96,500</u>	<u>\$ --</u>	<u>\$ 96,600</u>	<u>\$ --</u>	<u>\$ 107,000</u>	<u>\$ --</u>
<u>OVERSEAS EXPENSES</u>						
Overseas Delegations	\$ 110,000	\$ 50,000	\$ 114,000	\$ 125,000	\$ 115,000	\$ 130,000
"Operation Israel"	--	170,000	--	106,000	--	120,000
Prime Minister's Project	--	--	--	20,000	--	--
Prime Minister's Flights	--	--	--	--	--	130,000
Newspapermen's Missions	--	32,000	--	35,000	--	35,000
	<u>\$ 110,000</u>	<u>\$ 252,000</u>	<u>\$ 114,000</u>	<u>\$ 286,000</u>	<u>\$ 115,000</u>	<u>\$ 415,000</u>
<u>UNIVERSITY PROGRAMS DEPARTMENT</u>						
Payroll	\$ 34,000	\$ --	\$ 38,500	\$ --	\$ 58,000	\$ --
Expenses	25,000	--	30,000	--	40,000	--
	<u>\$ 59,000</u>	<u>\$ --</u>	<u>\$ 68,500</u>	<u>\$ --</u>	<u>\$ 98,000</u>	<u>\$ --</u>
<u>RABBINICAL ADVISORY COUNCIL</u>						
Payroll	\$ 35,000	\$ --	\$ 34,000	\$ --	\$ 36,000	\$ --
Expenses	15,000	--	16,000	--	20,000	--
	<u>\$ 50,000</u>	<u>\$ --</u>	<u>\$ 50,000</u>	<u>\$ --</u>	<u>\$ 56,000</u>	<u>\$ --</u>
<u>DEPARTMENT OF SPECIAL SERVICES</u>						
Payroll	\$ --	\$ --	\$ --	\$ 10,000	\$ --	\$ 39,000
Expenses	--	--	--	1,000	--	4,000
	<u>\$ --</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 11,000</u>	<u>\$ --</u>	<u>\$ 43,000</u>
<u>CONFERENCE DEPARTMENT</u>						
National Meetings	\$ 170,000	\$ 155,000	\$ 177,000	\$ 162,500	\$ 175,000	\$ 167,000
Regional Meetings	80,000	--	123,000	--	50,000	--
	<u>\$ 250,000</u>	<u>\$ 155,000</u>	<u>\$ 300,000</u>	<u>\$ 162,500</u>	<u>\$ 225,000</u>	<u>\$ 167,000</u>
<u>CLOSED CIRCUIT TELECASTS</u>						
	\$ --	\$ 318,000	\$ --	\$ 318,000	\$ --	\$ 80,000

PROPOSED BUDGET 1971
COMPARISON - 1970 EXPENSES (continued)

	1970 BUDGET		TOTAL ESTIMATED 1970 EXPENSES		1971 BUDGET	
	Regular Campaign	Emergency Fund	Regular Campaign	Emergency Fund	Regular Campaign	Emergency Fund
<u>GENERAL OFFICE</u>						
Payroll	\$ 661,000	\$ --	\$ 680,000	\$ --	\$ 710,000	\$ --
Temporary Staff & Overtime	--	130,000	--	185,000	--	225,000
Data Processing Costs	107,500	107,000	107,000	107,000	101,000	121,000
Rent	137,500	--	145,000	--	145,000	--
Postage	45,000	--	45,000	--	45,000	--
Mail Service - Labor	15,000	--	5,000	--	10,000	--
Telephone	80,000	15,000	110,000	16,000	110,000	20,000
Stationery & Office Supplies	50,000	20,000	55,000	30,000	55,000	30,000
Telegrams & Cables	12,500	25,000	7,000	26,000	8,000	27,000
Furniture & Fixtures	12,000	--	20,000	--	15,000	--
Insurance	137,800	--	148,400	--	167,500	--
Equipment Rentals & Office Maintenance)	13,000	2,000	22,000	3,000	22,000	3,000
Auditing	9,600	7,500	10,000	8,000	10,000	8,000
Legal Fees & Expenses	24,500	--	25,000	--	25,000	--
Unemployment Insurance Tax	--	--	--	--	20,000	--
Social Security	59,000	--	65,000	--	78,000	--
Provision for Severance & Retirement Benefits)	270,000	--	338,000	--	435,000	--
Miscellaneous	60,000	15,000	56,000	20,000	60,000	20,000
	<u>\$1,694,400</u>	<u>\$ 321,500</u>	<u>\$1,838,400</u>	<u>\$ 395,000</u>	<u>\$2,016,500</u>	<u>\$ 454,000</u>
<u>OFFICE RE-DESIGN COSTS</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 70,000</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ --</u>
 <u>TOTALS</u>	 <u>\$4,751,700</u>	 <u>\$1,899,500</u>	 <u>\$5,150,866</u>	 <u>\$2,092,000</u>	 <u>\$5,403,000</u>	 <u>\$2,196,500</u>

5,150
4,751
400

2,092
1,900
192

6,651
4,751
1,900
6,651

5,150
2,092
7,242

+400
+192
7,242

7,599

ANALYSIS OF PAYROLL BY DEPARTMENTS

1970 CAMPAIGN and PROPOSED 1971 BUDGET

	# Employees as of <u>12/31/70</u>	Total Estimated 1970 <u>Payroll</u>	1970 Payroll <u>Budget</u>	1971 Payroll <u>Budget</u>
Field Department	71	\$1,045,500	\$1,030,000	\$1,125,000
Speakers Bureau	6	69,000	70,000	75,000
Public Relations Department	20	283,666	285,000	275,000
Women's Division	4	55,700	51,500	58,000
Young Leadership Department	4	57,600	60,500	67,000
University Program Department	5	38,500	34,000	58,000
Rabbinical Advisory Council	2	34,000	35,000	36,000
General Office	57	680,000	661,000	710,000
TOTAL PAYROLL CHARGED TO REGULAR CAMPAIGN ----	169	\$2,263,966	\$2,227,000	\$2,404,000
EMERGENCY FUND - Temporary Staff & Overtime	18	185,000	130,000	225,000
Department of Special Services	2	10,000	--	39,000
TOTAL -----	189	\$2,458,966	\$2,357,000	\$2,668,000

PROPOSED BUDGET - 1971COMPARISON - 1970 EXPENSES

	<u>1970 Budget</u>	<u>Total Estimated 1970 Expenses</u>	<u>1971 Budget</u>
Regular	\$4,751,700	\$5,150,866	\$5,403,000
Emergency Fund	1,899,500	2,092,000	2,196,500

We are herewith submitting to the Budget and Finance Committee of the United Jewish Appeal, Inc. a consolidated budget for the 1971 Regular Campaign and the 1971 Emergency Fund Campaign.

The 1970 Regular and Emergency Fund Campaigns produced a total pledge value of \$205,000,000. To meet the cost of UJA humanitarian programs in 1971, the UJA will require a total pledge value of \$400,000,000 from the combined Regular and Emergency Fund Campaigns. This means that the campaign effort in the communities must gross \$500,000,000. In drafting the 1971 budget we have given due consideration to the increased activity required in working towards a goal of \$400,000,000.

The following is a description of the departments of the United Jewish Appeal; their activities, expenditures for 1970 compared to the 1970 budget, plus the 1971 budgetary proposal.

FIELD DEPARTMENT

	<u>1970 Budget</u>	<u>Total Estimated 1970 Expenses</u>	<u>1971 Budget</u>
Regular	\$1,505,000	\$1,579,500	\$1,690,000
Emergency Fund	50,000	65,000	90,000

The composition of the Field Department as of December 31, 1970 compared with its composition as of December 31, 1969, was as follows:

	<u>As of 12/31/69</u>	<u>Staff Increases and Decreases During 1970</u>	<u>As of 12/31/70</u>
Campaign Director	1		1
Associate Director	3	-1	2
Assistant Campaign Directors	9	-1	8
Cash Collections Director	1		1
Overseas Missions Director		+1	1
Executive Assistant	1		1
Field Representatives	38	+2	40
Director of Labor Council	1		1
Clerical Personnel-National Office	9	+3	12
Sub-Total	63	+4	67
Clerical Personnel-Regional Offices	5	-1	4
Total	68	+3	71

The 1970 payroll item includes Union increments granted to the Field Staff as a result of recently concluded Union negotiations, and salary increments for executive personnel.

Per Diem & Hotels:

Since 1968 the per diem allowance paid to men in the field has been \$11.00 for food, tips, porters, laundry, etc. In view of increased living costs, the staff has requested an increase to \$12.00 and this question is now being reviewed.

Travel:

Our field representatives' travel is controlled by an itinerary submitted by each man one week in advance, indicating his planned movements throughout his area. The Assistant Campaign Director is responsible for supervision of this itinerary, both as to movement and as to campaign effectiveness.

The cost of automobiles and depreciation, gas, oil, air travel, home trips, and any other movements are charged to the travel item. Included in the travel item are expenses for the Executive Staff at such times as they travel on campaign assignments. Therefore, the Field Department budget includes the travel of every person on the staff for campaign commitments and is not solely restricted to the personnel of the Field Department.

The field representatives have the option of taking either fourteen paid trips home per year at intervals as stated in the contract, or week-end trips home at a maximum cost to the UJA of \$60.00 per trip, in which event UJA saves hotel charges and per diem costs.

The UJA, as of December 31, 1970, owned a fleet of 43 automobiles. Provision for depreciation of these automobiles is charged to travel expense.

Except for per diem, hotels and a portion of the miscellaneous expenses, most of the expenses incurred by the field representatives and Assistant Campaign Directors of the Field Department are through the use of credit cards. Each man, including Executives, is supplied with air travel, telephone credit, gasoline and oil credit cards. This makes control and supervision of expenses more effective.

Although all Field Department personnel, including new staff members, are charged to the Regular Campaign, it was felt that it would be equitable to allocate a portion of staff travel to the Emergency Fund. Basically, "Emergency Fund Staff Travel" includes travel expenses incurred by additional Field Staff required because of the Emergency Fund.

Telephone & Miscellaneous:

The major portion of this item represents charges for long distance telephone calls made for campaign purposes by field representatives, Assistant Campaign Directors, Executives, etc. Also included are various miscellaneous items of the travelling staff such as taxicabs, local telephones, telegrams, postage, cartage, minor automobile repairs, car rentals, airport buses, equipment and typewriter repairs, etc.

Regional Offices:

In 1970 there were five regional offices: Los Angeles, Pittsburgh, Teaneck, N. J., Spring Valley, N. Y. and Norfolk, Va.

The Los Angeles office services the Western Regional area. It is staffed by two clerical workers and serves as the base of operations for one Assistant Campaign Director and five field representatives.

The Pittsburgh office is for the Tri-State region of parts of Western Pennsylvania, West Virginia and Ohio. This office is staffed by one clerical worker and serves as the base of operations for one Assistant Campaign Director and three field representatives.

The Teaneck, New Jersey office services the Bergen County area. This is a small office with one clerical worker which one member of the Field Staff uses as his base of operations for the heavy concentration of communities in the Bergen County area.

During the latter part of 1969 a small office was opened in Spring Valley, N. Y. to service the growing Rockland County area. In addition, in 1970 we obtained desk space at the Norfolk Federation to serve as a base of operations for the Virginia and Carolinas area.



SPEAKERS BUREAU

	<u>1970</u> <u>Budget</u>	<u>Total</u> <u>Estimated</u> <u>1970 Expenses</u>	<u>1971</u> <u>Budget</u>
Regular	\$371,000	\$378,500	\$395,000
Emergency Fund	270,000	325,000	350,000

The composition of the Speakers Bureau as of December 31, 1970 was as follows:

	<u>As of</u> <u>12/31/70</u>
Director	1
Booker	1
Traffic Department Personnel	1
Clerical Personnel	3
<u>Total</u>	<u>6</u>
	===

Speakers Fees, Expenses, Travel and Volunteer Speakers Expenses:

There are three categories of speakers obtained for the many meetings throughout the country:

(1) Paid Speakers -- UJA employs a group of paid speakers whose fees normally range from \$75.00 to \$300.00 per speech. On rare occasions, when campaign needs warrant it, UJA provides speakers commanding still higher fees. As a rule UJA pays up to \$100.00 per speech, while the community pays the balance of the fee. Expenses and travel for these fee speakers are obviously inter-related to the number of fee speakers used. The major fee speakers used during 1970 were: Varda Ackerman, Martin Agronsky, Arie Altman, Israel Amitai, Abbie Ben Ari, Benad Avital, Jeanne Daman, Simcha Genossar, John Grauel, Ruth Gruber, Yehuda Hellman, Hy Kalus, Ralph Kaplan, Zvi Kolitz, Henry Levy, Eleazar Lipsky, Yaacov Orland, Daniel Pinkas, Arie Plotkin, Howard Sachar, Menachem Sadinsky, David Schoenbrun, Moses Schoenfeld, Reuben Singer, Milton Susman, Itzhak Yavneh.

(2) Speakers from Overseas -- Arrangements are made to bring over speakers from Israel and other parts of the world so that the United Israel Appeal story and the Joint Distribution Committee story can be told more effectively at meetings. These overseas speakers do not receive fees but incur expenses for travel, per diem, hotels, etc. which are charged to Volunteer Speakers expenses.

For the 1970 Regular Campaign the following overseas speakers were brought to the United States: Joan Comay, Aryeh L. Pincus, Ruth Dayan, Joseph Almogi, Raphael Blumenfeld, Leon Dultzin, Miriam Eshkol, Abe Loskove,

Otto Cohen, Avraham Biran, Moshe Rivlin, Rachel Ben-Yohanan, Michael Comay, Simcha Dinitz, Gideon Rafael, Shimshon Arad and Ambassador Y. Rabin.

Similarly, for the 1971 Campaign we are planning to bring to the United States a number of overseas speakers.

Expenses incurred on behalf of the following personalities were charged to the 1970 Emergency Fund Campaign: General M. Peled, General Y. Gavish, Menachem Beigin, Gershon Avner, General Shaul Rosolio, Major Yardin Oshri, General Aharon Yariv, Colonel Natan Sharoni, Captain Dov Shapir, General A. Adon, Aharon Kidan, Colonel David Ivry and Colonel Lev Azaroff.

Because of their effectiveness at fund-raising meetings, in 1971 we are continuing our policy of bringing Israeli personalities to the United States.

(3) Lay Speakers -- In addition to speakers from overseas, UJA utilizes lay leadership for meetings throughout the country, wherever this is possible and effective. Travel, hotel and other expenses incurred by lay leaders in connection with speaking engagements are charged to the Volunteer Speakers expenses account.

January 1970 Project:

The purpose of the January Project was to bring together contributors of \$50,000 and over, plus potentials in 17 central cities during the period January 19 - 27. Teams of Israelis and Americans visited the following cities: Columbus, Philadelphia, Miami, Pittsburgh, Boston, Hartford, Newark, St. Louis, San Francisco, Los Angeles, Dallas, Memphis, Chicago, Detroit and New York City.

The Israelis who participated in the program were:

Team I --- Mr. Zeev Sharef - Minister of Housing;
General Raphael Vardi - Occupied Territories;
Mr. Naftali Bargiora - Department Director,
Immigration Department;
Captain Oded Weisbaum - Israeli Armed Forces.

Team II -- Mr. Shimon Peres - Minister of Absorption;
General Benjamin Peled - Air Force;
Mr. Yehudah Dominitz - Department Director,
Immigration Department;
Major Shmuel Shaked - Israeli Armed Forces.

A "fifth man" - a lay leader who participated in the first Prime Minister's Mission in November 1969 took part in each meeting, converting it from education and indoctrination to active fund-raising.

The meetings were attended by 228 individuals representing 43 cities and 191 gifts.

Quota Meetings:

UJA's goal for 1971 is \$400,000,000. In order to realize this amount, a total of \$500,000,000 will have to be raised throughout the country. This represents an unprecedented dimension in giving. In order to convey the challenge UJA faces in 1971, communities throughout the country were visited by teams consisting of three men including high-ranking Israelis. For these Quota Setting meetings the following Israelis were brought to the United States: General Shaul Rosolio, General Benny Peled, Minister Joseph Almogi, General Aharon Yariv, Ambassador Asher Ben Natan, Aryeh L. Pincus, General Yona Efrat, General Shmuel Gorodish, General David Elazar, General Mordecai Hod, General Zvi Tsur and Ambassador Michael Arnon. The specific purpose of the visits was acceptance by each city of a fund-raising quota for 1971.

The numerous Quota Setting meetings throughout the country were held mainly during September and October of 1970. We have never done anything like this before in such a concentrated fashion as illustrated by the following figures:

Schedule of No. of Quota Setting Meetings

	<u>No. of Cities</u>	<u>No. of Working Days</u>
September 1970	65	18
October 1970	63	14
November 1970	9	6
Totals -----	137	38
	=====	=====

Thus, 38 working days were utilized for 137 meetings. The success of the Quota Setting meetings was attributable to a remarkable feat of logistics, staff planning and cooperation between UJA and communities.

Miscellaneous:

The following sundry expenditures incurred by the Speakers Bureau fall into this category: printing of material, subscriptions, mats and photos, tapings and staff travel.

PUBLIC RELATIONS DEPARTMENT

	<u>1970 Budget</u>	<u>Total Estimated 1970 Expenses</u>	<u>1971 Budget</u>
Regular	\$529,300	\$551,666	\$592,500
Emergency Fund	533,000	529,500	597,500

The composition of the Public Relations Department as of December 31, 1970 compared with its composition as of December 31, 1969 was as follows:

	<u>As of 12/31/69</u>	<u>Staff Increases and Decreases During 1970</u>	<u>As of 11/30/70</u>
<u>On Payroll of</u>			
<u>Harshe-Rotman & Druck</u>			
<u>(Public Relations Counsel for UJA)</u>			
Account Supervisor	1	-1	0
Director of Publicity	1	-1	0
Account Executives	3	-3	0
Account Assistants	2	-2	0
Publicist in Israel	1	-1	0
<u>On United Jewish Appeal Payroll</u>			
Director of Public Relations	0	+1	1
Director of Public Affairs	1		1
Public Relations Director for West Coast	0	+1	1
Community Counsellor	0	+1	1
Writers	1	+5	6
Production Man	1		1
Artist	1		1
Publicist in Israel	1		1
Secretarial Staff	5	+2	7
Total	18	+2	20

As of August 15, 1970, UJA terminated its relationship with the Public Relations firm of Harshe-Rotman & Druck, and we have commenced to re-build our own Public Relations Department. During 1970, we have been successful in attracting bright young talent to our Public Relations staff.

It is to be noted that a Public Relations man has been hired to service the West Coast communities. We anticipate receiving pro-rata reimbursement of his salary from each of the communities serviced by him.

We have budgeted Public Relations payroll at \$275,000, which is \$10,000 less than the combined 1970 Public Relations payroll budget (\$116,000) plus Harshe-Rotman & Druck budget (\$169,000).

Literature and Printing:

The following is an analysis of the items charged to this account:

<u>Description of Piece</u>	<u>No. of Copies Produced</u>	<u>C H A R G E D T O:</u>	
		<u>Regular Campaign</u>	<u>Emergency Fund</u>
F.Y.I's.	40,000 per week for 38 weeks	\$ --	\$ 47,000
Major Brochure - "We Hear You"	512,000	34,714	34,714
Community Form Bulletins	210,800	5,556	
News Release Mastheads	24,000		589
Workers Kits	100,000	3,987	3,988
Pledge Cards	460,000	3,735	
Letterheads	945,000	5,450	
Campaign Stuffers	652,000	20,585	
Editorial and News Re- prints	51,000		4,157
Speech Reprints	37,000	3,080	3,080
Calendars	295,000	4,961	
Essay Contest Posters			10,906
Features and Fillers		4,281	4,281
Sundry Publicity Items		1,651	1,285
Total		\$88,000	\$110,000
		=====	=====

Items produced for Women's Division, Speakers Bureau, Young Leadership Department, Conferences, University Program and Rabbinical Advisory Council are charged to these respective departments.

The full extent of the cost of printing is subject to the demands of the communities for particular items listed in our portfolio. The items in our portfolio are varied enough to satisfy a multitude of community needs.

Mail Service - Postage:

This item relates to the shipment of material produced in the Public Relations Department. We have increased the budgetary appropriation for this item to allow for additional mass mailings which may be required in 1971.

Mail Service - Labor:

This item represents amounts paid to outside mail services for work performed in the mailing of items produced by the UJA Public Relations Department.

Photos:

The UJA is constantly in search of photographs here and abroad to be used by the communities in their local publications, in their local newspapers, and in their local house organs; also to service important contributors, particularly when they are on Missions. Photographs and reproductions are supplied to local communities as needed. There is a very large demand for this item, as witnessed by our own publications and local publications carrying UJA stories and material.

Mats and Artwork:

In somewhat the same manner as photos, mats and artwork are made available to communities for their use. Mats are supplied to newspapers for stories and layouts. The following categories of mats are shipped from the UJA office:

- (1) Ads, both magazine and tabloid size, to the Anglo-Jewish press throughout the United States.
- (2) Press releases to the Anglo-Jewish press dealing with National Conferences, prominent speakers, arrivals of Israeli officials and other timely events.
- (3) Mats sent out to communities for advance publicity on local meetings (cost of these items is charged to Speakers Bureau).
- (4) Mats to advertise special events (e.g., UJA TV presentations).

Travel:

We are continuing our community relations program which involves in-depth analysis of major community requirements. Under this program Public Relations Department personnel travel to the major communities to meet with Campaign and publicity directors.

Newspapers and Subscriptions:

This item includes a full line of daily newspapers, subscriptions to UJA-related magazines, subscriptions to the Anglo-Jewish press, purchase of a quantity of special issues of magazines carrying UJA articles, etc.

Motion Pictures, T.V. Spots and Transcriptions:

The total anticipated expenditure in 1970 is \$14,000 for the Regular Campaign and \$95,000 for the Emergency Fund Campaign, and is broken down as follows:

	<u>Regular</u>	<u>Emergency Fund</u>
Portion of costs of "Nights To Come" and "Town of Beit Shean" which were charged to the 1970 Emergency Fund. (Major portion of costs incurred in production of these films were charged to 1969 Campaign)	\$ --	\$12,572
"Just Another Day"	--	3,808
"Airforce Film"	--	2,350
T.V. Spots, Radio and Transcriptions	14,000	76,270
Total	\$14,000	\$95,000

We are requesting a \$64,000 budget for 1971 as follows:

	<u>Regular</u>	<u>Emergency Fund</u>
T.V. Spots	\$13,000	\$47,000
Radio Spots	2,000	2,000
Total	\$15,000	\$49,000

Videocorder Expenses:

There are 45 communities in UJA's videocorder network. Of these, 30 own videocorder machines and the remainder rent machines when required. Videotapes are prepared by UJA and sent to communities in the Videotape network upon request. Since there had been very little demand by the communities during 1970 for this media, we are reducing the budget for this item from \$15,000 to \$2,000 for 1971.

Telex:

These transmittals provide current information from which an informative bulletin in connection with the Emergency Fund will be compiled. This bulletin will be mailed to the members of the Executive Committee and Campaign Cabinet of the United Jewish Appeal, the Young Leadership mailing list and the Women's Division mailing list. In addition, this bulletin will be sent to local Federations and Welfare Funds.

Advertising Agency Retainer:

This item represents the annual retainer paid to Wyse Advertising Agency.

Advertising:

The advertising account is broken down as follows:

	<u>Total Estimated 1970 Expenses</u>	<u>1971 Budget</u>
Advertising in General Newspapers in Major Communities including New York City	\$130,000	\$200,000
Jewish and Anglo-Jewish Press	<u>45,000</u>	<u>60,000</u>
Total -----	\$175,000 =====	\$260,000 =====

During 1970, 120 ads were placed in the leading newspapers of 26 communities. In addition, the Los Angeles Federation placed full-page ads in the West Coast editions of Time, Life and Newsweek. UJA-National and the UJA of Greater New York shared the cost of ads placed in the New York City Metropolitan Press. Also, during 1970, 192 ads were placed in the Jewish and Anglo-Jewish Press in 42 communities.

As a campaign stimulant for 1971, UJA is offering the communities a more extensive advertising program than was offered in 1970. UJA has offered 67 communities a series of nine ads to appear in their local metropolitan press. Also, communities will be offered a series of 6 ads to appear in their Jewish and Anglo-Jewish Press. Because of this anticipated increase in coverage, we have increased the budgetary appropriation accordingly.

Clippings:

The UJA subscribes to a national clipping service which sends us articles of interest to the UJA. This is information material used in the preparation of publicity material and gives us an indication as to the coverage we have obtained with all the various items produced by the Public Relations Department.

Public Relations Retainer in Israel:

This item represents an annual retainer paid to Israel Communications Ltd. for Public Relations work performed in Israel.

Publicity Expenses in Israel:

This item includes travel, telephone, secretarial and other expenses incurred by our publicist in Israel.

Pins, Banners, Awards and Miscellaneous:

In addition to the cost of Pins, Banners and Awards, this item includes such sundry items as Public Relations meetings, film storage costs, artists materials, type, special messenger service, telegrams and cables.

J. T. A.:

In 1971 we are projecting expenses for the Jewish Telegraphic Agency amounting to \$25,000 which is the same as was expended in 1970.

Exhibit - "U.J.A. at Work":

This represents the cost of a mobile exhibit conceived by our Public Relations Department which portrays the work of UJA through graphic and video devices. The Exhibit was first shown at the Annual Conference in December 1970 and UJA has received requests for the Exhibit from almost all the headquarter cities as well as many of the other major communities in the country. The purpose of the Exhibit is to enlist new contributors in the UJA Campaigns in local communities.



WOMEN'S DIVISION

	<u>1970 Budget</u>	<u>Total Estimated 1970 Expenses</u>	<u>1971 Budget</u>
Regular	\$86,500	\$103,700	\$108,000

The composition of the Women's Division as of December 31, 1970 was as follows:

	<u>As of 12/31/70</u>
Director	1
Assistant Director	1
Secretaries	2
Total	<u>4</u> ===

The expenses incurred by this department are as follows: travel of the professional Director, Assistant Director and the Women's Division Chairman to various Women's Division meetings; printing of material; mail service; postage; mats; artwork; photos; pins and badges; luncheons and dinners.

The Director and Assistant Director of the Women's Division work through a formal Women's Division Regional structure. Through this Regional structure, women throughout the country are given a sense of greater involvement with the efforts of UJA.

During 1970, the Women's Division sponsored an Operation Israel trip for women to Israel. A similar trip is planned for 1971. The cost of this trip is charged to the Operation Israel account.

YOUNG LEADERSHIP DEPARTMENT

	<u>1970 Budget</u>	<u>Total Estimated 1970 Expenses</u>	<u>1971 Budget</u>
Regular	\$96,500	\$96,600	\$107,000

The composition of the Young Leadership Department as of December 31, 1970 was as follows:

	<u>As of 12/31/70</u>
Director	1
Assistant Director	1
Secretaries	2
Total	<u>4</u>

The purpose of this department is the development of UJA leaders for the years ahead. UJA has successfully recruited individuals with leadership potential to speak at fund-raising meetings and solicit contributions throughout the country. Many members of the Young Leadership Cabinet have already assumed posts of leadership in their local communities and many are now UJA leaders on the national level.

The Young Leadership Cabinet includes 39 local Campaign Chairmen or Past Chairmen, 60 members of local Welfare Fund Boards, 12 Trade Division Chairmen, 15 members of Federation Allocations Committees, 1 Big Gifts Chairman, 1 Welfare Fund Treasurer, and 1 Past President of a Welfare Fund.

During 1970, three Young Leadership Overseas Missions were held. Three Young Leadership Missions are thus far planned for 1971. The cost of these missions is charged to the Overseas Delegations Department.

During 1970, Young Leadership meetings were held at each of the major UJA Regional Conferences. In addition, for 1970, six additional Young Leadership meetings were held in Detroit, Michigan; Houston, Texas; Albany, N. Y.; Orange County, California (Anaheim); Denver, Colorado; Williamsburg, Virginia; and Oakland, California. For 1971 Young Leadership Regional meetings have thus far been planned as follows: Chicago, Illinois; Atlanta, Georgia; Minneapolis, Minnesota. The cost of these meetings is included in the Conference Department budget.

Expenditures incurred by this department fall into the following categories: books and periodicals, printing of material, mail service, postage, travel of the Director and Assistant Director, and meeting expenses. Also included are expenditures incurred in connection with the "Young Leadership Cabinet Retreat" held in May at Onchiota Conference Center, Tuxedo, New York. A similar retreat will be held in 1971 at Harrison House, Glen Cove, Long Island, New York.

OVERSEAS EXPENSES

	1970 <u>Budget</u>	Total Estimated 1970 Expenses	1971 <u>Budget</u>
Regular	\$110,000	\$114,000	\$115,000
Emergency Fund	252,000	286,000	415,000

In 1971 the budgetary request is \$530,000 and is made up as follows:

	Regular	Emergency Fund
<u>Overseas Delegations:</u>		
October Study Mission	\$ 45,000	\$ 45,000
Three Young Leadership Missions	20,000	--
Two University Study Missions	25,000	--
Officers, Executives & Field Staff	25,000	38,000
Public Relations Directors Mission	--	12,000
"Operation Joshua" - One-day tours of Israel arranged under auspices of UJA. Over 2,500 participants during eight week period in Summer 1970.	--	35,000
SUB-TOTAL -----	\$115,000	\$130,000

"Operation Israel":

The purpose of "Operation Israel" is to provide American Jews with the opportunity to make an intensive one-week survey of programs and conditions in Israel. During the Winter of 1969-1970, we were responsible for 11 plane-loads of "Operation Israel" participants to Israel. The value of "Operation Israel" was proven by the increased giving amount participants at fund-raising sessions in Israel. The gifts made by participants of "Operation Israel" - 1970 flights were as follows:

No. of Gifts - 1269		
1970 -----	\$9,416,653	
Comparison 1969 ----	6,071,995	
Comparison 1967 ----	5,319,648.	-- 120,000

(continued)

	<u>Regular</u>	<u>Emergency Fund</u>
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Prime Minister's Flights:

Two trips were arranged, one for key contributors and leaders whose communities have a potential of raising six million dollars or more, and the other for a similar group from communities with a two million to six million dollar potential. Sixty-one leaders from 16 cities took part in the first trip (August 26-30, 1970) and 69 others from 27 communities participated in the second (August 30-September 3, 1970). They met with Prime Minister Meir, Defense Minister Dayan, Foreign Minister Eban, Finance Minister Sapir, Air Force General Hod, Mr. Pincus and other leaders, and made an intensive survey of salient areas. The reaction of most of the participants indicated these trips were generally successful in providing the understanding and motivation for evoking appropriate responses in their communities.

-- 130,000

Newspapermen's Missions:

Newspapermen's Missions are conducted to assist key communities in arousing increased interest in supporting the campaign. Leading newspapers in key communities, those that raise at least a half-million dollars, are invited by the local community to send a top editor or top reporter on such a mission for a period of ten to twelve days. The mission members are shown Israel in depth. They see problems of Israel's people and the humanitarian work made possible by UJA and generously report their findings in a series of articles. In 1970 we had two missions - one with 13 papers represented (September 12-26) and the other with 15 papers represented (November 16-26). Expenses incurred on the Newspapermen's Missions are subsidized by UJA.

-- 35,000

TOTAL -----	\$115,000	\$415,000
	=====	=====

UNIVERSITY PROGRAMS DEPARTMENT

	<u>1970 Budget</u>	<u>Total Estimated 1970 Expenses</u>	<u>1971 Budget</u>
Regular	\$59,000	\$68,500	\$98,000

The composition of the University Programs Department as of December 31, 1970 compared with its composition as of December 31, 1969, was as follows:

	<u>As of 12/31/69</u>	<u>Staff Increases During 1970</u>	<u>As of 12/31/70</u>
Director	1		1
Secretary	1		1
National Student Coordinating Committee	<u>0</u>	<u>+3</u>	<u>3</u>
Total	<u>2</u>	<u>+3</u>	<u>5</u>
	===	====	===

In the development and implementation of UJA's Campus Program for 1971, the Director of the University Programs Department will work with the National Student Coordinating Committee, consisting of six students from various parts of the country. Three of the students, who have taken leaves of absence, are available on a full-time basis and are headquartered at the National office. They are on the UJA-National payroll. In addition, three others are available for planning and consultation.

The responsibility of the reorganized University Programs Department will be the organization of the 1971 Campus campaigns, development of new Campus leadership, dissemination of information, recruitment for student missions and long-range planning.

The University Programs Department plans to enlarge the Student Coordinating Committee to include representatives from key Campuses and areas. Immediate plans call for the mounting of at least 80 Campus Campaigns.

During 1971 we will continue our program of bringing leading Israeli intellectuals to the United States to speak on College Campuses. In 1970 Moshe Keren, a lecturer at Haifa University visited 17 Campuses. For 1971 we are planning to bring over at least one Israeli speaker. Also, for 1971 we are planning one-day campaign seminars to be held in Boston, New York City, Washington, D.C., and possibly one for Ohio.

An important program in the development of future leadership for UJA and the American Jewish community has been the University Students Mission. During 1970 UJA conducted two such Missions -- one in the summer and one in December. Participants in the Missions are selected on the basis of potential for leadership on the Campus and in the community.

UJA is now organizing its fifth University Students Summer Mission. In 1971 the program will include meetings with leading personalities of Jewish communities overseas and first-hand observation of the work of the Jewish Agency, JDC, ORT and United Hias Service in Europe and Israel. The charge to each student is \$1,375. The additional expenses applicable to the University Students Missions are included in the Overseas Delegations budgetary item.

Another important aspect of the Student Program is "Operation Joshua" which consisted of a series of day-long bus trips of up to 16 hours each, leaving from both Jerusalem and Tel Aviv. "Operation Joshua" was designed to reach the 5,000 American college students who came to Israel last summer on their own with no program, no planned itinerary and no vehicle for exposure to the problems and needs of Israel's people. The idea behind "Operation Joshua" was to expose the students to UJA-related programs by taking them to problem areas, absorption centers and border settlements. The itinerary was designed to maximize the student's encounter with problems that confront the people of Israel today.

For the summer of 1971 we will offer the students the choice of four separate itineraries. This will broaden the scope of the "Operation Joshua" program in terms of coverage of UJA-supported programs. Also, for 1971 a member of the UJA Student Coordinating Committee will serve as a guide on each bus. "Operation Joshua" is a student-run program designed for students and, as such, a fellow student would naturally relate best to student participants of the program.

"Operation Joshua - 1970" reached one out of every three American students travelling in Israel last summer. 2,500 American College Students had at least one full day's exposure to the work of UJA in Israel. Students who participated in "Operation Joshua" will act as a nucleus in the formation of truly effective Campus Campaigns. Over 50 American Campuses will be reached as a result of last summer's "Operation Joshua" program. The 1971 "Operation Joshua" program has been designed to reach even a larger number of students in Israel during the summer of 1971.

RABBINICAL ADVISORY COUNCIL

	<u>1970</u> <u>Budget</u>	Total <u>Estimated</u> <u>1970 Expenses</u>	<u>1971</u> <u>Budget</u>
Regular	\$50,000	\$50,000	\$56,000

The composition of the Rabbinical Advisory Council as of December 31, 1970 was as follows:

Director	1
Secretary	<u>1</u>
	2
	===

The Rabbis Group was constituted as the Rabbinical Advisory Council for the purpose of disseminating information about the UJA and its agencies through the Rabbinate in Temples and Synagogues.

This program reaches approximately 3,500 Rabbis and the expenses include literature, mailing costs, meetings and travel of the Director of the UJA Rabbinical Advisory Council.

An important program undertaken by the Rabbinical Advisory Council is the "100% Plan." The Plan involves encouraging congregations to require as a condition of membership a gift to the United Jewish Appeal or to the local Welfare Federation. More than 30 congregations have already adopted the Plan and others are considering doing so.

Several items considered by the Rabbinical Advisory Council beyond fund-raising are:

- (1) Creation of a series of seminars for Rabbis, dealing with the problems and conflicts of the Near East. First of such seminars was held at Brandeis University in January 1971.
- (2) Conference of intellectuals, Rabbis and academicians coming together for an exchange of views.
- (3) To make available to the Rabbinate a substantial review of the Israeli Press.

DEPARTMENT OF SPECIAL SERVICES

	<u>1970 Budget</u>	<u>Total Estimated 1970 Expenses</u>	<u>1971 Budget</u>
Emergency	\$ --	\$11,000	\$43,000

The composition of the Department of Special Services as of December 31, 1970 was as follows:

Director	1
Secretary	<u>1</u>
	2
	===

Functions of the Department of Special Services are:

- (1) Development of existing programs such as "Operation Israel" and "Operation Joshua."
- (2) Coordination of conferences.
- (3) Assignment to Special Programs within the scope of UJA activity as may be required during the course of the Campaign.



CONFERENCE DEPARTMENT

	<u>1970 Budget</u>	<u>Total Estimated 1970 Expenses</u>	<u>1971 Budget</u>
Regular	\$250,000	\$300,000	\$225,000
Emergency	155,000	162,500	167,000

The department is staffed with two employees who devote a part of their time to the needs of the conferences. One is a fieldman who works in assigned communities and the other performs clerical duties in the Speakers Department. The salaries of these two staff members are included in their respective departments.

The following is an analysis of the Conference and Meeting Expenses budget for 1971:

	<u>Regular Campaign</u>	<u>Emergency Fund</u>
<u>National Conferences and Meetings:</u>		
Annual National Conference - December 10-12, 1970	\$125,000	\$ 80,000
National Inaugural Dinner - December 10, 1970	25,000	20,000
Cost to UJA of Golda Meir Dinner - September 20, 1970 (Cost shared with Bond Organization 50-50)	--	52,000
Executive Committee Meetings, Cabinet Meetings and Meetings of Officers of UJA	<u>25,000</u>	<u>15,000</u>
Total - National Conferences & Meetings	\$175,000	\$167,000
<u>Provision for Regional Conferences to be held in 1971 as required by the Campaign</u>	<u>50,000</u>	<u>--</u>
Grand Total - Conferences & Meetings	\$225,000 =====	\$167,000 =====

It is to be noted that attendance at the Inaugural Dinner and Annual Conference for years subsequent to 1967 was considerably higher than at similar meetings in years prior to 1967. The increase in attendance both at the Inaugural Dinner and Annual Conference was directly attributable to the Emergency Fund. As a result, the expenses above normal anticipated expenses were charged to the Emergency Fund.

CLOSED CIRCUIT TELECASTS

	<u>1970 Budget</u>	<u>Total Estimated 1970 Expenses</u>	<u>1971 Budget</u>
Emergency	\$318,000	\$318,000	\$80,000

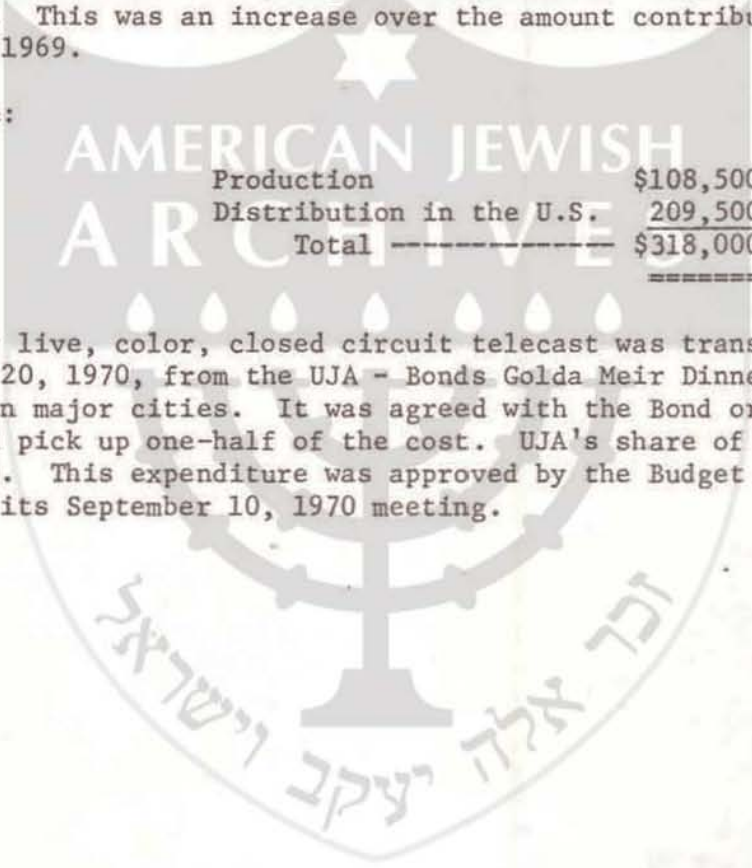
On February 3, 1970, a closed circuit telecast was transmitted simultaneously to fund-raising meetings in 43 communities, covering 10,000 people.

A total of \$60,000,000 in pledges was announced. \$16,000,000 represented new money. This was an increase over the amount contributed by the same people in 1969.

Costs were:

Production	\$108,500
Distribution in the U.S.	<u>209,500</u>
Total	<u>\$318,000</u>

A one-hour live, color, closed circuit telecast was transmitted on September 20, 1970, from the UJA - Bonds Golda Meir Dinner to meetings in nineteen major cities. It was agreed with the Bond organization that they would pick up one-half of the cost. UJA's share of the cost amounted to \$80,000. This expenditure was approved by the Budget and Finance Committee at its September 10, 1970 meeting.



GENERAL OFFICE

	1970 <u>Budget</u>	Total Estimated 1970 Expenses	1971 <u>Budget</u>
Regular	\$1,694,400	\$1,838,400	\$2,016,500
Emergency Fund	321,500	395,000	454,000

The composition of the General Office as of December 31, 1970 was as follows:

	As of <u>12/31/70</u>
Executive Department	15
Accounting Department	13
Statistical Department	4
Collections Unit	2
Mailing Lists Department	4
Reference Department	3
Stockroom	8
Office Manager's Department	2
Receptionist	1
Switchboard	3
Xerox Unit	1
Night Clerk	1
Total -----	<u>57</u>
	=====

It is expected that after Union increments and other adjustments, the 1971 payroll item will amount to \$710,000.

Temporary Staff and Overtime:

From time to time during the peak periods of the Campaign it becomes necessary to hire temporary clerical personnel. This is especially true in December, just before and during our National Annual Conference, and when Cabinet meetings and other meetings are held periodically during the year. This account also includes all overtime paid to our full-time employees during the year. Employees are requested to work overtime for the following reasons:

- (1) To handle the increased clerical activities at peak times of the year resulting from the Emergency Fund Campaign.
- (2) To fulfill personnel requirements at Conferences and meetings on weekends and evenings.
- (3) To expedite special mailings handled by the National Office.

- (4) To utilize the evening hours to move furniture and equipment when physical changes are made in office layout. This is done in the evening hours so as not to disrupt the daily office routine.

For 1971 this account also includes personnel used by UJA from institutions of higher learning.

Data Processing:

This item refers to annual electronic data processing service bureau charges plus annual micro-filming costs. In connection with the Emergency Fund it was necessary to incur additional data processing costs over and above the normally anticipated costs.

Annual data processing charges are broken down as follows:

	1970 Budget	Total Estimated 1970 Expenses	1971 Budget
Regular	\$107,500	\$107,000	\$101,000
Emergency Fund	107,000	107,000	121,000

The 1971 Emergency Fund budget includes a one-time cost item of \$20,000 for Systems and Programming work in connection with a State of Israel Bonds computerized perpetual inventory system. We receive a large number of State of Israel Bonds during the year as contributions to UJA. The cash flow has increased dramatically during the past few years and in like manner the flow of contributions in the form of State of Israel Bonds has also increased. Our auditors, Loeb & Troper, feel that computerization in this area is essential for proper control.

Rent:

The UJA has a ten-year lease on the 29th floor at 1290 Avenue of the Americas, New York City, with the termination date May 31, 1973. In addition, UJA has leased a portion of the Concourse level for storage purposes. Our rental is as follows:

29th floor	\$121,200
Concourse level	4,080
	<u>\$125,280</u>
	=====

In addition, we pay an escalation amount each year based upon higher real estate taxes and higher labor costs. The rate of escalation has varied in the past from \$1,000 per annum to \$21,000 per annum.

Postage:

The major portion of this account represents postage costs incurred by the National office in its day-to-day operations for both internal mailings and mail handled by outside mail services.

Mail Service - Labor:

This account represents payments to an outside mail service for maintenance of UJA mailing lists and for bulk mailings which cannot be handled in the UJA office.

Telephone:

Increased telephone costs are attributable to:

- (1) Larger staff.
- (2) Follow-up calls for participation in Special Projects such as "Operation Israel."
- (3) Increased pressures for cash necessitating more frequent use of the telephone.
- (4) More overseas calls.

Stationery and Office Supplies:

Included in this account are stationery, management reporting forms, field memoranda, receipts, accounting and statistical records, office supplies and Xerox supplies.

Telegrams and Cables:

This category includes domestic wires for Campaign purposes and overseas cables relating to the overseas work of the UJA.

Furniture and Fixtures:

This item has gone over budget mainly due to the purchase of eight I.B.M. dictating machines and five I.B.M. transcribing machines -- total cost \$5,400. We believe this was a good investment in terms of payroll savings and general office efficiency. In addition, a Pitney-Bowes mail machine was purchased costing \$3,300.

The 1971 budgetary request of \$15,000 represents the estimated amount necessary for normal equipment requirements and replacements as they occur.

Insurance:

Insurance costs for 1970 and 1971 are broken down as follows:

	1970 Budget	Total Estimated 1970 Expenses	1971 Budget
Automobile Insurance	\$ 20,000	\$ 24,000	\$ 25,000
Workmen's Compensation	3,400	3,640	4,000
Group Life Insurance	28,000	30,000	36,000
Employees' Common Carrier Insurance	1,200	1,500	1,500
Blue Cross and Blue Shield	35,000	37,600	40,000
Health Insurance Plan	8,000	8,200	9,000
Group Health Insurance	12,000	11,200	12,000
Group Health Dental Insurance	5,500	5,500	8,500
Employees' Major Medical	16,000	16,000	20,000
Disability Insurance	3,700	4,000	4,000
General Insurance (mainly fire, theft and employees' liability covering various offices at UJA)	5,000	6,760	7,500
	<u>\$137,800</u>	<u>\$148,400</u>	<u>\$167,500</u>
	=====	=====	=====

The following improvements in coverage are projected for 1971:

- (1) Group Life Insurance -- Increased coverage for Executives and Field Representatives to \$20,000 or annual salary, whichever is higher. Present coverage for Executives and Field Representatives is \$15,000. Total cost of this modification will be \$6,000 per year.
- (2) Group Health Dental Insurance -- Improved Dental Plan for entire staff. Total cost of this modification will be \$3,000 per year.

Based upon our experience rating, Major Medical Insurance rates have increased by 25 percent from \$16,000 per year to an estimated \$20,000 per year for 1971.

Equipment Rentals and Office Maintenance:

The chief reason for the increase in this budgetary item is rental costs of several electronic tape typewriters (Selectmatic Typewriters). The increase in efficiency resulting from the use of these typewriters has immeasurably offset the cost.

This account also includes our office cleaning service contract, costs of typewriter service contracts, dictaphone service contract, NCR service contract, equipment repairs, replenishment of fluorescent tubes and sundry office repairs.

Auditing:

It was agreed that for 1970 our auditors will bill us on a time basis. We do not anticipate any appreciable increase in fee for 1971.

Legal Fees:

Legal costs for 1970 and 1971 are broken down as follows:

	Total Estimated 1970 Expenses	1971 Budget
General Counsel Retainer	\$20,000	\$20,000
General Counsel out-of-pocket expenses	1,000	1,000
Labor Relations Attorney's Fees	4,000	4,000
Total -----	\$25,000	\$25,000
	=====	=====

Unemployment Insurance Tax:

In 1971 it will be mandatory for non-profit organizations to be covered by Unemployment Insurance. The organization is given the option by New York State to adopt one of two methods of computation of Quarterly Unemployment Insurance Tax due:

- (1) Percentage basis -- 3.2 percent of payroll up to \$3,000 for each employee per year.
- (2) "Pay As You Go" method based upon actual Unemployment Insurance claims by former employees of Agency.

After due consultation with legal counsel and auditors, it was agreed that UJA should adopt the "Pay As You Go" method.

Although we are budgeting \$20,000 it is reasonable to expect that our actual 1971 expenditure will go below this figure.

Social Security:

The Social Security tax rate for 1971 is 5.2 percent of salary up to \$7,800.

Provision for Severance and Retirement Benefits:

Upon recommendation of the Administrative Committee of the United Jewish Appeal, Inc. Employees' Retirement Plan, the United Jewish Appeal, Inc. Board of Directors at their annual meeting held on December 10, 1970, passed a resolution amending the Retirement Plan. The amendment included the following provisions:

- (1) Elimination of the exclusion of the initial year probationary period in the determination of benefits.

- (2) Computation of benefits at retirement based on the average of the final five years' compensation, rather than the present ten year average.
- (3) Computation of "prior service credit" to be made as of January 1, 1970, rather than January 1, 1962.
- (4) United Hias Service, Inc. to be included as an "affiliated Agency."
- (5) Pension benefits to be computed on the basis of 1 percent of basic salary up to the Social Security maximum, as that maximum may vary from time to time, and at the rate of 1-3/4 percent on the excess over the Social Security maximum.
- (6) All of such changes to be made retroactive so that the same are applicable to all persons who have already retired.

In order to insure proper funding, our actuary recommended:

- (1) \$600,000 additional be deposited to the Plan. (This one-time capital expenditure was approved by the Budget and Finance Committee at a meeting held on June 8, 1970. \$600,000 was deposited to the Plan, which included \$500,000 invested in 5-1/2 percent State of Israel Bonds.)
- (2) Annual contribution to the Plan to be increased by 3.25 percent, bringing total annual contribution to the Plan to 16.9 percent of base payroll.
- (3) A one-time expenditure of \$38,000 to cover additional benefits for people who have formally retired and are receiving monthly benefits from the Trust Fund.

In accordance with our actuary's recommendations, the budget appropriation for Pension Plan costs and Severance in 1970 amounts to \$338,000. For 1971 the budget appropriation is \$435,000, which includes the one-time cost of \$38,000 to increase benefits of those people who have already retired.

Miscellaneous:

A major item in this category is our annual subscription to 800 copies of the Near East Review.

This account also includes items such as storage rental, bond redemption expenses, losses incurred on disposition of automobiles, obituaries, advertising for help and many other items not specifically related to other categories.

The major portion of Miscellaneous expenses charged to the Emergency Fund represents lunch and supper money paid to employees working overtime. The increased pace of UJA activities has necessitated a large amount of overtime work by our clerical personnel, and UJA has a contractual obligation to pay \$3.00 for lunch if employees "eat in" and \$5.00 for supper if an employee works to 7:30 P.M.

Office Re-Design Costs:

In order to accommodate our larger staff in our present space, it was necessary to make certain alterations in our office layout.

In addition to design and construction costs, this account also includes necessary purchases of furniture and equipment applicable to these changes in office layout.

HR:FF
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