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Operation Upgrade. 1972-1973.

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# OPERATION UPGRADE

UNITED JEWISH APPEAL INC.

1290 Avenue of the Americas  
New York, N.Y. 10019  
(212) PLaza 7-1500

June 2, 1973

*File*

Dear Herb:

Sorry I couldn't get that information on Upgrade to you before this. It just wasn't ready.

The enclosed report, for the National Executive Committee Retreat in Bermuda, is obviously only a summary of results and a pretty broad overview. We continue to learn, and grow. . . and become more effective, I like to think.

Since we don't have an Upgrade meeting scheduled with you for tomorrow morning, perhaps we can get together for a little while. I'd like to fill in some of the details, if you have the time.

I'll look forward to meeting with you.

*Jerry*  
Jerry Countess

M E M O R A N D U M

May 31, 1973

TO : Mr. Paul Zuckerman  
FROM : Leonard D. Bell  
SUBJECT: Report on Operation Upgrade, '72 - '73 Campaign,

This report is a summary of the results of the second Operation Upgrade campaign. It covers ten months of service to sixty-eight communities. A statistical abstract of the major elements is shown below:

<u>\$ 0 - 9,999</u>	<u>#</u>	<u>'72 Value</u>	<u>'73 Value</u>	<u>\$ Increase</u>	<u>% Increase</u>
Upgrade Closed :	535	\$ 728,836	\$1,193,548	\$ 464,712	64%
Community Closed :	249	362,220	463,786	101,566	28%
Open :	156	(187,270)			
<hr/>					
Sub Totals :	940	1,091,056	1,657,334	566,278	52%
<hr/>					
<u>\$10,000+</u>					
Upgrade Closed :	9	142,500	190,000	47,500	33%
Community Closed :	7	77,000	58,000	-18,400	-24%
Open :	1	(11,000)			
<hr/>					
Sub Totals :	17	219,500	248,600	29,100	13%
<hr/>					
Grand Totals :	957	\$1,310,556	\$1,905,934	\$ 595,378	45%
<hr/>					
% Increase in gifts Upgrade closed, both categories.....59%					

Some comparisons between the '71-'72 campaign and the '72-'73 campaign:

'71-'72: Upgrade closed 69% DOS\*  
'72-'73: Upgrade closed 57% DOS

While there were fewer gifts closed on the day of solicitation in this campaign than there were last year, there was a greater percent of increase in the gifts closed, as indicated in the following table:

<u>Comparative of % Increases - Both Campaigns</u>		
<u>\$ - 0 - 9,999</u>	<u>'71-'72</u>	<u>'72-'73</u>
Upgrade Closed:	47.5%	64%
Community Closed:	36 %	28%
<u>\$10,000 +</u>		
Upgrade Closed:	21 %	33%
Community Closed:	35 %	-24%
Upgrade Combined Increase:	41 %	59%



One comparative of particular significance is the set of statistics relating to total dollar value. Upgrade volunteers solicited 76 more gifts in this campaign, and achieved an 18% increase over last year's results, for a total increase of 59% - - - but less money was raised.

Graph I will indicate the source of the discrepancy. On the lowest level - \$0 - \$999 - Upgrade closed 237 gifts, 60 more than the previous year. In every other category, where the dollar value increased, there were fewer prospects than in the previous year.

In the \$10,000 and above category, Upgrade worked from a total base of \$219,500 this year. In '71-'72, that base was \$642,500. Although the percent of increase rose from 21% last year to 33% this year, the dollar figure, obviously, was much smaller.

Statistics themselves are neutral in tone, but there are reflections here of emotional attitudes and the way communities have tended to perceive the Upgrade program. Upgrade was created as a solicitation tool for use in the \$1,000 - \$10,000 range. Nevertheless, of the 957 solicitations made by Upgrade in this campaign, 415 of them. . .43%. . . were made with prospects giving below \$1,000. While this resulted in the greatest percent of increase for any category - 158% - there is an obvious potential danger : the candle may not be worth the cost.

It is clear that in future orientation meetings with communities, this factor should receive special emphasis.

COMMUNITIES

In the '71-'72 period, the Upgrade program was introduced into 35 communities. In that group, 32 communities provided valid days for solicitation. Twenty-one of those communities requested Upgrade assistance again in the '72-'73 campaign.

In the '72-'73 campaign, the Upgrade program was introduced, via orientation meetings, to 68 communities. Fourteen of those communities either never set days for Upgrade solicitation, or set dates but were unable to provide enough appointments to justify sending in Upgrade solicitors. (Breakdown included in addenda.)

In the '71-'72 Campaign, communities requested 304 Upgrade dates. Subsequently, 131 of those dates were cancelled by the communities (43%). Upgrade cancelled 5 dates (1½%). This resulted in a total of 168 days of solicitation. There was an average of 4.9 solicitations per day.

In the '72-'73 Campaign, 420 days were requested. In cooperation with the communities, 190 of those days were cancelled because of insufficient appointments (45%). Upgrade failed to deliver solicitors on 10 days because of last minute cancellations by Upgrade solicitors (2½%). There was a total of 220 days of solicitation, averaging 4.2 solicitations per day.

THE UPGRADE VOLUNTEER STAFF

The Upgrade volunteer staff now numbers 172. At the same date last year, there were 97 volunteers included in the program.

Of this number, 132 men actually participated in the '72-'73 Campaign. For the most part, the 40 men who did not work in the Upgrade program this year represent recent additions to the volunteer staff who had not been requested to accept assignments. The table below details how many men worked a specific number of Upgrade days:

# of days worked :	0	1	2	3	4	5	6	7	8	9	10
# of men who worked:	31*	44	29	15	9	1	1	0	3	0	1

(Example: 44 men worked 1 day  
29 men worked 2 days, etc.)

\* Thirty-one men accepted at least one day, but never went to the community because the day was cancelled for lack of sufficient appointments.



UPGRADE VOLUNTEER AFFILIATIONS

The offices and positions listed below are either current or were held in the recent past:

National Campaign Cabinet	21
Federation President	8
Campaign Chairman	21
Campaign Co-Chairman	12
Division Chairman	43
YL Cabinet	80
YL Alumni	18

In addition to their solicitation assignments, 22 volunteers participated in 46 community Upgrade orientation meetings. Eight men accepted assignments for Worker Training Meetings in Upgrade communities, and 23 men participated in preparing a program for solicitor training via cassette tapes.

THE '73 - '74 CAMPAIGN

As a result of exposure to so many communities via orientation meetings and solicitations, areas of common weakness where Upgrade could provide additional supportive services have become evident. They are: training seminars to instruct local workers on how to make telephone appointments; training of local workers in solicitation techniques.



In too many cases, initial community enthusiasm for the Upgrade program did not carry through to a successful effort. Upgrade solicitation dates were aborted because of the inability of community workers to make appointments on the 'phone.

During the summer, a group of experienced Upgrade solicitors will meet to develop a format for a telephone appointment training seminar, based on the techniques these men have found to be effective. A group of Upgrade volunteers will be trained to conduct these seminars and will make themselves available at community request.

Currently, Upgrade is in the process of putting on tape cassette the approaches to common solicitation problems used by some of the most capable Upgrade solicitors. To determine those common problems, a national survey of trained solicitors was taken. It is recognized that all the objections that may occur constitute a universe too large for satisfactory training; but if local solicitors are trained to handle the negative attitudes they are most likely to encounter, they will be better prepared to overcome them.

These cassettes are designed to sharpen the skills of Upgrade solicitors. They will also be made available for community use. Training and practice seminars by Upgrade volunteers will be offered as follow-up on an either/or basis to interested communities.

In addition to these services, Upgrade will continue the practice of providing community orientation meetings prior to setting solicitation dates. These meetings have been found to be useful in briefing the communities on effective use of the program, and in establishing lay leader rapport.

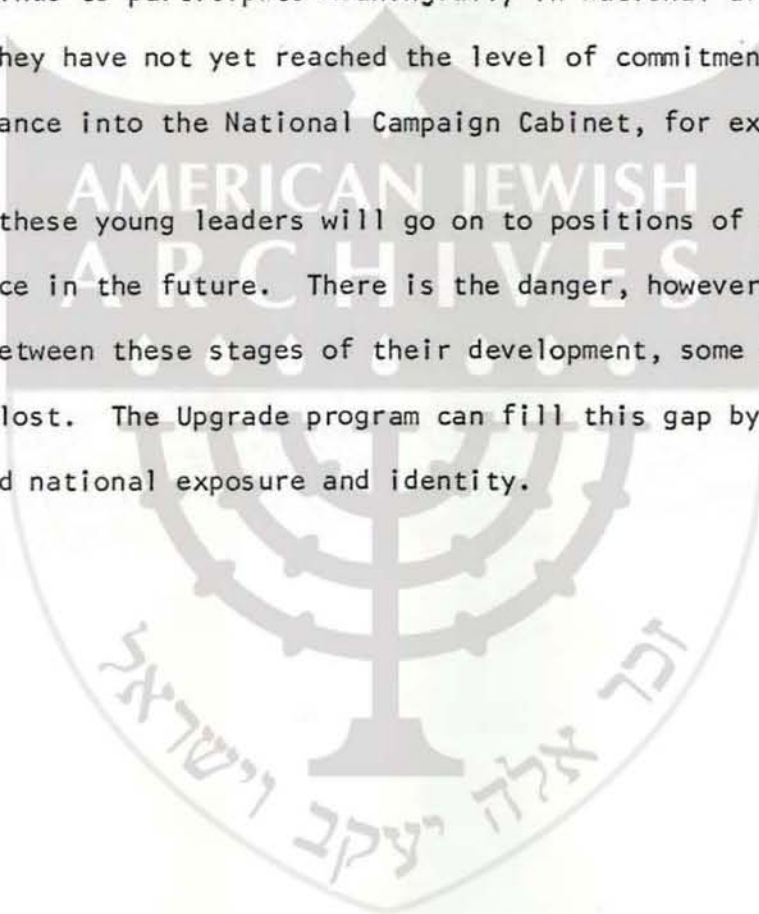
## AMERICAN JEWISH ARCHIVES

### SUMMATION

Perhaps the most valuable service that Upgrade renders on the national scene has no statistical correlation with immediate dollar gain. The involvement of Upgrade volunteers with lay leadership across the country, however, has aroused heightened local interest and awareness wherever the program functioned. It has resulted in renewed and intensified local campaign participation by lay leaders who have been exposed to the high level of commitment and concern of the men working in the Upgrade program. (A few letters attesting to the validity of the above are included in the addenda.)

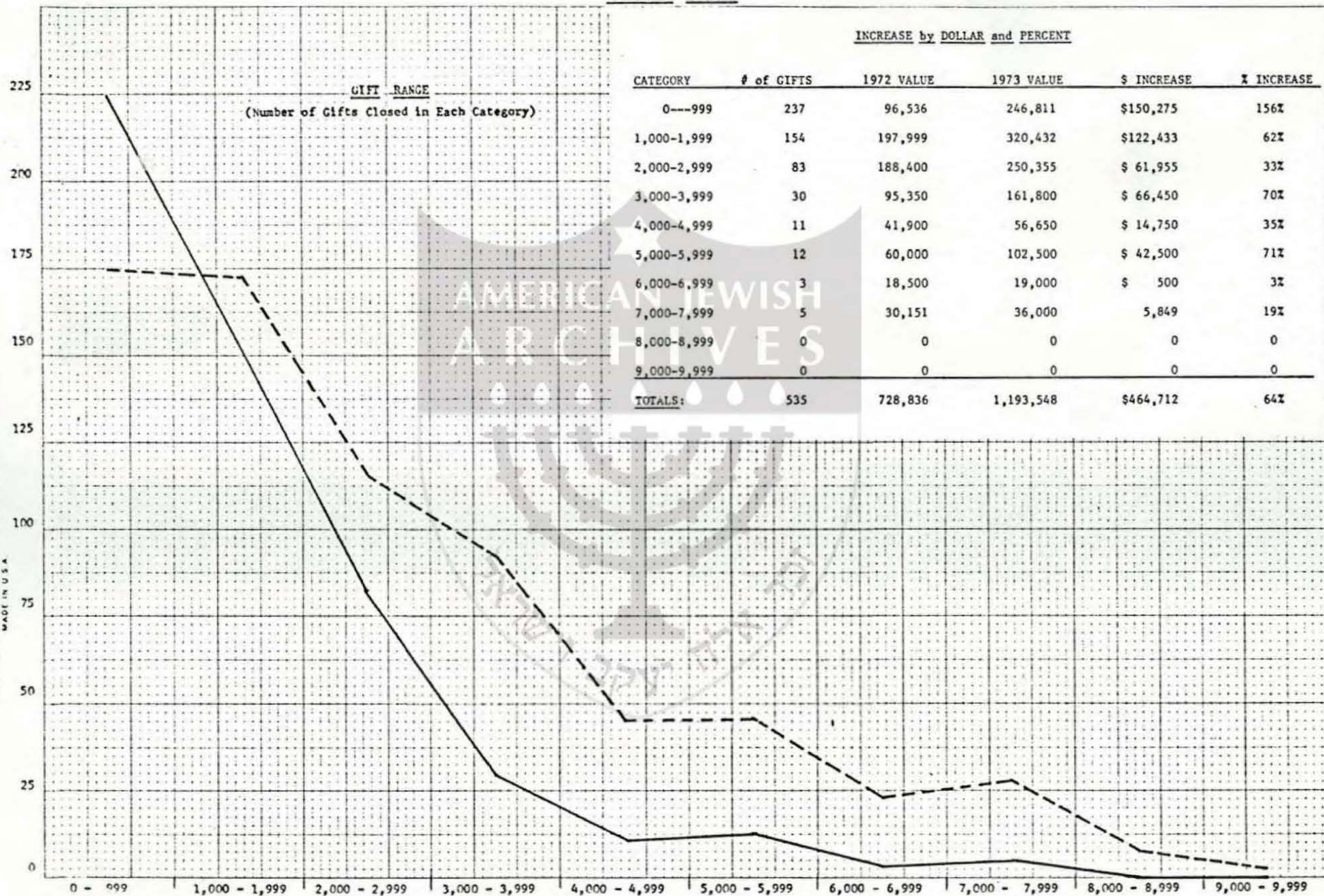
On another level is the potential value of Upgrade as a channel for continued participation in Jewish life for the Young Leadership Cabinet Alumni. Upgrade offers them another staging area in which they can continue to participate meaningfully in national affairs even though they have not yet reached the level of commitment necessary for entrance into the National Campaign Cabinet, for example.

Many of these young leaders will go on to positions of national importance in the future. There is the danger, however, that in the hiatus between these stages of their development, some of these men will be lost. The Upgrade program can fill this gap by providing continued national exposure and identity.





## OPERATION UPGRADE



Legend: - - - 1971-1972  
 \_\_\_\_\_ 1972-1973



UPGRADE COMMUNITIES

ALBANY	HOLLYWOOD, Fla.	RIDGEWOOD, N.J.
ALBUQUERQUE	HOUSTON	ROCHESTER
ALTOONA	LOS ANGELES	* SACRAMENTO
ATLANTA	LOUISVILLE	SALT LAKE CITY
BATON ROUGE	LYNN, Mass.	SAN ANTONIO
BINGHAMTON	MANCHESTER	* SAN DIEGO
BOSTON	MIAMI	SAN FRANCISCO
BRIDGEPORT	MINNEAPOLIS	** SAN JOSE
CAMDEN, N.J.	MORRIS COUNTY	* SEATTLE
CANTON, Ohio	NASHVILLE	SCRANTON
** CHARLESTON, W.Va.	* NEW BEDFORD	SIoux CITY
CHICAGO	* NEW HAVEN	SOUTH BEND
** CINCINNATI	NEW ORLEANS	SPRINGFIELD, Ill.
COLUMBUS	NORFOLK	SPRINGFIELD, Mass.
DALLAS	* NORRISTOWN	* ST. PAUL
DENVER	OAKLAND	STAMFORD
DES MOINES	PEORIA	* SYRACUSE
EL PASO	** PERTH AMBOY	UNION COUNTY
** ENGLEWOOD	* PATERSON	* WARREN, Ohio
* ERIE, Pa.	PHILADELPHIA	* WORCESTER
* ESSEX COUNTY	* PHOENIX	
GREENSBORO	** PITTSBURGH	
HARTFORD	PORTLAND	
HIGH POINT	RICHMOND	

\* Communities requesting dates - but no appointments.

\*\* Orientation Meetings - no Upgrade dates.

'71-'72 COMMUNITIES THAT DID NOT  
REPEAT IN '72 - '73

AKRON  
BIRMINGHAM  
BUFFALO  
DAYTON  
FLINT  
KANSAS CITY  
PITTSBURGH  
SCHENECTADY  
ST. LOUIS  
TOLEDO  
UTICA  
WASHINGTON, D.C.  
WILKES BARRE  
WILMINGTON

OPERATION UPGRADE

Operation Upgrade provides a community, requesting service with experienced lay leaders to carry the burden of solicitation of individuals selected by the community, in the gift range of \$1,000-\$10,000. The community and the Upgrade staff share responsibility for creating the conditions likely to lead to success.

It is the community's responsibility to:

- . Set a date, or dates, for Upgrade solicitors to work in their community, ideally at least three weeks in advance;
- . Provide a local lay leader to accompany the Upgrade solicitor, and to brief him on the people he is to call upon;
- . Assure sufficient, meaningful appointments for each Upgrade day, to justify the effort and expense of bringing the solicitor to the community.

It is Upgrade's responsibility to:

- . Provide the trained solicitor for the time requested.
- . Handle the operational details of transportation, hotel, etc.
- . Provide the administrative coordination between UJA Field Staff, community executives and Upgrade lay leaders, so that the system functions effectively.



keep the

promise



HERBERT J. GARON  
General Chairman  
MRS. JOSEPH BERNSTEIN  
Chairman, Women's Division  
MORTON J. GABA  
Executive Director

New Orleans Jewish Welfare Fund / Israel Emergency Fund  
211 Camp St., New Orleans 70130 / Telephone 525-0674

1973

February 9, 1973

Mr. Joel Abromson  
Maine Rubber Products Co.  
P. O. Box 309  
Westbrook, Maine 04092

Dear Joel:

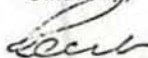
You will be pleased to know that Operation Upgrade has proven a huge success in New Orleans. Not only have we improved the dollar value of gifts over last year, and not only have we covered more prospects earlier than in any previous year, but we have added a sense and tone of excitement, acceptance and interest in our campaign which we haven't felt for some time.

Naturally, you and the host of other Operation Upgrade volunteers are responsible for our success. Even the most skeptical of the solicitors found the gentlemen of Operation Upgrade of the highest caliber and quality and have expressed their pleasure in meeting you.

Personally, and as Campaign Chairman, I thank you for launching our campaign on such a positive note. Because of your efforts, we feel confident that we shall reach, and perhaps surpass, our goal.

You have my warmest personal regards.

Sincerely,

  
Herbert J. Garon  
General Chairman

TOOZE KERR & PETERSON  
Attorneys at Law  
801 Standard Plaza  
Portland, Oregon

February 22, 1973

Operation Upgrade  
United Jewish Appeal  
1290 Avenue of the Americas  
New York, New York

Joel Sherman did an outstanding job. We will complete the Upgrade form when all of the gifts which he solicited have been closed.

The quality and the tone of the solicitations was precisely what we needed: a knowledgeable, committed, communicative solicitor made clear that campaigning is serious business, without gimmicks.

Sincerely,

Arden E. Shenker

keep the

promise



HERBERT J. GARON  
General Chairman  
MRS. JOSEPH BERNSTEIN  
Chairman, Women's Division  
MORTON J. GABA  
Executive Director

New Orleans Jewish Welfare Fund / Israel Emergency Fund  
211 Camp St., New Orleans 70130 Telephone 525-0674

1973

February 14, 1973

Mr. Sandy Seplow  
c/o United Jewish Appeal  
1290 Avenue of the Americas  
New York, N.Y. 10019

Dear Sandy:

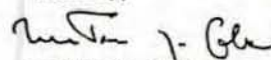
Just a word to express my personal thanks as well as those of the Jewish Welfare Federation for your extreme helpfulness to us during your recent stay in New Orleans.

We have heard only the best things about your work here. Obviously none of us can be completely satisfied about any of the work we do, but the facts show that you were extremely successful with your prospects as well as in helping to upgrade the effectiveness of our own volunteer workers. The latter will certainly pay long term dividends.

I am sorry you could not have stayed with us longer, but hopefully you will be back in New Orleans in November for the General Assembly of the Council of Jewish Federations and Welfare Funds. Perhaps at that time I can show you a little bit of our great city.

Thanks once again.

Cordially,

  
MORTON J. GABA  
Executive Director

UNITED JEWISH WELFARE FUND  
590 North Vermont Avenue  
Los Angeles, California

April 28, 1972

Operation Upgrade  
United Jewish Appeal  
1290 Avenue of the Americas  
New York, New York

For Los Angeles, Operation Upgrade proved to be one of the most important events of the 1972 Campaign. It brought in a great deal of money we would never have otherwise realized; it alerted literally hundreds of important prospects to the need for their commitment; and it "turned on" a score of more current and future Los Angeles leaders with the challenge, achievement and experience of face-to-face solicitation.

Cordially,

Chester Firestein  
General Chairman

GOUDCHAUX'S  
1500 Main Street  
Baton Rouge, Louisiana

UNITED JEWISH WELFARE FUND  
440 Main Street East,  
Rochester, N. Y.

August 16, 1972

October 7, 1972

United Jewish Appeal  
1290 Avenue of the Americas  
New York, New York 10019

Now that "Operation Upgrade" is over, our assessment can only be that it was a magnificent success. Baton Rouge needs education, and you fellows were a big plus in delivering our message.

Many thanks, and we are looking forward to your help again next year.

Mr. Harvey Peltz  
Wilton,  
Connecticut

Dear Harvey:

Thank you for your time, effort and dedication in taking part in the "Operation Upgrade" project recently in Rochester.

The overall result is a 65% increase in all gifts made to date.

You and your colleagues helped immeasurably in stimulating both our workers and our givers toward what I am sure will be a successful campaign.

We hope we may have the opportunity on future occasions to welcome you again to Rochester.

With kindest personal regards.

Sincerely,

Hans Sternberg

Cordially,

Elmer Louis  
Exec. Dir.

AMERICAN JEWISH  
ARCHIVES  
J. WILLIAM ROSENTHAL, M.D.  
MILES H. FRIEDLANDER, M.D.  
HOWARD S. REITMAN, M.D.

January 30, 1973

Paul Feigenbaum  
Attorney at Law  
Appellate Division Chambers  
County Court House  
Monticello, New York 12701

Dear Paul,

Thank you so much for your note. I enjoyed being with you and seeing you when you were in New Orleans.

Stan Rosenthal called me the other night and said that he appreciated the note from you. Stan has really gotten the bug and in fact went out with the solicitor last week with varied results.

Thanks to your inspiration he has really become an ardent worker for Jewish welfare. I will keep you informed as to the other two prospects when we get the information.

Sincerely,

Miles H. Friedlander, M.D.

"Sanford Hollander not only did an excellent job on prospects with substantial increases, but also increased the giving of the man working with him and revitalized one of the outstanding members of our own community."

Ravella R. Kopstein, Exec. Dir.  
Canton, Ohio



## MEMORANDUM

*Date*

1/29/73

*To* O.U.L.S.

*From* Jerry Countess

*Subject* Report on Upgrade Results for January 1973

A few brief comments on the enclosed report:

Our experience last year as to the areas in which we are most effective - the \$500 - \$3,000 range - is proving to be a reliable predictor of the future, as the enclosed figures indicate.

An obvious weakness - the percentage of solicitations we are closing on the day of solicitation. It's dropped at least ten or fifteen percent below last year's closings.

We know that there have been community weaknesses - in terms of inadequate information for our Upgrade volunteers, a few cases of poor preparation, last minute changes - but that's part of the complicated world with which we deal.

As part of our staff function we'll continue to press the communities for greater involvement with the program, better selection of prospects, etc. A certain amount of slippage is inevitable, however. We'll just have to try harder, because what we don't close when we're there may never be closed at all, or with no increase at all, as we discovered last year.

Lastly - I have reports from only 19 of the 78 days we worked this month. Unless you report your results, we have no way of knowing what's happening, and no way of making certain that we stay on the right track.

Please report your results promptly.

Thanks for your cooperation.



OPERATION UPGRADE

Monthly Report - January 1973

Total \*DOS - January 1973: 78

Total DOS - January 1972 34

Current results in for only 19 DOS, January 1973, as follows:

Total solicitations: 110

Solicitations closed DOS 49

Open 61

Average # solicitations DOS 5.8

Breakdown

Range	#	'72 Value	'73 Value	# Increase
0 - 999	23	11,530	25,625	14,095
1,000 - 1,999	12	15,725	30,100	14,375
2,000 - 2,999	8	19,300	26,100	6,800
3,000 - 3,999	4	12,350	17,100	4,750
4,000 - 4,999				
5,000 - 5,999	1	5,000	7,500	2,500
6,000 - 6,999				
7,000 - 7,999	1	7,000	8,500	1,500
8,000 - 8,999				
9,000 - 9,000				
Totals:	49	70,905	114,925	44,020 (Increase: 63%)

\* DOS - Day of Solicitation

2/15/73

FEBRUARY, 1973

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	19 ) <u>GREENSBORO</u> Paul Alamar	20 ) <u>LOS ANGELES</u> Gary Rubin Bill Goldenberg	21) <u>LYNN, MASS.</u> Orientation Meeting JDC - B.S. /FR	22) <u>STAMFORD, CONN.</u> Joel Leavitt	23) <u>DENVER</u> Don Kaplan
	<u>LOS ANGELES</u> Gary Rubin Bill Goldenberg Robert Levy	<u>HIGH POINT, NC+ (1)</u>	<u>NEW ORLEANS</u> Dr. Steven Bailie	<u>HIGH POINT, N.C.</u> Saul Freedman	<u>SAN FRANCISCO</u> Gary Aminoff
	<u>HIGH POINT, N.C.</u> Jerry Lockshin	<u>OAKLAND, CALIF.</u> Mark Gassner	<u>SEATTLE</u> Norman Rosenblatt	<u>DENVER</u> Marc L. Marks	<u>ALTOONA, PA.</u> Ed Winkler
	<u>PORTLAND, OREGON</u> Joel Sherman Steve Schwartz Don Gould	<u>PORTLAND, OREGON</u> Joel Sherman Steve Schwartz Don Gould	<u>LOUISVILLE</u> Mike Beldon	<u>SAN FRANCISCO (1)</u>	
			<u>HIGH POINT, N.C.</u> Benj. Cone, Jr.	<u>LOUISVILLE</u> L. Steinberg	
			<u>DENVER</u> Albert Friedman		
	26) <u>STAMFORD</u> Bill Fogle	27) <u>CLEVELAND, OHIO</u> Operation Upgrade Seminar	28) <u>ENGLEWOOD, N.J.</u> Orientation- JDC & Don Benjamin	28) (Continued) <u>MINNEAPOLIS, MINN.</u> Leonard Bell	
	<u>DES MOINES, IOWA</u> Elliot Bernstein	<u>SIOUX CITY (1)</u>	<u>SIOUX CITY (1)</u>	<u>NEW ORLEANS</u> Avi Abramowitz	
		<u>DES MOINES, (1)</u>	<u>GREENSBORO</u> Loyd Levin		
		<u>GREENSBORO</u> Loyd Levin	<u>COLUMBUS</u> Dr. Ron Kaplan Dr. David Chamovitz		
			<u>DES MOINES (1)</u>		
			<u>CAMDEN, N.J.</u> Dr. Norman Atkins		



MARCH, 1973

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
				1) <u>SIoux CITY</u> Sheldon Rabinowitz <u>STAMFORD, CONN.</u> Bob Copeland <u>DES MOINES</u> Stan Sirak <u>MANCHESTER, N.H. (1)</u> <u>SAN FRANCISCO</u> Frank Harkavy	2) <u>San Francisco</u> Albert Friedman
	5) <u>DES MOINES</u> Arthur Spector  <u>CHICAGO</u> Lou Pollock	6) <u>PHILADELPHIA</u> Jerry Teller  <u>CHICAGO</u> Ron Daniels	7) <u>PHILADELPHIA</u> David Cohen  <u>STAMFORD</u> Sy Klionsky  <u>CHICAGO</u> Ron Daniels  <u>CAMDEN, N.J.</u> Mark Greenberger <u>MANCHESTER, N.H.</u> Dr. Bob Brenner	8) <u>STAMFORD</u> Sy Klionsky  <u>SAN FRANCISCO (1)</u>  <u>MANCHESTER</u> Len Bell  <u>ALTOONA</u> Alan Molod	9) <u>SAN FRANCISCO</u> Jay Jacobson  <u>ALTOONA, PA. (1)</u>



- 2/15/73

MARCH, 1973 (Continued)

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
11 ) <u>RIDGEWOOD, NJ (1)</u>	12)	13) <u>CHICAGO</u> Dave Gerber	14) <u>STAMFORD</u> Ken Lyons	15) <u>CHICAGO</u> Sheldon Rabinowitz	16) <u>SAN FRANCISCO</u> Fred Sichel
			<u>CHICAGO</u> Harry Martin	<u>SAN FRANCISCO</u> Fred Sichel	<u>ALTOONA, PA. (1)</u> -
			<u>CAMDEN, N.J. (1)</u>	<u>ALTOONA, PA.</u> Ivan Novick	
8) <u>RIDGEWOOD, N.J.</u> Dr. Eugene LeBauer	19)	20)	21) <u>CHICAGO</u> Bradley Schwartz	22) <u>CHICAGO, ILL.</u> Beryl Nussbaum	23 ) <u>CHICAGO (1)</u>
			<u>CAMDEN, N.J. (1)</u>	<u>SAN FRANCISCO</u> Lloyd Levin	<u>SAN FRANCISCO</u> Lloyd Levin
25) <u>RIDGEWOOD, N.J. (1)</u>	26)	27)	28) <u>WARREN, OHIO (3 )</u> Jack Fisher	29) <u>SAN FRANCISCO</u> Marvin Freedman	30 ) <u>SAN FRANCISCO</u> Mike Kratze
			<u>CAMDEN, NJ (1)</u>	<u>ALTOONA, PA. (1)</u>	<u>ALTOONA, PA. (1)</u>

HERBERT A. FRIEDMAN  
15 IBN GABIROL STREET  
JERUSALEM, ISRAEL 92430  
TEL. 02-66921

20 April 1972

Dear Friend:

This might look like a form letter, but it really isn't. It's as personal as I can make it within the limits of Israeli technical possibilities.

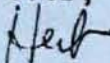
I simply want to say thanks for doing a grand job on Operation Upgrade. It was an idea that seemed right, but had to be proven right - and you helped do just that. When all the figures are in and tabulated, this pilot demonstration will have shown a new method of finding many additional millions which are so badly needed.

Israel is beautiful now - with the wild flowers sprinkled across the fields and hillsides. Spring is in the air - and the valleys are all green.

But the message is always close at hand. Last week and this we have observed three solemn days - all tied together by a thread of blood. Last Tuesday was the Day of Memorial for the Six Million; this Tuesday is the Day of Remembrance for the soldiers who have fallen in Israel's wars; and Wednesday is Independence Day, when the nation is alive to celebrate birthday 24. These three days tell the whole story.

Thanks again for everything you do and will continue to do, to make it possible.

As ever,



Herbert A. Friedman



JANUARY, 1972

12/15/72

file  
operation  
up grade

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	1)	2)	3) <u>Albany</u>	4) <u>Albany</u>	5) <u>Albany</u>
7) <u>Columbus</u> Orientation JDC	8) <u>Albuquerque</u> Len Bell	9) <u>Albuquerque</u> Mike Kratze	10) <u>Louisville</u> Orientation- JDC Mark Greenberger <u>New Orleans</u> Bob Copeland Bob Schrayner (?)	11) <u>Miami</u> Fred Sichel	12) <u>Miami</u> Fred Sichel <u>New Orleans</u> Mike Beldon Paul Alamar
14) <u>Columbus</u>	15) <u>Denver (2)</u> Mike Kratze <u>Peoria, Ill.</u> Dave Bear <u>Canton, Ohio</u>	16) <u>Philadelphia</u> Morey Myers Denver (2) Joel Leuchter <u>Norfolk</u> Robert Levy Peoria, Ill. <u>Canton, Ohio</u> Sandy Hollander	17) <u>Denver (2)</u> Joel Leuchter <u>Norfolk</u> Robert Levy <u>Peoria, Ill.</u> <u>New Orleans (5)</u> Sandy Seplow Alan Rudy Paul Feigenbaum	18) <u>Denver (2)</u> Mel Sacks (?) <u>Greensboro</u> Dr. Robert Brenner <u>Columbus (7)</u> <u>Peoria, Ill.</u> Bob Schrayner (?) <u>New Orleans (4)</u> Neil Norry L. Steinberg Alan Rudy Paul Feigenbaum.	19) <u>Denver (2)</u> Mel Sacks (?) <u>New Orleans (1)</u> Neil Norry



SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
21) <u>Columbus</u>	22) <u>New Orleans</u> Jack Wilkof ----- Houston Dan Silverberg ----- Denver (1) -----	23) <u>Norfolk</u> Clifford Isroff ----- Houston Ralph Stern Dan Silverberg ----- New Orleans Sandy Hollander Sanford Rosenblum ----- Denver -----	24) <u>Columbus</u> (7) Dr. S. Baillie B. Leuchter Frank Harkavy ----- New Orleans (5) Leonard Bell Sanford Rosenblum ----- Houston Ralph Stern ----- Philadelphia ----- Denver ----- Norfolk Dave Gerber -----	25) <u>Columbus</u> (7) Dr. Steve Baillie Ben Leuchter ----- New Orleans (4) ----- Houston Harvey Peltz -----	26) <u>Houston</u> Harvey Peltz ----- New Orleans ----- Al Friedman -----
28)	29)	30) <u>Sioux City</u> ----- Norfolk David Katz ----- New Orleans -----	31) <u>Sioux City</u> ----- Norfolk David Katz ----- New Orleans (2) -----		

FEBRUARY, 1973

12/15/72

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
			1) <u>New Orleans</u> <u>Columbus</u> (4) <u>Sioux City</u> -----	2)	3)
5)	6)	7) <u>Columbus</u> (4) ----- <u>New Orleans</u>	8) <u>Columbus</u> (4) ----- <u>New Orleans</u>	9)	10)
12) <u>Canton</u> Warren Miller -----	13) <u>Oakland</u> Len Bell ----- <u>Phoenix</u> (2) ----- <u>Canton</u> ----- <u>New Orleans</u> Ralph Stern	14) <u>Oakland</u> Len Bell ----- <u>Phoenix</u> (2) ----- <u>New Orleans</u> Ralph Stern	15) <u>Columbus</u> (4) ----- <u>Phoenix</u> (2) Dr. Steve Bailie	16)	17)
19) <u>Greensboro</u> Paul Alamar ----- <u>Phoenix</u> (2) -----	20) <u>Phoenix</u> (2)	21) <u>Phoenix</u> (2) ----- <u>New Orleans</u> (2) Dr. Steve Bailie -----	22) <u>Stamford</u> -----	23)	24)
26) <u>Stamford</u> -----	27) <u>Sioux City</u>	28) <u>Sioux City</u> -----			



file

TO EXECUTIVE DIRECTORS RE: OPERATION UPGRADE

November 6, 1972

Early 1973 campaign results of our Operation Upgrade program led by Leonard Bell and James Nobil and directed by Jerry Countess are very encouraging in the gift range between \$1,000 and \$10,000. The Upgrade teams have conducted 145 solicitations for an average increase in pledges over last year of 106%.

Here are some representative 1973 Upgrade gifts:

<u>1972</u>	<u>1973</u>
\$ 3,500	\$15,000
4,250	6,250
1,000	5,000
2,500	4,635
3,000	4,000
2,000	3,500
2,000	3,500
2,000	3,000
1,500	3,000
1,349	3,000
750	3,000
2,500	2,750
1,500	2,500
800	2,400
1,470	2,150
1,300	1,800
1,250	1,750
1,100	1,500
---	1,500
600	1,200
750	1,100
600	1,000

In view of the success of this middle level solicitation, I urge you to give it serious consideration for your campaign. Please let us know if you want your community involved in "Operation Upgrade".

Sincerely,

Rung

IB:DMS



INTERIM REPORTOperation Upgrade SolicitationsJuly 17 - Oct. 16, 1972

TOTAL SOLICITATIONS: 178

\$1,000-10,000 Range

			<u>'72 Value</u>	<u>'73 Value</u>	<u>\$ Increase</u>	<u>% Increase</u>
Upgrade Closed	:	95	\$ 128,747	\$ 255,360	\$ 126,613	99.2%
Community Closed	:	6	\$ 38,450	\$ 48,500	\$ 10,050	28 %
Open	:	69	\$ 81,800			

\$10,000 + Range

Upgrade Closed	:	4	\$ 56,000	\$ 77,000	\$ 21,000	38 %
Community Closed	:	2	\$ 20,000	\$ 23,000	\$ 3,000	15 %
Open	:	2	\$ 27,000			

COMMUNITIES INVOLVED IN ABOVE REPORT

Rochester  
 Baton Rouge  
 Morristown  
 Boston  
 Miami

NOVEMBER, 1972

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
<u>Boston</u> F. Harkavy	14) <u>Boston</u> F. Harkavy <u>Minneapolis</u> Bob Schroyer  <u>DENVER</u> Norm. Rosenblatt	15) <u>MINNEAPOLIS</u> Bob Schroyer <u>DENVER</u> Elliot Bernstein	16) <u>Minneapolis</u> H. Peltz <u>Denver</u> M. Myers <u>Greensboro</u> A. Spector L. Levin <u>San Antonio</u> JDC & S. Silverberg N.O. - jdc & Leuchter	17) <u>Norfolk</u> Orientation- jdc & P. Alamar  <u>Denver</u> M. Myers  <u>Greensboro</u> L. Levin	18)
19) <u>BOSTON</u> H. Feinbloom	21) <u>BOSTON</u> H. Feinbloom	22)	23) Thanksgiving	24)	25)
26)	28) <u>Minneapolis</u> I. Novick	29) <u>MINNEAPOLIS</u> Gary Rubin <u>SIoux CITY</u> Jdc & J. Abramson  <u>Salt Lake City</u> jdc & J. Abramson	30) <u>MINNEAPOLIS</u> S. Rabinowitz <u>Houston</u> jdc - A. Abramovitz		



DECEMBER, 1972

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
<u>Boston</u> Joe Bettman	5) <u>Boston</u> Joe Bettman  <u>UNION COUNTY</u> Norman Rosenblatt	6) <u>UNION COUNTY</u> M. Rasansky	7) U J A NATIONAL CONFERENCE . . . . .	8)	9)
11)	12) <u>San Francisco</u> Orientation	13)	14) <u>Louisville</u> Orientation	15)	16)



TO EXECUTIVE DIRECTORS WITH REPRESENTATIVE GIFTS FROM WOMEN'S DIVISION MISSIONS

November 13, 1972

The early indicators on the 1973 campaign continue to be favorable. In previous letters, I have sent you lists of representative gifts announced on the Prime Minister's Mission and the Annual Study Conference, as well as first returns on increases achieved in Operation Upgrade. All have been highly encouraging. Listed below are representative gifts announced on the Women's Division's two early missions - the Campaign Chairmen's Mission to Vienna and Israel and the Leadership Mission to Israel, led by Elaine Siris and Fannie Schaenen:

<u>1972</u>	<u>1973</u>
\$25,000	\$30,000
6,000	9,000
3,000	5,000
3,800	4,500
3,000	4,400
2,000	4,000
3,000	3,800
100	3,500
1,500	3,000
2,000	3,000
1,500	2,650
1,000	2,500
500	2,000
1,000	2,000
500	1,500
700	1,500
400	1,250
700	1,250
200	1,000
250	1,000
325	1,000

All these examples of the American Jewish community's understanding of the need and readiness to give adequately to meet the need - at all levels of giving - give us a solid foundation to build on in 1973. It's no longer just verbiage to say that we're facing a tremendous challenge and opportunity in our campaigning ... it's a reality we are measuring up to.

Sincerely,

*Rung*

IB:DMS



10/9/72

I N T E R I M   R E P O R T

Operation Upgrade Solicitations

July 17 - Oct. 2, 1972

TOTAL SOLICITATIONS: 138

\$1,000-10,000 Range

		<u>'72 Value</u>	<u>'73 Value</u>	<u>\$ Increase</u>	<u>% Increase</u>
Upgrade Closed	: 78	\$104,527	\$214,275	\$109,748	106 %
Community Closed	: 7	38,450	48,500	10,050	28 %
Open	: 47	61,600			

\$10,000 + Range

Upgrade Closed	: 2	34,000	46,000	12,000	35 %
Community Closed	: 2	20,000	23,000	3,000	15 %
Open	: 2	27,000			

COMMUNITIES INVOLVED IN ABOVE REPORT

Rochester - July 17th thru 20th.

Rochester - September 12 - thru 15.

Baton Rouge, La. - Sept. 26-27-28- Oct. 2nd



10/11/72

OCTOBER, 1972

SUNDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
9)	10) <u>MORRISTOWN</u> B. Rapowitz ----- <u>HARTFORD</u> Meeting- JDC & Neil Norry -----	11) <u>MORRISTOWN</u> Don Gould -----	12)	13)	14)
16) <u>BOSTON</u> Saul Freedman -----	17) <u>BOSTON</u> Julian Zander ----- <u>MIAMI</u> Worker Trainer- - Balpb Stero - -	18) <u>MIAMI</u> Worker Trainer- Mitch Rasansky	19) <u>MIAMI</u> Worker Trainer L.D. Bell	20)	21)
23) <u>CHERRY HILL</u> Op Up Meeting JDC & Sam Lear -----	24) <u>SCRANTON, PA.</u> Op Up Orientation JDC & M. Greenberger -----	25)	26)	27)	28)
SUNDAY-10/29 Philadelphia Training Meeting L. Rasansky -----	31) <u>BOSTON</u> Stan Sirak -----				
(30) <u>BOSTON</u> Stan Sirak					



10/11/72

NOVEMBER, 1972

SUNDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
6) <u>BOSTON</u> Ken Lyons	7) <u>BOSTON</u> Bob Copeland	8)	9) <u>GREENSBORO</u> Dave Gerber	10)	11)
		TORONTO- CJFWF	TORONTO- CJFWF	TORONTO- CJFWF	TORONTO
13) <u>BOSTON</u>	14) <u>BOSTON</u>  <u>MINNEAPOLIS</u> Bob Schroyer	15) <u>MINNEAPOLIS</u> Bob Schroyer	16) <u>MINNEAPOLIS</u> H. Peltz <u>GREENSBORO</u> Arthur Spector Lloyd Levin  <u>NEW ORLEANS</u> Op Up Orientation JDC & Ben Leuchter	17) <u>NORFOLK</u> Op Up Orientation JDC & Paul Alama	18)
20) <u>BOSTON</u> Gold Feinbloom	21) <u>BOSTON</u> H. Feinbloom	22)	23)	24)	25)
27)	28) <u>MINNEAPOLIS</u> Ivan Novick	29) <u>MINNEAPOLIS</u> Gary Rubin	30) <u>MINNEAPOLIS</u> Sheldon Rabinowitz		



July 13, 1972

MEMO:

TO : Operation Upgrade Lay Staff

FROM : Jerry Countess  
Operation Upgrade

RE : Dr. Nesher Training Seminar for Upgrade Volunteers

The Upgrade Training Seminar, to be conducted by Dr. Nesher, is scheduled for August 10th, 1972.

It will be held in the UJA Board Room at UJA Headquarters, 29th floor, 1290 Avenue of the Americas, New York City.

The Seminar is scheduled as follows:

Morning Session: 10:00 a.m. to 1:00 p.m.  
(Coffee and Danish- 9:30 a.m.)

Lunch Break : 1:00 p.m. to 2:30 p.m.  
(UJA hosting - Board Room)

Afternoon  
Session : 2:30 p.m. to 5:30 p.m.

Once again, we urge each of you to attend if it is at all possible. This session is designed to help solidify the concepts we're going to use when Upgrade men go out to train workers in the various communities across the country.

In every community where we've tested the training service idea - the response has been highly enthusiastic. We know you're good solicitors. We have to gear those talents, now, to developing the same skills in the communities that are asking us to help train their workers. That's the purpose of the seminar, and that's why we're asking you to make every effort to join us on August 10th.





By: Jerry Countess  
Director

July 14, 1972

OPERATION UPGRADEA MID-SUMMER STATUS REPORT

Our first full campaign is over. It was a good beginning. Everyone who participated in Upgrade can take pride in having helped to get the program off the ground, and in the results that were achieved.

We learned a great deal from our first six months of operation, as much from the things that went awry as from the things we did that worked well. When we put it all together - we had data on nearly a thousand solicitations.

On May 23rd we met with a dozen or so Upgrade guys for an objective evaluation of that material. The conclusions around which we planned our next campaign are summarized below:

- , The basic condition for Upgrade acceptance of a community request for assistance is the opportunity to visit the community for a thorough briefing before we set any dates. We want to meet with the Exec., the Campaign Chairman and some of the lay leaders who will actually be working with the Upgrade solicitors, to make sure that all of them understand the program.



- . We will press, at these briefings, to have Upgrade viewed as a formal campaign tool wherever possible.  
In operational terms, that means - community selection of an Upgrade Chairman, and the appointment of specific local workers to assist him.
- . We would like the opportunity to solicit the Upgrade Chairman and his assistants prior to our going out into the field with them.
- . Barring community instructions to the contrary, we will try to close every gift on the day of solicitation.
- . We want to set Upgrade dates early in the community campaign calendar, well before the onset of their campaign, where feasible.
- . We'll try to hold down the number of dates requested by communities, with an open option for them to get additional assistance from us wherever they've demonstrated their ability to keep the dates set, and have provided us with sufficient appointments for our solicitors.
- . As an additional service, we'll offer communities a Worker Training Seminar, to take place in advance of the dates set for solicitation.

The success of the Upgrade program in the last campaign, and the increasing number of communities now requesting our service, should make it easier for us to stick to the concepts mentioned above. If we do stick to them - our program will be stronger, tighter and more successful.

#### CURRENT ACTIVITIES

In the last few weeks we've visited half a dozen communities for briefing sessions:

Chicago  
Denver  
Philadelphia

Phoenix  
San Diego  
Washington, D.C.

Three of them - Denver, Philly and Phoenix - have already set dates for Upgrade Worker Training Seminars, either in late August or mid-September, with solicitation dates to follow soon after. The other three communities have also responded well to our new program and we should be working with them before their regular campaigns get under way. There will be briefing meetings with at least three or four more communities in August.

We've also met with Upgrade staff members in Rochester and Albany, as well as in the cities indicated above. At each of these meetings we spoke to lay leaders invited there by our people, and are fortunate, now, to have a dozen or so new volunteers in our group.

There will be more such meetings held in August. Don Hodes is planning a meeting in Massachusetts; Sam Lear a meeting in New Jersey; and Bud Hocken-berg and Dave Bear are setting one up for Des Moines.

In addition, Upgrade is starting the new campaign with a concentrated effort in Rochester, during the week of July 17th. Based on our experience in Los Angeles, we're capitalizing on the excitement generated by having a large number of people working together simultaneously, and have scheduled the following men into Rochester on the days indicated:

<u>7/17</u>	<u>7/18</u>	<u>7/19</u>	<u>7/20</u>
Lenny Bell	Mark Greenberger	Sandy Hollander	Sandy Hollander
Ralph Stern	Ralph Stern	Joel Abromson	Harvey Peltz
Dr. Ron Kaplan	Don Gould	Jayson Baker	Ken Lyons
Bill Fogle			

As of July 12th, Rochester has already set a minimum of four firm appointments per man per day. In addition, some of the men solicited during the day will also attend three small parlor meetings planned for the evening. The groundwork has been laid for a good opening shot in the new campaign.

The foregoing, then, is by way of report on Upgrade activities in the still of the doldrums, before the campaign winds really begin to blow. I think it presages an active, exciting involvement for all of us, and a good deal earlier than we started last year. Based on the record, that early involvement should produce our best results.

I look forward to working with all of you again in the not-too-distant future.

Have a great summer!



file  
May 24, 1972

MEMO:

TO : Operation Upgrade Lay Staff

FROM: Jerry Countess

On May 23rd we held an Operation Upgrade Review and Planning meeting at UJA headquarters in New York. Upper echelon UJA staff - Irving Bernstein, Don Klein and Marty Peppercorn, joined a group of Upgrade volunteers to discuss the problems and results of the first full Upgrade campaign, and to plan how best to use our resources in the coming year. Upgrade invitees were those members who had participated most intensively in our activities since last October.

Enclosed with this memo are the following:

Operation Upgrade Report to Lay Leaders, the material of which laid the groundwork for our R & P meeting.

Report on Community Development

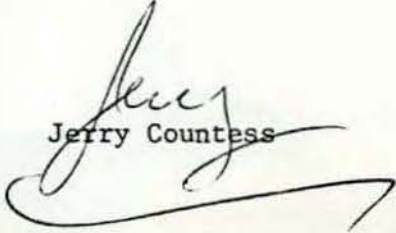
Report on Recruitment of Volunteers

A digest of the R & P meeting, with a summary of measures adopted.

A recommendation form for potential Upgrade volunteers

I know you'll be interested in the statistical and background information on our first campaign, and our plans for the future. A summary of our activities is also being mailed to Executive Directors all over the country.

Any comments you have would be welcomed.

  
Jerry Countess

## REPORT ON

RECRUITMENT OF VOLUNTEERS

To meet the needs of a wider Operation Upgrade campaign next year, obviously some kind of ongoing recruitment campaign is necessary.

The following areas of development are possible:

Young Leadership Cabinet Alumni

Young Leadership Cabinet

The National Campaign Cabinet

Local Solicitors worked with Operation Upgrade Solicitors

Upgrade Solicitor recommendations.

YOUNG LEADERSHIP ALUMNI

It would seem unwise to devote any major effort towards mining what is a relatively thin resource. At the same time we have had some assistance from members of this group. A prudent course of action might be to continue to keep them informed of what Upgrade is doing via periodic reports, such as our report on the '72 campaign, and possibly through other mailings of significant Upgrade developments.

Young Leadership Cabinet

When the Young Leadership Alumni didn't live up to our expectations- members of the Young Leadership Cabinet picked up the ball and gave yeoman service. In spite of that commendable record, however, -there were 11 Young Leadership members who said they'd work with us and, for some reason or another, never took a single day. Eighteen fellows took only one day. Twelve took just two days.

Obviously two things ought to happen: we need more Young Leadership people working with us; and we need more days from the men already committed to assist the program.

In discussing this problem with Don Benjamin, Don suggested an approach which could give us a tremendous lift. He felt that if each man working with Upgrade would commit only one day a month, say over a six or seven month period, it would add major manpower to our pool.

In the past, a number of Young Leadership Cabinet members have said they would do this - but then didn't deliver. Now, perhaps, some measure of control is possible that would make it more likely they would work with us. Upgrade could make periodic assessments of performance, monthly, for example, like the performance chart I sent out with the report. The Young Leadership staff would then be in a position to bring some influence to bear on the laggards. A regular audit like that ought to increase the available Upgrade talent.



There is still another thing Young Leadership could do that might help to swell Upgrade ranks in the future, if it seems advisable for them. At the present time - when a Young Leadership Cabinet member graduates, becomes an Alumnus - that's it! Except for the few who go on to the National Campaign Cabinet, the others are absorbed back into their own communities.

The original concept of using this Alumni for Operation Upgrade staff is still sound, in spite of the fact that presently we have few of them working with us. But - if the Young Leadership were to start now - pinpointing Operation Upgrade as the place to be, after graduation from Young Leadership. . . sort of an advanced degree. . . then we ought to be able, in the future, to capitalize on the years of service and training. They would expect to be called for Upgrade - and it should be possible for us, then, to retain our most valuable asset.

#### The National Campaign Cabinet

Consideration of the spotty performance of National Campaign Cabinet members has to be tempered by recognition of their commitments to other areas of concern. Four of the National Campaign Cabinet members who volunteered for Upgrade never took a date, however; one took two days; two took four days; one took seven days. The Upgrade Chairman and Co-Chairman, between them, accounted for thirty days.

A strong effort to recruit substantial members of additional National Campaign Cabinet members would not seem to hold promise of significant return.

Some effort to enlist them in the program certainly is justified. It might be more productive, however, if the main burden of that effort takes place outside the Upgrade arena.

#### Local Community Solicitors

Here we have an avenue of exploration that may be worth developing. On each of the 168 days that Upgrade men worked in a community, they were accompanied by one or more local solicitors during the day. Several of our men reported to us that the local man accompanying them was a good solicitor - knowledgeable, adept, capable. . . and interested in working with Upgrade in the future. These reports came to us gratuitously.

There would seem to be a built-in growth factor here - of undetermined value, at this stage - but one worth serious exploration. A mechanism to insure the build-up of such information for the future could be, simply, a request for evaluation of the local solicitor included as part of our standard community report form that we send to Upgrade workers.

For the present - we do have a record of the local solicitors who accompanied our Upgrade people. It shouldn't be difficult, now, to get a report from Upgrade lay staff on outstanding local people with whom they've worked. With such a body of information we ought to be able to do some productive work during the period between campaigns.



There is obvious danger in this approach. Determination of what makes a good solicitor is terribly subjective. Even within our own ranks we run the gamut from only fair to very, very good. Certainly we don't want to alienate the communities by providing someone who performs inadequately. It might be useful, perhaps, in discussing this, to try to determine criteria for selection, and to set up some method of evaluation for candidates about whom we have limited knowledge.

#### Upgrade Solicitor Recommendations

In addition to the above, we should also request recommendations from our own staff. Our ranks have grown from 35 to 97 in large measure as a result of such recommendations in the past. When the shoe pinched and we were out of Upgrade men to handle a particular date, we were often directed to new candidates because we asked our guys to suggest qualified people they knew who might have heard about the program and would be willing to give us some time. A specific request for such information, tied in with some evaluation procedure, would seem likely to justify the limited effort required to test the idea.

#### Upgrade Training Seminars

There is still another source of manpower that may become available. Irving Bernstein suggested that in addition to face-to-face solicitation in the communities, Operation Upgrade offer its services as a training resource. Where communities are willing and able to bring their workers together, one or more of our especially skilled people could come in to conduct a seminar session on Upgrade techniques, to prepare the workers to do their own Upgrade thing inside the community.



One of the less visible beneficial results that accrue to a community from exposure of its lay leaders to Operation Upgrade personnel, is the rub-off of enthusiasm, excitement and commitment. Upgrade training seminars would introduce our solicitors to larger groups. In many cases we'd probably be returning to those same communities to work in direct solicitation with some of the people who attended the training seminars. Our experience this past year suggests that it would be reasonable to assume that some of these people will be motivated to volunteer their services to Operation Upgrade. At that point, of course, we'll have to start worrying about their ability - but that's another problem.

#### OPERATION ISRAEL

Still another potential source of Upgrade manpower has come to us from Don Klein. It was Don's suggestion that we check mission Captains and their assistants for the names of mission members whose performance indicated they might make good material for us. If they're good, and we can get to them right after their return, it has to prove helpful. The approach has obvious validity because we've already picked up three or four men who were turned on by their Israel trips.

#### THE NEAR FUTURE

We've now had 6 months of intensive experience with Operation Upgrade. On the operational level - the continuing, over-riding, most acute problem we've had - has been the inadequate supply of Upgrade solicitors. The growth in manpower we achieved was at inordinate expense. It often forced us to neglect other important activities.

I've just mentioned some possible courses of action we can take to increase our staff. Whatever the merits of that collective action, however - if we do not use the next four or five months of slack time to conduct a determined search for new volunteers - the next campaign cannot reflect the measure of growth that is possible.

I suggest that we use the previously listed techniques to pinpoint as large a number of potential Upgrade candidates as possible. Once we've culled the group we feel represents worthwhile prospects, we ought to go after them aggressively.

I think it's feasible to try to set up meetings with several small groups of prospects within tight geographical boundaries. If it can be done - I think they ought to be visited - by me - in conjunction with the local Operation Upgrade solicitor in the area.

For example: Don Gould is prepared to set up a meeting in Albany with perhaps five or six men in the area he thinks have the quality we need. He's already spoken to several of them about it, and they're willing... anytime. Troy and Schenectady are close by. Perhaps it's possible to do something similar with one or both of those cities, in combination or individually. The distances are small enough so that even if they have to be visited individually, it can be handled in a single day. It would be a hard day, but it could be fruitful, and that's the key consideration. I think the possibilities are real enough - in spite of the calendar and vacations and other commitments of lay leadership.

A number of our own Operation Upgrade members have responded positively to this suggestion, and have volunteered their time to assist with it over the next few months.

I'd like to add - I'm not talking about wheel-spinning, adventurism, travel and expense for no real purpose. It'll take a good deal of homework to set up properly, and obviously it won't work everywhere. But I also think that the need for additional Upgrade volunteers is serious enough to justify a positive trial as early as possible.





May 25, 1972

MEMO:

TO : Operation Upgrade Lay Staff

FROM: Jerry Countess

## AMERICAN JEWISH ARCHIVES

One of the ways in which you can be instrumental in shaping the Upgrade future is to direct your serious consideration to the recommendation form attached.

Review your own experience in the communities. If there are individuals who've accompanied you on your solicitations who seemed to be good potential Upgrade material - write their names down.

The lower half of the form provides room for the names. . . and a thumbnail sketch. . . of lay leaders you know personally who might make meaningful contributions to our program. We need that information now. Community response to our first efforts makes it likely that Upgrade can play a significant role in the next national campaign. We can fulfill that promise only if we have the staff.

Please - fill out that form now.

Thanks.

COMMUNITY LAY LEADER

Name \_\_\_\_\_

Accompanied Operation  
Upgrade Lay Leader In

Date \_\_\_\_\_

Recommended By:

Name \_\_\_\_\_

Address

Phone

1)

Background Info:

2)

Background Info:

3)

Background Info:

4)

Background Info:

REPORT ON

PROGRAM DEVELOPMENT

If there's one thing that stands out unmistakably from our Upgrade experience these last six months it's the frustrating and unsuccessful results we've had with communities that were not adequately prepared to receive Upgrade solicitors. The index of cancellation percentages is all too eloquent, and I won't belabor the point. We have an obvious stake in lowering that percentage in the next campaign.

Even in some of the communities where an Upgrade lay leader went in first to explain the program, we weren't always successful. I think that in some measure, in those cases, it was due to the fact that the program was introduced and explained to key community leadership and the community Exec., but was not communicated to those lay leaders who would be making appointments and accompanying our solicitors. That is really the target group for which we should aim.



The worst group, of course, is made up of those communities we picked up solely on the telephone, without any visit at all. The rate of cancellation, and the low level of community cooperation we had from them is a memorial to the wrong way to use Upgrade.

I'm suggesting that we use this interim period between campaigns to sow the Upgrade seed. . . where it is feasible. Again - I'm not suggesting a single-purpose visit, to one community at a time. I am suggesting, for example, a visit to a Des Moines, to which we may be able to bring community representatives from Cedar Rapids, Sioux City, Lincoln. Alan Hilburg, the Field Man, has spoken to community leaders in all these towns and they're receptive, and all these towns have talked about bringing Operation Upgrade in next year. If, to that meeting, we can also add visits or meetings with potential Operation Upgrade prospects in the area, and Young Leadership people we want to involve more actively, then it seems to me we have a valid trip.

It has been suggested that a strong negative indicator for this type of activity is the fact that executives are too busy, now, with too many other things, to bother with us. I'm not sure that's true all over. The response I've had from executives I've talked to on the phone has been a little more positive, especially since we're talking about a very flexible calendar.

It's true that Campaign chairmen, now, are busy winding up their campaigns and may not be able to devote the time to such a meeting. It's also true that they may not be in the same key leadership position in the next campaign.

The fact is, however, that the Community chairmen tend not to be the people who work with us on Operation Upgrade, and they aren't our prime targets. The people we have to get to are the lower level lay leaders - they're the ones who need the program interpreted to them in depth, and who need the exposure to one of our lay leaders who's worked actively in Upgrade in the past campaign. I think they're more readily available.

If we wait until next October to start this missionary work - we're dead. The history of our first campaign is quite conclusive: we simply won't have the manpower - or the time - to visit the communities. We'll just be building up problems for ourselves next year. It has to be done before next campaign, and with phone back-up later on.

Equally important, the record shows, is the value of getting into the communities earlier in the campaign. The prospects we're given are better, there are less cancellations - the record is clear on that. Most important of all, however - in many cases it will enable us to solicit first. . . the men who will be accompanying Upgrade solicitors. We've had too many instances in which the local lay leader going around with our man hasn't even made his own commitment yet. It's hard to think of a worse anchor for our Upgrade man to have to drag around with him when he visits his prospects.

If the communities are willing to schedule us early, and we can get to their lay leaders on our level - it can't help but get them off to a good start, and it will lay the groundwork for a better performance by our people.



Again, it will depend on the individual communities, their willingness to accept us during the period we're talking about, and our ability to set it up so that we get optimum results from any particular visit. I think it would be a real mistake, however, not to pursue this area of development while we can.





SUMMARYOPERATION UPGRADE

1971 - 1972

Total Solicitations : 881

		<u>'71 Value</u>	<u>'72 Value</u>	<u>\$ Increase</u>	<u>% Increase</u>
Upgrade Closed	: 583	\$1,448,143	\$2,135,460	\$687,317	47.5 %
Community Closed	: 122	257,499	349,793	92,294	36 %
Open	: 136	(404,290)			
<hr/>					
Sub Totals:	841	\$1,705,642	\$2,485,253	\$799,611	46 %

\$10,000+ Category : 40

Upgrade Closed	: 27	479,000	577,619	98,619	21 %
Community Closed	: 5	163,500	220,000	58,500	35 %
Open	: 8	(146,250)			
<hr/>					
Sub Totals:	40	642,500	797,619	155,119	24.14 %

GRAND TOTALS:	: 881	\$2,348,142	\$3,282,872	\$934,730	40 %
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OPERATION UPGRADECOMMUNITY DATES AND CANCELLATIONS

(Breakdown by Community)

<u>Community</u>	<u># of Dates Requested</u>	<u># Comm. Canc'd</u>	<u># O.U. Can'd</u>	<u>Total</u>
AKRON	5	5		0
ALBANY	6	2		4
BIRMINGHAM	4	3		1
BOSTON	8	3		5
BUFFALO	14	11		3
CANTON	2	0		2
CHICAGO	13	7		6
COLUMBUS	28	3	2	23
DALLAS	1	0		1
DES MOINES	5	2		3
EL PASO	5	4		1
ESSEX COUNTY (Newark)	6	5		1
FLINT	7	3		4
GREENSBORO	6	1		5
HOLLYWOOD	13	6		7
HOUSTON	4	0		4
KANSAS CITY	9	4	1	4
LOS ANGELES	40	22		18
LOUISVILLE	2	2		0
MIAMI	28	9	1	18
NEW ORLEANS	2	0		2
PHILADELPHIA	19	10		9
PHOENIX	6	1		5
PITTSBURGH	6	3	1*	2
ROCHESTER	5	0		5
SAN FRANCISCO	4	2		2
SCRANTON	11	3		8
SEATTLE	6	3		3
SPRINGFIELD	4	1		3
ST. LOUIS	3	3		0
STAMFORD	6	0		6
TOLEDO	4	0		4
UTICA	5	5		0
WASHINGTON, D.C.	9	4		5
WILKES BARRE	2	1		1
WILMINGTON	6	3		3
Totals:	304	131 (43%)	5 (1-1/2%)	168

\* See...

Total Dates Requested : 304

Total Dates Cancelled:

By Communities : 131 (43%)

By Op. Upgrade : 5 (1-1/2%)

Total Dates Delivered : 168

# AMERICAN JEWISH ARCHIVES

## CANCELLATIONS BY MONTH

<u>Month</u>	<u># Dates Requested</u>	<u># Dates Comm. Canc'd</u>	<u># Dates O.U. Canc'd</u>	<u>% Canc'd</u>
OCTOBER '71	5	0		0 %
NOVEMBER '71	10	3		30 %
DECEMBER '71	36	12		33-1/3 %
JANUARY '72	73	26		35-1/2 %
FEBRUARY '72	63	22	2	35 %
MARCH '72	60	30	3*	50 %
APRIL '72	57	38		66-1/2 %

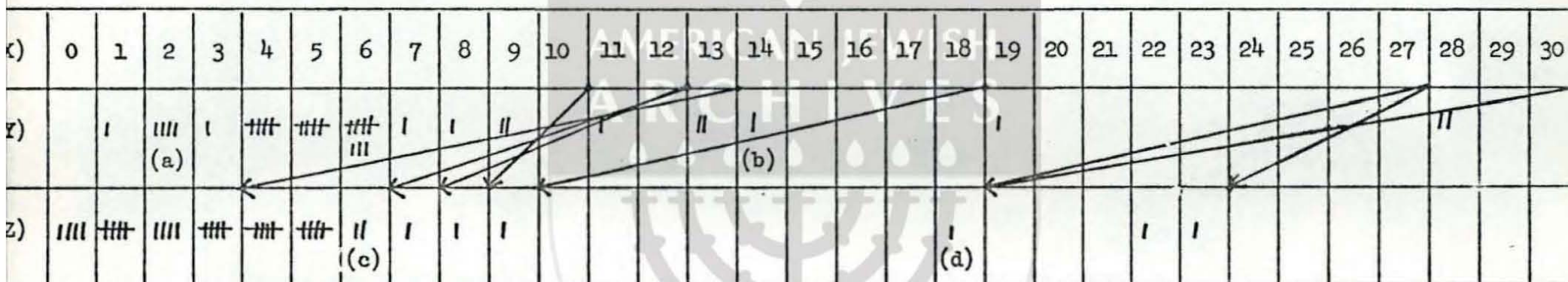
\* Snow



OPERATION UPGRADE

COMPARISON OF THE MODE - (Y) Number of Dates Requested by the Community

(Z) Number of Days of Actual Solicitation

Explanation:

The numbers on line (X) represent the amount of dates originally requested by communities.

The numbers on line (Y) show how many communities requested the amount of dates indicated in the box above.

(Examples: (a) - 4 communities requested 2 days; (b) 1 community requested 14 days.)

The numbers on line (Z) show the actual amount of days solicited in those communities by Operation Upgrade.

(Examples: (c) - In two communities we had six days of solicitation; (d) - In one community we had eighteen days of solicitation.)

Interpretation:

The shift on the chart is from right to left, as indicated by the arrows. The implication is - that in spite of the aspirations of some of the communities, the most likely number of dates to be utilized will occur on the lower end of the scale, and will probably lie in the range of from one to five days.

APPOINTMENTS

By Community

<u>Community</u>	<u>Total Days</u>	<u>Total Aptmts.</u>	<u>Average</u>
ALBANY	4	29	7.3
BIRMINGHAM	1	4	4.0
BOSTON	24	115	5.0
BUFFALO	3	22	7.3
CANTON	2	13	6.5
CHICAGO	6	35	5.9
COLUMBUS	23	130	5.7
DALLAS	1	6	6.0
DES MOINES	3	13	4.3
EL PASO	1	2	2.0
ESSEX COUNTY (Newark)	1	14	14.0
FLINT	4	13	3.2
GREENSBORO	5	21	4.2
HOLLYWOOD	7	25	3.6
HOUSTON	4	12	3.0
KANSAS CITY	4	15	3.8
LOS ANGELES	18	63	3.5
MIAMI	18	82	4.6
NEW ORLEANS	2	11	5.5
PHILADELPHIA	9	33	3.6
PHOENIX	5	21	4.2
PITTSBURGH	2	7	3.5
ROCHESTER	5	30	6.0
SAN FRANCISCO	2	8	4.0
SCRANTON	8	46	5.8
SEATTLE	3	17	5.7
SPRINGFIELD	3	15	5.0
STAMFORD	6	29	4.8
TOLEDO	4	19	4.8
WASHINGTON, D.C.	5	25	5.0
WILKES BARRE	1	4	4.0
WILMINGTON	3	15	5.0

Totals:

187

894

4.9



Chart V

OPERATION UPGRADE

GIFT RANGE  
(Number of Gifts Solicited in Each Category)

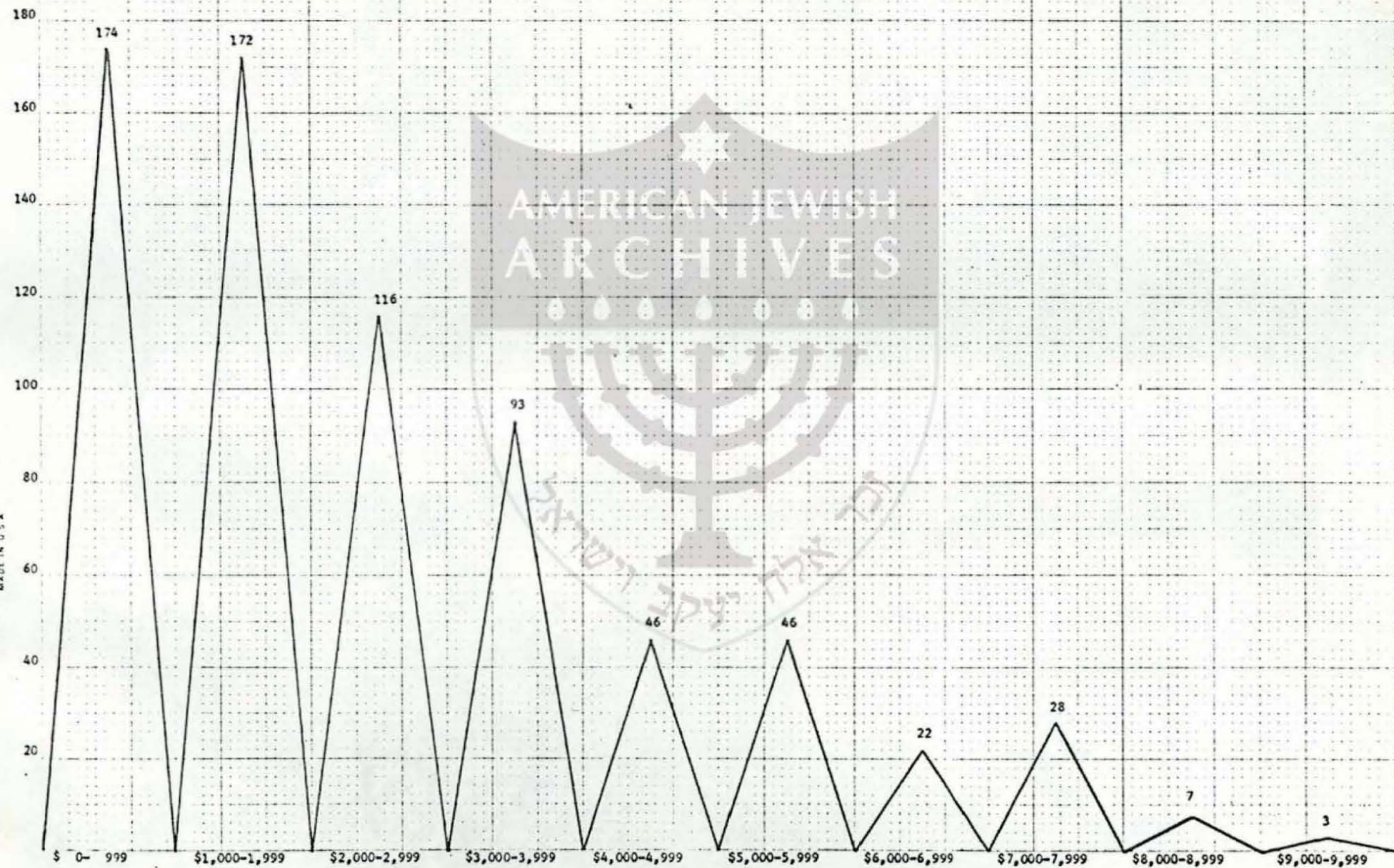
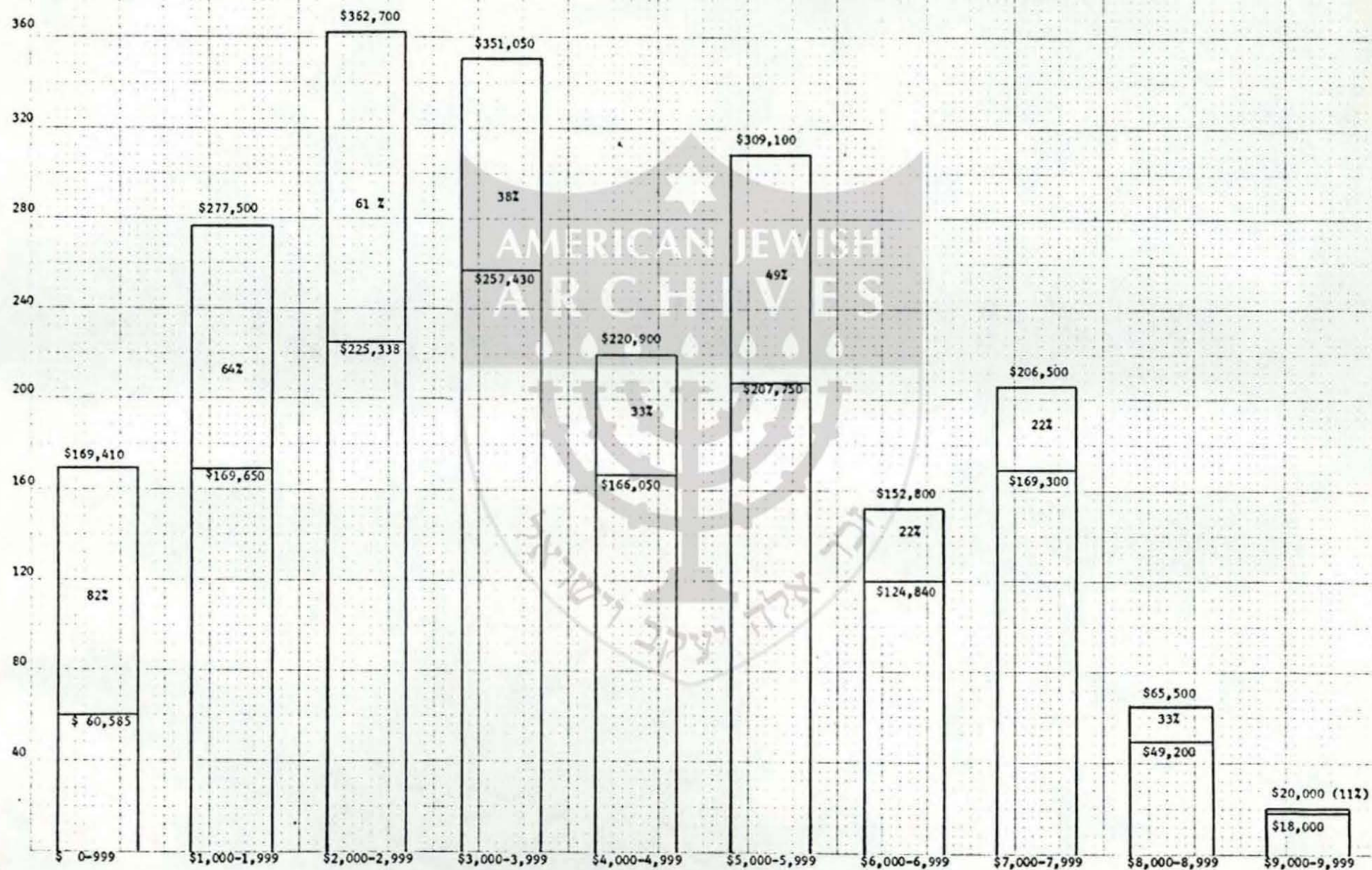




Chart VI

## OPERATION UPGRADE CLOSINGS

( Increase by Dollar and Percent)





CLOSINGS

by

Community and Category

<u>Community</u>	<u>'71 Value</u>	<u>'72 Value</u>	<u>\$ Increase</u>	<u>% Increase</u>	<u>Total Solic.</u>	<u>Closed DOS*</u>	<u>Closed By Comm.</u>	<u>Open</u>
ALBANY	91,750	134,210	42,460	46 %	29	18	4	7
BOSTON	481,170	655,150	173,980	36 %	115	115	0	0
BIRMINGHAM	31,550	35,500	3,950	13 %	4	1	3	0
BUFFALO	186,400	241,500	55,100	30 %	22	14	4	4
CANTON	11,300	15,250	3,950	35 %	13	7	2	4
COLUMBUS	259,690	318,803	59,113	23 %	130	85	38	7
CHICAGO	22,400	30,450	8,050	36 %	35	12	2	21
DALLAS	2,425	3,275	850	35.1 %	6	3	1	2
DES MOINES	22,950	27,550	4,600	20 %	13	10	3	0
EL PASO	1,650	3,700	2,050	124.2 %	2	1	1	0
ESSEX COUNTY	12,125	15,375	3,250	27 %	14	3	3	8
FLINT	32,800	39,800	7,000	21.3 %	13	9	2	2
GREENSBORO	84,894	89,069	4,175	5 %	21	11	5	5
HOUSTON	30,800	47,900	17,100	56 %	12	6	6	0
HOLLYWOOD	52,400	64,125	11,725	22.4 %	25	20	4	1
KANSAS CITY	33,100	39,250	6,150	19 %	15	9	6	0
LOS ANGELES	54,500	86,250	31,750	63 %	63	33	0	30
MIAMI	289,688	496,750	207,062	72 %	82	52	11	19
NEW ORLEANS	24,180	28,655	4,475	19 %	11	7	3	1
PHILADELPHIA	176,700	276,900	100,200	57 %	33	26	3	4
PHOENIX	14,800	26,450	11,650	79 %	21	20	-	1
PITTSBURGH	23,600	29,500	5,900	25 %	7	4	2	1
ROCHESTER	101,375	136,000	34,625	34.2 %	30	26	3	1
SEATTLE	12,125	16,150	4,025	33.2 %	17	9	-	8

\* Day of Solicitation

Closings by Community and Category

<u>Community</u>	<u>'71 Value</u>	<u>'72 Value</u>	<u>\$ Increase</u>	<u>% Increase</u>	<u>Total Solic.</u>	<u>Closed DOS*</u>	<u>Closed By Comm.</u>	<u>Open</u>
(Continued)								
SAN FRANCISCO	16,500	22,200	5,700	35 %	8	2	4	2
SCRANTON	101,675	131,550	29,875	29.4 %	46	35	6	5
SPRINGFIELD	12,650	13,900	1,250	10 %	15	3	1	11
STAMFORD	45,750	88,800	43,050	94.1 %	29	26	1	2
TOLEDO	20,875	26,300	5,425	26 %	19	10	4	5
WASHINGTON	28,250	48,150	19,900	70.4 %	25	16	3	6
WILMINGTON	48,600	73,050	24,450	50.3 %	15	15	-	0
WILKES BARRE	4,450	5,950	1,500	34 %	4	2	1	1
TOTALS:	\$2,333,122	\$3,267,462	\$934,340		894	610	126	158

COMMUNITY CLOSINGS

by

CATEGORY

<u>Category</u>	<u>#</u>	<u>'71 Value</u>	<u>'72 Value</u>	<u>\$ Increase</u>	<u>% Increase</u>
0 - 999	35	16,150	59,600	43,450	269 %
1,000 - 1,999	37	49,500	74,290	24,790	50 %
2,000 - 2,999	18	39,155	44,453	5,388	14 %
3,000 - 3,999	12	37,494	40,350	2,856	8 %
4,000 - 4,999	6	24,200	29,100	4,900	20 %
5,000 - 5,999	5	25,500	31,000	5,500	22 %
6,000 - 6,999	2	12,000	13,500	1,500	12 %
7,000 - 7,999	5	36,500	39,500	3,000	8 %
8,000 - 8,999	1	8,000	8,000	0	0
9,000 - 9,999	1	9,000	10,000	1,000	11 %

Total:	122	\$ 257,499	\$ 349,793	\$ 92,294	36 %
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OPERATION UPGRADE

Report to Lay Leaders

The statistical data that makes up this report is useful primarily as an indicator of general direction. In some instances the number of figures available for computation is so small that each figure carries a disproportionate weight. In other cases, complete information was not made available to us by the communities, so that our totals for different aspects of this review were not the same. Within each individual chart, however, the comparatives are statistically valid.

As our summary indicates, Operation Upgrade solicitors saw a total of 881 prospects and closed 583 gifts in the \$10,000 and under category on the day of solicitation, for an increase of 47.5% in gift value. Subsequently, the communities closed 122 of the remaining 258 gifts in that group, for an increase of 35%. In addition, there were 40 gifts solicited in the "over \$10,000" category. In that group, we achieved the lowest increase - 21%, while the community closed 5 gifts for a 35% increase. All categories combined resulted in an overall 40% increase. Still open are 144 gifts.

Chart I is an examination of community cancellations, broken down by community. It should be obvious that a 43% cancellation rate by the communities is simply not acceptable for the future. It's a clear indication of the amount of missionary work required in the field before the next campaign.

Chart II, Cancellations by Month, seems also to merit some discussion of calendar considerations. The October '71 figure of zero cancellations may not be a true yardstick for the future, since it reflects only one community. There are sufficient figures for the other months, however, to indicate a trend in the rise of cancellations as the calendar progresses.

Part of the evidence may be mitigated by the fact that some of the communities involved in March and April hadn't even been aware of Operation Upgrade in the earlier period, and consequently hadn't had briefings by an Operation Upgrade lay leader prior to receiving our solicitors. It's worth talking about, especially since we've received indications that a number of communities have shown interest in receiving Operation Upgrade assistance early in their '73 campaign.

Chart III is simply an illustration of another aspect of community cancellations. What it demonstrates is that community aspirations are not realistically attuned to their ability to deliver appointments on the dates they requested.

Thus, for example, Los Angeles requested 40 man days from Operation Upgrade, but was able to deliver only enough appointments for 18 man days. Certainly it's true that there were ameliorating considerations, such as the lateness of the campaign, etc. Nevertheless, the trend holds true.



For example: Columbus went from 28 to 23 days; Miami from 28 to 18 days; Philadelphia from 19 to 9 days; Buffalo from 14 to 3, and so on.

The number of dates requested by communities is reduced substantially in actual practice. What that suggests strongly is that in our initial visit to the community to brief them on Operation Upgrade, we set more realistic goals for the number of dates we agree to accept.

Chart IV - Appointments, broken down by community, contains relatively little new information. What is apparent, though, is that it should be possible to make more efficient use of Upgrade solicitors by increasing the number of appointments they have each working day. 11 communities averaged 5.5 or more appointments per day. That proves it can be done, and we have to press for it.

The graph on Chart V demonstrates an interesting development for Operation Upgrade that hadn't been entirely anticipated. More than half the gifts solicited had a '71 value of less than \$2,000, with the largest single category being \$0 - 999. Correspondingly, as shown by the graph on Chart VI, we had our single greatest increase in the same \$0 - 999 category - 182%.

There is a corollary between the category of gifts, the number of gifts solicited in that category, and the percent of increase. In general: the higher the gift range - the fewer the number of gifts solicited and the lower the percent of increase (with the exception of the \$5,000-5,999 group).

There are a number of reasons why results should follow that pattern. Whatever the reasons, it's important to recognize that the gift range and the number of gifts in that range -are expressions of the community's view of Operation Upgrade. Since that is also the area of Upgrade's most successful solicitations, even though the "below \$1,000" range was not originally contemplated - we ought to consider whether we should have a specific cut-off point for that category. (In the same area of concern are the 40 gifts solicited in the "above \$10,000" group, where we achieved our poorest results.)

Another area of interest is the comparison of Upgrade closings vs. community closings (Chart VII). Upgrade solicitors had a 67% closing rate on the day of solicitation, for an overall 47-1/2 % increase. Subsequently, the communities closed less than half of the remainder for an increase of 38%.

This is one time, however, when the statistics need some elaboration. A glance at the 2nd part of Chart VII - Community Closings by Category - will show a tremendous percentage increase in the \$0-999 range - 365%. That quantum jump is the result of a single gift, an increase of from zero to \$10,000. With that single category exception, a comparison between the percent of increase from Upgrade closings vs. community closings, is decidedly weighted in favor of Operation Upgrade. The point here is that if, by and large, Upgrade solicitors tend to get greater increases than that achieved by the community on follow-up, should we strive harder to close while we are with the prospect?



Operation Upgrade Lay Staff

In some ways, this is the most important area of all for us. Simply put - we don't have enough lay leaders involved in our program.

It's true that we've tripled our staff of volunteers. There are 97 men on the list, now; but a name on the list doesn't mean anything if the man doesn't accept dates, or gives us one day, for example, over four or five months.

26 men never worked a day

30 men worked only one day

16 men worked only two days over the course of the campaign.

In perspective, the performance figures are really not gloomy. Many of the names we added to our volunteer staff didn't materialize until March and April, and had no chance to perform. It's also true that we never really mounted a search for more volunteers in an organized way because we were too pressed for time.

Nonetheless - it is grossly unfair that a dozen men should bear the burden of this program. It's especially unrealistic in the light of the evidence we've been receiving of a substantially greater interest in the Upgrade program from the communities. Therefore - plans should be made for a specific recruitment program now, to continue in conjunction with community contact. . . . continuously . . . until the autumn.

There's another aspect of lay staff composition that needs looking at, too. The original concept of Operation Upgrade was to utilize Young Leadership alumni whose training and dedication were lying fallow, to some extent. The numbers we sought from the alumni group did not materialize. Of the 97 laymen working with us, only 18 are alumni (plus the 11 National Campaign Cabinet members). Conversely, the Young Leadership Cabinet itself has proved a tower of strength and commitment. It would seem wise, at this point, to review our lay staff performance, and give earnest thought to who we want to enlist in our program, and how to go about reaching them.

#### PLANNING

We've now had a year's experience with Operation Upgrade. It didn't always roll out as simple as it seemed. As a result of that intensive exposure, however, I think we all learned a great deal. The following suggestions are offered for your consideration, so that when we meet on the 23rd we can plan together for a more effective operation.

Before we even select our target communities, it might be useful to discuss the model community we would like to see:

What kind of community would be most likely to  
produce the best results?



What are the number of dates we should shoot for the first time, the second?

When is the best calendar period? Is there a possibility that the increasing number of cancellations, as the calendar progressed last year, was due as much to poor community preparation as to lateness of campaign?

How do we involve the YL Cabinet members in the areas where we are working?

How do we expose community lay leaders to Operation Upgrade backgrounding?

#### The Communities

1. Selection of target group through discussion with UJA Exec. Staff, CJFWF and Operation Upgrade lay members. What are the criteria for selection?
2. After communities are named, certain standards should be set for Operation Upgrade acceptance:

The community should be visited first by Operation Upgrade lay leader, for orientation before dates are even named, if possible.

Picking up a community on the telephone does not produce the results we want to achieve.

Orientation of the lay leaders who will work with Operation Upgrade, as well as the professional staff in the community. Contact of Young Leadership in the area.

Optimum results are more likely when we get first crack at the lay leaders who will be working with us in that community. We should try to solicit them before we move out into the community.

If we start early enough, and get communities to commit dates far enough in advance, it should be possible to set up a procedure to check the community at least a week in advance of Operation Upgrade solicitor arrival, to determine the number of appointments the community has arranged, and cancel if specified number is not assured. Short lead time on dates has not permitted this all the time in the past.

Consideration to be given to making it standard practice for communities to advise us in advance who will be working with our Operation Upgrade people, so that our guys can call them from home, introduce themselves and encourage the community lay leader to get the appointments (a la Los Angeles.)

How many dates should we accept from a community? Given our experience, it may be wise to try to minimize the number, with an option to take more if the results justify it.

Given our percentage success - and the large number of gifts in the "below \$1,000" range - should we encourage that range or just continue to go with the community choices?



Given the more effective results of Operation Upgrade solicitors over community follow-ups, in terms of the percent of increase, should we press harder for a close? What are the negative factors?

What about the possibility of using the Women's Division in the communities where we are working?

Operation Upgrade Lay Staff Preparation

We have about sixty guys on our list who have given us some help, twenty-five who have been really active. It's obviously not nearly enough. We have to get started on recruitment NOW. We have about two dozen recommendations from Operation Upgrade guys about men they've worked with in the communities who are good potentials for us. It's a start. By the time we meet on May 23rd, perhaps each of you could jot down a list of several guys you know who you think would be able, and willing, to join us.

What can we do to create real esprit de corps within our own group, as well as offer re-commitment to the program?

Should we begin to think of some mechanism for continued communication with our people on a regular basis, beyond the calendar and results mailing that we do?

For example: Columbus went from 28 to 23 days; Miami from 28 to 18 days; Philadelphia from 19 to 9 days; Buffalo from 14 to 3, and so on.

The number of dates requested by communities is reduced substantially in actual practice. What that suggests strongly is that in our initial visit to the community to brief them on Operation Upgrade, we set more realistic goals for the number of dates we agree to accept.

Chart IV - Appointments, broken down by community, contains relatively little new information. What is apparent, though, is that it should be possible to make more efficient use of Upgrade solicitors by increasing the number of appointments they have each working day. 11 communities averaged 5.5 or more appointments per day. That proves it can be done, and we have to press for it.

The graph on Chart V demonstrates an interesting development for Operation Upgrade that hadn't been entirely anticipated. More than half the gifts solicited had a '71 value of less than \$2,000, with the largest single category being \$0 - 999. Correspondingly, as shown by the graph on Chart VI, we had our single greatest increase in the same \$0 - 999 category - 182%.

There is a corollary between the category of gifts, the number of gifts solicited in that category, and the percent of increase. In general: the higher the gift range - the fewer the number of gifts solicited and the lower the percent of increase (with the exception of the \$5,000-5,999 group).



DIGESTReview & Planning SessionOPERATION UPGRADE

- Leonard Bell : Introduction- Open Discussion.
- Don Gould : Upgrade has to press for early entry into community - early calendar.
- S. Freedman : We're going after both previously solicited and unsolicited gifts. In large communities, with good structure, most of the \$1,000 and up cards have previously been solicited.
- Harvey Peltz : We've been asked in too often by the professionals, not by the lay leaders. We should solicit the lay leadership first. We should then solicit the prospects the community selects.
- Bob Copeland : We should concentrate on soliciting key leaders first. The Chairmen and his sub-chairmen often have not been properly solicited. Pre-requisite should be that we be allowed to speak to Division Chairmen first.
- L. Bell : We shouldn't try to think of Upgrading the whole campaign - only the \$1 - 10,000 range.
- Alan Rudy : Believe the purpose of Upgrade is to raise the level of giving in the community in general, rather than raising the level of specific gifts. Bootstrapping the country. We have to define our objective. If we could get in early - it would solve the problem of leaving our own campaigns to solicit elsewhere in the country.
- Sanford Hollander: We need an honest commitment from the community in regard to our function. There has to be an assumption that the people we see are presently giving inadequately. We need to have a structure in the community - Operation Upgrade structure. Like an Upgrade Chairman - who then needs to be solicited immediately. Both him and his partners, or workers on Op U. Need to do this now, before the campaign. It requires internal structure - a specific chairman for Op Up. Then we need someone from our group to go in and talk to chairman.
- I. Bernstein : Operation Upgrade was an experiment. It worked out successfully. Raised money, created excitement, involvement. But we have to be careful of institutionalizing it. Don't talk in the abstract. Think of your own town. If you can produce in your own community, then you can produce elsewhere.



- I. Bernstein : In terms of Op Up - if in '73- there are only 2-3 gifts in town, then you have a limited outlook. It's now accepted as a going thing. We've developed talent, solicitors, etc. Now we have to develop the skills on an overall level - not just gift development. Have to think of the community as a total organism, not just as people to solicit. The people here have to show us how to prepare the community - and how the community has to prepare itself. Have to ask yourself - how can we offer more, once in the community? How can we offer more, beyond O.U.?
- If you are successful in scheduling earlier visits - then you have a role to play. You're in the community at a period when the community is in balance.
- The main points - don't talk in the abstract. Relate what you're saying to your own community. And - how can OU do more than just solicit? The record alone is not enough. There's so much brainpower and energy involved here. You can do more.
- M. Rasansky : I agree with I. Bernstein. I've always gotten lousy - the worst people. Sometimes I feel our talent is wasted.
- L. Bell : I'd like to get a feeling from the group about the calendar. (Show of hands.) You all seem to prefer getting in there in the fall, early in the year, rather than later.
- D. Rosenberg : The problem is program, rather than calendar. Communities tend to concentrate on familiar unchanging standards - which haven't worked well in the past. It's not possible to deal with a thousand people within the community. It's only possible to identify the fifty to a hundred people with potential for movement. Have strong feeling we have possibility for great potential here. The function of Op.Up. - or other operations - is to sell programs to the communities - and the doors are not always open. But that's part of our function. We have to be sure we have something to offer and it can only work if you're prepared to do certain things. If not - it can't work. You have a right - and a responsibility - to talk about Op. Up. and ask for the creation of an Op. Up. structure. Call it that. They must identify somewhere between 10 to 100 people who's giving level doesn't come close to their potential. They exist all over.
- Have to look at people in relation to their ratings - then create a structure - Chairman, several people to work with him - and then your list of prospects. Then you can talk about the calendar. Meet early, with the Chairman and his workers, and even solicit them. Don't be afraid to say no - don't be afraid to say no to bad prospects. Then an early calendar is meaningful. Some of your guys might even be adopted by the communities if it works well.
- Structure alone cannot produce results - but effort is useless without structure. Operation Upgrade should start right now with setting up structure for '73.



- I. Bernstein : I agree with Dan. But in answer to Dan - we have a successful program - but how can we put in the seeds for growth? Not just the growth of a single gift? It's not worth soliciting deadheads. If they don't have potential - regardless of the size of their gift, it's not worth it. The calendar- do it when you can. It's a matter of reality. But DO IT FIRST IN YOUR OWN COMMUNITY.  
The schedule depends on when they'll buy it. Then you worry about how to do it the right way. The calendar is not a crucial thing.
- A. Rudy : The idea of the community adopting one guy is good. If the individual works well in the community, he can develop a real relationship.
- S. Freedman : Suggestion about structure. The ideal would be to go into a community - have five appointments - five different prospects - five different local leaders - on condition - that we meet with those five leaders later for review, and maybe bring in five more. It's important that we have impact on more than just the guys we solicit. Something like brainstorming, group dynamics, etc.
- M. Peppercorn : I have some difference with what IB and Dan R. said. I don't accept the fact that we should go only to communities that want us. I think we're looking for communities that have a valid need. The calendar doesn't matter if it fits the dynamics. I believe that the amount of time you spend in preparation requires twice the amount of the actual effort, if it's to be successful. I believe we should start early. I recommend the creation of a first meeting in the community. Make the community understand what it's all about. Unless we do - what's the result? We get all the stiffes. We have to be in control. The order should be: 1) First visit with the community chairman. 2) then create community Upgrade structure. 3) then the problem of getting them to the proper gift level. 4) - and then the prospects. One other thing - there should be qualified members of the Field department involved by Jerry Countess in making certain the appointments are real.
- B. Schroyer : Most of the communities have accepted Op. Up., tongue in cheek. We got the poorest and toughest prospects. They've learned, though, that Op. Up. is successful. Our 2nd and 3rd go-round will be more profitable. I think we're now in a position to make certain demands: we should insist on an early beginning - if we don't get in on top of their campaign, with their top campaigners - it won't filter down. Operation Upgrade should be a priority item in the campaign and be part of the campaign structure. Then the community should choose its Op. Up. participants. We should then use our Op. Up. man to solicit the OU committee. We should also use Op. Up. to follow up the unclosed gifts. It will increase the percentage.



I. Bernstein : Don't fight your way in. What you do won't change the National Campaign. There are too many communities. 99% of the people who bought it- wanted it. There are enough communities who need and want it. Arrange your program so that it's productive. There are enough cities for you to create an impact.

Lunch Break.

L. Bell : (Recap of facts agreed upon)

- . Get started early
- . Go in to do our own explaining in communities prior to accepting dates.
- . Jerry Countess to start making phone calls to set up dates.
- . Spread responsibility through "key" lay leaders.
- . Identify Operation Upgrade to Communities (LDB- June 22nd in Boston- Dinner Meeting) (Prime date in late August, with Dan Rosenberg- Incorporate Op. Up. in their Group Dynamic Sessions).
- . Out of state solicitors more effective.
- . Make up check list on things Op. Up. representative should stress about Op. Up. when he goes into community for briefing.
- . Make up training package for solicitor.

D. Rosenberg : Ask community to send information on prospect to the solicitor at least 5 to 10 days prior to solicitation.

B. Schroyer : Also request information on lay leader to accompany solicitor.

D. Gould : Would like cost figure to do Operation Upgrade.

D. Klein : Will get cost breakdown.

B. Copeland : Suggest having prospect come to appointed place to meet solicitor (community center, hotel room, etc.) instead of solicitor going to him. Prospect should be fully aware that he is going to be solicited at this meeting. This would eliminate the time wasted on "non-givers". Copeland indicated this procedure worked out well in Virginia.

M. Rasansky : Most important is to have the solicitor teamed up with top notch lay leader. The success or failure of a solicitation has oftentimes been determined by the attitude and interest of the accompanied lay leader. IT'S IMPORTANT TO HAVE THE RIGHT MAN AT THE SOLICITORS SIDE.



- D. Rosenberg : It's important too to get into the community early, and set up the standards. In order for community to take Op. Up. seriously, certain demands should be made and community should comply.
- A. Rudy : Suggest using women in various cities to set up appointments. The prospect would not refuse a woman as readily as a man. This woman would accompany solicitor.
- S. Hollander : Not sure of feasibility of using women.
- M. Rasansky : Op. Up. lay leaders shouldn't be in charge of Op. Up. in their own community. Executive Directors should be involved, and not lay the whole burden on lay leaders.
- B. Copeland : Re: National Young Leadership Cabinet - Suggest using them as nucleus on Op. Up. Have YL on national level involved, particularly in own campaigns.
- D. Klein : You cannot standardize basic procedures for Operation Upgrade in each community. You must be flexible in different communities. Don't lock yourself into one pattern. However, you must set standards. Op. Up. should be used as a trouble shooter as well. You must continually adapt to community situation. DO NOT BECOME RIGID.
- L. Bell : Suggest Upgrade Seminar in each community.
- D. Rosenberg : Have conducted workers training in 125 communities. Found it very successful. Standard form of Dynamic Group Training should work for Op. Up. Agree on the usefulness of holding Seminars in each community. Suggest orientation of Upgrade coupled with worker training.

RECRUITMENT

- L. Bell : Instill some enthusiasm in YL graduates. Concentrate on making Upgrade image one of prestige.
- J. Nobil : Re:CJFWF Meetings-  
September & November- Have one strictly pertaining to Op. Up.  
What we can do for a community?  
How to structure it into these meetings?
- D. Rosenberg : Re: Meeting in September- Emphasis has to be given about outside resources. . . Promoting Op. Up. as the # 1 resource. Build up Op. Up. at meeting.

(Rosenberg will be in touch with Jerry Countess as to who will present this at the meeting).

- L. Bell : Suggest putting Op. Up. name in literature as a "tool".  
Important to promote Op. Up. at Campaign meetings, UJA.  
  
Jerry Countess to work with Rosenberg to see what can be done  
at campaign meetings to promote Op. Up., CJFWF.
- H. Peltz : Will Operation Upgrade function June, July and August?  
  
(Answer:)- YES!  
  
Suggest Seminar for all Operation Upgrade lay leaders.
- S. HOLLANDER : TO CLOSE OR NOT TO CLOSE.....  
  
The prospects seen know you are there for a closing... in most  
cases it is wise to CLOSE!  
  
If figure is close (to approx. rating) then CLOSE!  
  
If figure is not proportionate to approx. rating. . .DO NOT CLOSE!
- M. Rasansky : It's important to get the range their thinking about. . . When  
they say they'd like to have time to think about it... don't  
leave until you pin them down to what range their considering.
- D. Klein : It it's an acceptable increase. . . then CLOSE! A \$1-2,000  
increase (although you were pitching for a \$10,000 increase)  
could be of more importance in the communities hands at this  
point, then perhaps an increase of \$3,000 - 4 months from now.
- B. Copeland : Get them to tell you their commitment. Don't walk away without a  
commitment.
- J. Abramson : KEEP DRIVING- GET COMMITMENT. Remember- a solicitor has time and  
money involved - he should at least walk away with a commitment.
- L. Pollock : Is there any validity in informing prospects beforehand of amount  
he is being solicited for?
- GENERAL COMMENT: Operationally impossible. Not likely to succeed.  
Although amount suggested may be way out of bounds, it does serve to  
"Upgrade" his line of thought in relation to amount to be  
pledged. Even if you don't get it this year- puts him on notice  
concerning the level of giving.



- S. Freedman : Regarding non-closings. Follow-up is essential. Another solicitor should be assigned.
- D. Klein : In lieu of that, solicitor should follow up on non-closings by phone calls. Solicitor should feel his job is completed and only completed when a closing is made.
- J. Nobil : What we have to resolve at community meetings is the idea of closings and the advisability of closing the day of solicitation.
- H. Peltz : We also have to talk to the community about the advisability of informing prospect of the solicitor coming and asking for money. This would weed out the non-givers and turn our time and attention to more fruitful solicitations.
- L. Bell : Based upon the discussion of setting a policy of whether we should press for a closings for '73- we shall take a vote. . .  
(vote taken by hands )
- POLICY: PRESS FOR CLOSINGS !
- J. Nobil : Re: Cassett tapes- the '73 Campaign Story.
- GENERAL COMMENT : All agreed cassetts were an important, informative "tool" for the Operation Upgrade lay leader.
- J. Nobil : (remark directed to D. Rosenberg)-  
Re: G.A. Meeting in Toronto- Can we plan some sessions in Toronto to promote Operation Upgrade?
- D. Rosenberg : Yes - it can be scheduled as late as 11:00 PM.
- J. Nobil : No problem- Time unimportant.
- D. Klein : You can use Operation Israel as another outlet for promoting Operation Upgrade.
- J. Countess : That's one of our recommendations in background report.
- J. Nobil : Structure 4-day Upgrade "cameo" mission to Israel. Would help to re-commit and update our guys - create spirit and identity for group.
- I. Bernstein : (Closing remarks):  
We must get into communities where we can help. Do not take on communities for sake of statistics. Be selective. Concentrate on those cities that need help.

SUMMARY OF MEASURES ADOPTED

Plan to get Upgrade into communities as early as possible.

Procedure:

- . Begin contacting communities now to arrange briefing meetings as soon as convenient for communities.

Attendance at briefing meetings should include:

- . Community Executive
- . Community Chairman
- . Community lay leaders who will work with Operation Upgrade
- . Operation Upgrade lay leader and Upgrade staff man

Discuss Operation Upgrade record with community leader - the reasons for success or failure.

Try to structure Operation Upgrade into community campaign plans.

Discuss specific check list of procedures necessary for successful Upgrade performance.

Target specific calendar period for Upgrade in community, even if specific dates are not possible.

Begin recruitment of Upgrade volunteers, using avenues suggested in report on recruitment.

Continue development and growth of Operation Upgrade lay leaders through assignment to briefing meetings and training seminars, and through assignment of responsibility for specific communities.

Include Upgrade as part of formal agenda in regional and national meetings of UJA and CJFWE, where possible.

Increase Operation Upgrade involvement with UJA Field and Supervisory staff.

Investigate possibility of special Upgrade mini-mission to Israel in the fall.



LEONARD D. BELL  
10 Bowser Road  
Lexington, Mass.

*operation  
upgrade*

May 2, 1972

Herbert A. Friedman  
Villa Section  
Caesarea, Israel

Dear Herb:

First, thanks for the note to the fellows involved with Upgrade.

Next, I love you best when you continue to be "The Master". You never will be able to get over that final hurdle that will allow you to have complete confidence in me. (I am not jealous - - but - - are you passed that hurdle with Zacks and Nabil?).

Before receiving your final instructions for Los Angeles, I did personally go out to work out all of the details with Chester.

A quick recap for you: We had an excellent planning meeting in Los Angeles, chaired by Chester, on April 4th, with at least 40 lay leaders from the community scheduled to participate in the Upgrade program. Chester was shooting for 200 appointments over the 4 days. My own experience had taught me that 100 would be unusually high.

Chester wanted 20 outsiders in, and I went along with his planning, knowing full well that it would be around 10 when the time arrived. Actually, we had about 8 fellows with about 63 solicitations. Jerry will get the details out to you as soon as they are available.

However, Herb, I do think you have uncovered something that requires further thought. In my opinion, this is the proper way to solicit the big 21 communities. In other words, block out 4 days in a row, early in the campaign (April was much too late for Los Angeles- it should have been in January), come into a community with 6 or 7 solicitors for the 4 days, and try to see about 50 to 100 prospects.

(Continued)

LEONARD D. BELL

I am going to try to explore the possibility of implementing this.

Jesus, I wish I could be with you for a half a day to really develop this. It has strong possibilities, if I only could piece it together.

Shalom. . . . .

LDB:nd  
cc: Jim Nobil





22 May 1972

Mr. Jerry Countess  
United Jewish Appeal  
1290 Avenue of the Americas  
New York, N. Y. 10019  
U. S. A.

Dear Jerry:

I just received your reports dated 12 May.

First of all I want to compliment you on the statistical accuracy with which you kept your records. That is terribly important in our business and you did it well.

Secondly, it is obvious that the most fruitful area in which to work is between \$1,000 - \$6,000.

From a purely statistical point of view you made your best gains in the area below \$1,000. But, from a dollar point of view, there simply is not enough money to warrant all the time spent. By the same token, there was not enough additional money in the area from \$6,000 to \$10,000 to make it worthwhile. Concentrate on \$1,000 to \$5,000 -- that's where the real cream is.

Now that the pilot is over, you really have to gear up for a really full program next year. Good luck.

Sincerely,

HAF:SS

Herbert A. Friedman



# OPERATION UPGRADE

felt

UNITED JEWISH APPEAL INC.

1290 Avenue of the Americas  
New York, N.Y. 10019  
(212) PLaza 7-1500

5/12/72

Rabbi H. Friedman,  
Jewish Agency,  
P.O. Box 92,  
Jerusalem, Israel

Dear Herb,

I know with what interest you will read the two enclosed reports.

The shorter one, prepared for the Williamsburg Executive Committee Retreat, is a summarization of our first campaign. The second one, however, ought to give you a greater charge.

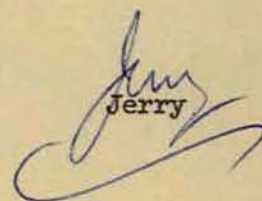
We're having a meeting of about a dozen Operation Upgrade guys, plus Len and Jim, IB and MP, and Dan Rosenberg, on the 23rd, here at the Board room. The purpose is to review the entire Upgrade history in the field, examine the statistics, and plan for the upcoming campaign. The second report was prepared for that meeting.

I've put together some figures, some observations on our experience, and some suggestions for possible courses of action. Knowing your proprietary concern with the Upgrade program, I'm sure you'll be able to abstract more from this analysis than I have, and I'll look forward to any comments you would make.

Sincerely,

2 Encl:

- 1 - Report to N.C.C.
- 2 - Report to Op Up LL

  
Jerry



REPORT ON OPERATION UPGRADE

'71 - '72 Campaign

For The National Executive Committee

Operation Upgrade has been functioning as an ongoing campaign tool since mid-October, 1971. This report is a summary of the results of more than six months of service to thirty-six communities.

In brief, Operation Upgrade provides the requesting community with experienced lay leaders to carry the burden of solicitation of individuals selected by the local community, in the gift range of \$1,000 - \$10,000. Both the community and the Upgrade staff share responsibility for creating the conditions likely to lead to success.

It is the community's responsibility to:

- . Set a date, or dates, for Upgrade solicitors to work in their community, ideally at least three weeks in advance;
- . Provide a local lay leader to accompany the Upgrade solicitor, and to brief him on the people he is to call upon;
- . Assure sufficient, meaningful appointments for each Upgrade day, to justify the effort and expense of bringing the solicitor there.

It is Upgrade's responsibility to:

- . Provide the trained solicitor for the time requested.
- . Handle the operational details of transportation, hotel, etc.
- . Provide the administrative coordination between UJA field staff, community executives and Upgrade lay leaders, so that the system functions effectively.

Listed below are the dollar and percent totals for the first Operation Upgrade campaign:

Total Solicitations	:	841
Closed	:	692
'71 Value	"	\$1,688,642
'72 Value	:	\$2,467,343
\$ Increase	:	\$ 778,701
% Increase	:	47%
Still Open	:	149
'71 Value	:	\$ 401,290

The '71 gifts were not uniformly distributed. Percentages of increase, too, varied widely. The following table is a breakdown of results, by category, showing dollar and percent increases:



<u>Category</u>	<u># of Gifts</u>	<u>'71 Value</u>	<u>'72 Value</u>	<u>\$ Increase</u>	<u>% Increase</u>
0- 999	223	\$ 76,735	\$ 229,010	\$ 152,275	198
1,000-1,999	214	219,150	351,790	132,640	61
2,000-2,999	138	264,493	407,243	142,750	54
3,000-3,999	103	294,924	391,400	96,476	33
4,000-4,999	48	190,250	250,000	59,750	31
5,000-5,999	52	233,250	340,100	106,850	46
6,000-6,999	23	136,840	166,300	29,460	22
7,000-7,999	31	205,800	246,000	40,200	20
8,000-8,999	6	49,200	65,500	16,300	33
9,000-9,999	2	18,000	20,000	2,000	11
	841	\$1,688,642	\$2,467,343	\$ 778,701	47%

In addition to the above, there were 40 gifts solicited in the \$10,000+ range. Of that number, 32 gifts were closed. They had a '71 value of \$642,500, and a '72 value of \$797,619, for a total dollar increase of \$155,119 (24%)

Ideal conditions for Operation Upgrade were not always available. Many communities requested more dates than they could handle: i.e. - they could not provide enough - or any - appointments on a given day. During the first six months, a total of 304 days were requested of Operation Upgrade. Communities cancelled 131 of those days (43%), often at the last minute, because they had insufficient appointments. Five of those days (1½%) were cancelled by Operation Upgrade because Upgrade lay leaders were unable to keep their commitment to a particular community. (On one of those days the Upgrade

solicitor was unable to go because the airport in his own community was snowed in.)

The cancellation percentage showed some general relationship, too, to the calendar. The lowest, 30%, occurred in November. After November there was a steady increase each month, reaching a high of 66  $\frac{1}{2}$ % in April.

The number of appointments per day provided by the communities varied, too. The average number was 4.9, with a low of 3 and a high of 12. On most days, the appointments clustered between 3.5 and 7.

Operation Upgrade solicitors closed 612 of the 881 gifts (67%) on the day of solicitation. Subsequently, the communities closed 120 of the remaining 269 gifts. Still open are 149 gifts.

Operation Upgrade started in October '71 with a cadre of about thirty-five lay leaders who had each volunteered at least one day a month, and a target group of twenty-five communities. There has been steady growth since that time, both in the number of lay leaders who have volunteered their services, and in the number of communities that have shown active interest in...and made requests for...the Upgrade program.

On the basis of requests already received, Operation Upgrade could go into the '72-'73 campaign with close to 150 lay leaders. In addition to the thirty-six communities already served, there are now more than fifteen requests from other communities for Operation Upgrade services, some for as early as June and July, for communities planning early fall campaigns.

What is clear from the experience of the last six months, however, is that the success of Operation Upgrade in any given community depends upon adequate



preparation within the community for the arrival of Upgrade solicitors.

The high rate of community cancellation in the previous six months is evidence of the need for an expanded education about Operation Upgrade on the community level.

For the next four or five months, prior to the '73 campaign, what is planned is an intensive interpretation of the Upgrade program to community lay leaders and executives, with special attention directed to those lay leaders within each community who will be working with the Upgrade solicitors.

At the present time Operation Upgrade has 97 lay leader volunteers. In order to prepare for the expanded role Operation Upgrade is expected to play as the new campaign gets underway, we are now in the process of reaching out for additional lay leaders to work with this program.

Internally, Operation Upgrade leadership is cognizant that as a result of the progress made this past year, a body of leadership has been created capable of assuming responsibility for greater administrative control. We are exploring ways to make the most efficient use of this support, and to develop a mechanism through which to transfer leadership to them so that they may continue their growth.

Given the results achieved this first year, with all the problems attendant on the start-up of any program, there is reason to feel optimistic that next year will produce even more gratifying rewards.

5712.

OPERATION UPGRADE

Report to Lay Leaders

The statistical data that makes up this report is useful primarily as an indicator of general direction. In some instances the number of figures available for computation is so small that each figure carries a disproportionate weight. In other cases, complete information was not made available to us by the communities, so that our totals for different aspects of this review were not the same. Within each individual chart, however, the comparatives are statistically valid.

As our summary indicates, Operation Upgrade solicitors saw a total of 881 prospects and closed 583 gifts in the \$10,000 and under category on the day of solicitation, for an increase of 47.5% in gift value. Subsequently, the communities closed 122 of the remaining 258 gifts in that group, for an increase of 35%. In addition, there were 40 gifts solicited in the "over \$10,000" category. In that group, we achieved the lowest increase - 21%, while the community closed 5 gifts for a 35% increase. All categories combined resulted in an overall 40% increase. Still open are 144 gifts.



Chart I is an examination of community cancellations, broken down by community. It should be obvious that a 43% cancellation rate by the communities is simply not acceptable for the future. It's a clear indication of the amount of missionary work required in the field before the next campaign.

Chart II, Cancellations by Month, seems also to merit some discussion of calendar considerations. The October '71 figure of zero cancellations may not be a true yardstick for the future, since it reflects only one community. There are sufficient figures for the other months, however, to indicate a trend in the rise of cancellations as the calendar progresses.

Part of the evidence may be mitigated by the fact that some of the communities involved in March and April hadn't even been aware of Operation Upgrade in the earlier period, and consequently hadn't had briefings by an Operation Upgrade lay leader prior to receiving our solicitors. It's worth talking about, especially since we've received indications that a number of communities have shown interest in receiving Operation Upgrade assistance early in their '73 campaign.

Chart III is simply an illustration of another aspect of community cancellations. What it demonstrates is that community aspirations are not realistically attuned to their ability to deliver appointments on the dates they requested.

Thus, for example, Los Angeles requested 40 man days from Operation Upgrade, but was able to deliver only enough appointments for 18 man days. Certainly it's true that there were ameliorating considerations, such as the lateness of the campaign, etc. Nevertheless, the trend holds true.

For example: Columbus went from 28 to 23 days; Miami from 28 to 18 days; Philadelphia from 19 to 9 days; Buffalo from 14 to 3, and so on.

The number of dates requested by communities is reduced substantially in actual practice. What that suggests strongly is that in our initial visit to the community to brief them on Operation Upgrade, we set more realistic goals for the number of dates we agree to accept.

Chart IV - Appointments, broken down by community, contains relatively little new information. What is apparent, though, is that it should be possible to make more efficient use of Upgrade solicitors by increasing the number of appointments they have each working day. 11 communities averaged 5.5 or more appointments per day. That proves it can be done, and we have to press for it.

The graph on Chart V demonstrates an interesting development for Operation Upgrade that hadn't been entirely anticipated. More than half the gifts solicited had a '71 value of less than \$2,000, with the largest single category being \$0 - 999. Correspondingly, as shown by the graph on Chart VI, we had our single greatest increase in the same \$0 - 999 category - 182%.

There is a corollary between the category of gifts, the number of gifts solicited in that category, and the percent of increase. In general: the higher the gift range - the fewer the number of gifts solicited and the lower the percent of increase (with the exception of the \$5,000-5,999 group).



There are a number of reasons why results should follow that pattern. Whatever the reasons, it's important to recognize that the gift range and the number of gifts in that range ~~are~~ expressions of the community's view of Operation Upgrade. Since that is also the area of Upgrade's most successful solicitations, even though the "below \$1,000" range was not originally contemplated - we ought to consider whether we should have a specific cut-off point for that category. (In the same area of concern are the 40 gifts solicited in the "above \$10,000" group, where we achieved our poorest results.)

Another area of interest is the comparison of Upgrade closings vs. community closings (Chart VII). Upgrade solicitors had a 67% closing rate on the day of solicitation, for an overall 47-1/2 % increase. Subsequently, the communities closed less than half of the remainder for an increase of 38%.

This is one time, however, when the statistics need some elaboration. A glance at the 2nd part of Chart VII - Community Closings by Category - will show a tremendous percentage increase in the \$0-999 range - 365%. That quantum jump is the result of a single gift, an increase of from zero to \$10,000. With that single category exception, a comparison between the percent of increase from Upgrade closings vs. community closings, is decidedly weighted in favor of Operation Upgrade. The point here is that if, by and large, Upgrade solicitors tend to get greater increases than that achieved by the community on follow-up, should we strive harder to close while we are with the prospect?

The last chart, VIII - Operation Upgrade Lay Staff - Performance and Affiliation - is in some ways the most important of all for us. It reveals, clearly and succinctly, that we don't have enough lay leaders involved in our program.

It's true that we've tripled our staff of volunteers. There are 97 guys on the list, now; but a name on the list doesn't mean anything if the man doesn't accept dates, or gives us one day, for example, over four or five months.

26 men never worked a day

30 men worked only one day

16 men worked only two days over the course of the campaign.

In perspective, the performance figures are really not gloomy. Many of the names we added to our volunteer staff didn't materialize until March and April, and had no chance to perform. It's also true that we never really mounted a search for more volunteers in an organized way because we were too pressed for time.

Nonetheless - it is grossly unfair that a dozen men should bear the burden of this program. It's especially unrealistic in the light of the evidence we've been receiving of a substantially greater interest in the Upgrade program from the communities. Therefore - plans should be made for a specific recruitment program now, to continue in conjunction with community contact. . . continuously. . . until the autumn.



There's another aspect of lay staff composition that needs looking at, too. The original concept of Operation Upgrade was to utilize Young Leadership alumni whose training and dedication were lying fallow, to some extent. The numbers we sought from the alumni group did not materialize. A glance at the bottom of page 3, Chart VIII, tells the story. Of the 97 guys working with us, only 18 are alumni (plus the 11 National Campaign Cabinet members). Conversely, the Young Leadership Cabinet itself has proved a tower of strength and commitment. It would seem wise, at this point, to review our lay staff performance, wash out the non-performers, and give earnest thought to who we want to enlist in our program, and how to go about reaching them.

#### PLANNING

We've now had a year's experience with Operation Upgrade. It didn't always roll out as simple as it seemed. As a result of that intensive exposure, however, I think we all learned a great deal. The following suggestions are offered for your consideration, so that when we meet on the 23rd we can plan together for a more effective operation.

Before we even select our target communities, it might be useful to discuss the model community we would like to see:

What kind of community would be most likely to produce the best results?

What are the number of dates we should shoot for the first time, the second?

When is the best calendar period? Is there a possibility that the increasing number of cancellations, as the calendar progressed last year, was due as much to poor community preparation as to lateness of campaign?

How do we involve the ML Cabinet members in the areas where we are working?

How do we expose community lay leaders to Operation Upgrade backgrounding?

#### The Communities

1. Selection of target group through discussion with UJA Exec. Staff, CJFWF and Operation Upgrade lay members. What are the criteria for selection?
2. After communities are named, certain standards should be set for Operation Upgrade acceptance:

The community should be visited first by Operation Upgrade lay leader, for orientation before dates are even named, if possible.

Picking up a community on the telephone does not produce the results we want to achieve.



Orientation of the lay leaders who will work with Operation Upgrade, as well as the professional staff in the community. Contact of Young Leadership in the area.

Optimum results are more likely when we get first crack at the lay leaders who will be working with us in that community. We should try to solicit them before we move out into the community.

If we start early enough, and get communities to commit dates far enough in advance, it should be possible to set up a procedure to check the community at least a week in advance of Operation Upgrade solicitor arrival, to determine the number of appointments the community has arranged, and cancel if specified number is not assured. Short lead time on dates has not permitted this all the time in the past.

Consideration to be given to making it standard practice for communities to advise us in advance who will be working with our Operation Upgrade people, so that our guys can call them from home, introduce themselves and encourage the community lay leader to get the appointments (a la Los Angeles.)

How many dates should we accept from a community? Given our experience, it may be wise to try to minimize the number, with an option to take more if the results justify it.

Given our percentage success - and the large number of gifts in the "below \$1,000" range - should we encourage that range or just continue to go with the community choices?

Given the more effective results of Operation Upgrade solicitors over community follow-ups, in terms of the percent of increase, should we press harder for a close? What are the negative factors?

What about the possibility of using the Women's Division in the communities where we are working?

Operation Upgrade Lay Staff Preparation

We have about sixty guys on our list who have given us some help, twenty-five who have been really active. It's obviously not nearly enough. We have to get started on recruitment NOW. We have about two dozen recommendations from Operation Upgrade guys about men they've worked with in the communities who are good potentials for us. It's a start. By the time we meet on May 23rd, perhaps each of you could jot down a list of several guys you know who you think would be able, and willing, to join us.

What can we do to create real esprit de corps within our own group, as well as offer re-commitment to the program?

Should we begin to think of some mechanism for continued communication with our people on a regular basis, beyond the calendar and results mailing that we do?



An ingredient important to the success of an expanded Operation Upgrade campaign will be our ability to get to the YL's in the communities we expect to serve. They should not only be involved in the Operation Upgrade campaign in their own community, but help motivate and sell the other lay leaders there, to help insure that appointments are made and dates not cancelled. The problem of how best to do this is worth discussion.

UJA Support

We plan to get out a report to UJA Field staff on Operation Upgrade results for the 1971-1972 campaign. There are still Regional Supervisors and Field Staff who don't understand the program, who don't understand that we need certain things before we can go into a community. We need an opportunity to explain this to the staff, in person, directly. We should seek every opportunity to participate in UJA Field meetings, and to visit with Field men whenever we go out in the field to communities. There should also be Operation Upgrade participation in Regional and National UJA Field meetings.

It would be useful, too, for Operation Upgrade to be included in Regional and National meetings of the YL Cabinet.

We should request inclusion, where feasible, in CJFWF programs, particularly where community execs are involved.

Operation Upgrade Leadership

Last, but certainly not least, is the need for some diversification of responsibility within Upgrade itself. It's very likely that in the coming campaign, Upgrade is going to carve out an important role. Our growth in this campaign is evidence of that. While that's the objective we're aiming for, we have to recognize the danger sign flashing at us, because we're already at the stage where two or three guys simply can't handle it alone.

One possible approach is to have specific individuals responsible for a particular region or state. Responsibility, in this case, does not mean involvement with scheduling or operational matters. What it could mean, for example, is that when we pick up a new community in that individual's regional purview, his job would be to go into the community to prepare them for Operation Upgrade. He might also be able to provide assistance for us in recruiting lay leaders to work in the program, or locating a fill-in for a particular date if we're stuck, or cancelled out.

Your thoughts, your suggestions. . . on the above, or on any other aspect of Operation Upgrade. . . are earnestly solicited. You have the material, now, and time to think about it.

We'll look forward to a wide open discussion, and, hopefully, some concrete plans for the future.



## MEMORANDUM

Date 5/1/72

To IRVING BERNSTEIN

From Jerry Countess

Subject Los Angeles Results, Operation Upgrade

file

Indicated below are the results of the Operation Upgrade solicitations in Los Angeles:

Total solicitations: 63  
Solicitations closed: 33  
'71 Value: \$ 54,500  
'72 Value: 86,250  
Increase: 31,750 (58.3%)  
Solicitations to be followed up by community: 30  
'71 Value: \$ 55,800

Operation Upgrade solicitors used:

Monday & Tuesday 5 men each day  
Wednesday & Thursday 4 men each day

Jay



APRIL, 1972

*if possible up grade*

4/21/72

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
(23)	(24) <u>Los Angeles</u> Neil Norry Harvey Peltz Ed Backer Leonard Bell R. Alan Rudy R.S. Levy Lou Pollock Don Gould	(25) <u>Los Angeles</u> Neil Norry Harvey Peltz Ed Backer Leonard Bell R. Alan Rudy R.S. Levy Lou Pollock Don Gould  <u>Seattle</u> Bill Goldenberg	(26) <u>Los Angeles</u> Neil Norry S. Hollander Jim Nobil Sandy Seplow Bob Schroyer Dr. S. Bailie Dave Bear Don Hodes Bob Copeland Ralph Stern	(27) <u>Los Angeles</u> Neil Norry S. Hollander Jim Nobil Sandy Seplow Bob Schroyer Dr. S. Bailie Dave Bear Don Hodes Bob Copeland Ralph Stern	(28)	(29)
(30)						
	(1) <u>SIOUX CITY</u> Neil Katz	(2)	(3)	(4)	(5) <u>DAYTON, OHIO</u> Millard Cummins	





MAY, 1972

4/21/72

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	(8)	(9)	(10) <u>DAYTON, OHIO</u> B. Raplowitz	(11)	(12)	(13)
(14)	(15) <u>DAYTON, OHIO</u> Mark Greenberger	(16)	(17)	(18)	(19)	(20)
21)	(22)	(23)	(24) <u>LINCOLN, NEB.</u>	(25)	(26 )	(27)



Community: MIAMI, FLORIDA      Solicitor: BILL FOGGLE      Date: 3/22/72

PROSPECT	ACCOMPANIED BY:	1971.	RATING	1972	FOLLOW UP
DAVID KENID	Bill Buros	300	1,000	1,000	Promised major gift pending settlement of large legal case.
IRVING GOETZ	Bill Buros	2,000	10,000		
MURRAY BELLOW	Saul Morgan	5,000	10,000	10,000	

General Comments:





Community: CHICAGO

Solicitor: Stephen K. Bailie

Date: 3/22/72

PROSPECT	ACCOMPANIED BY:	1971	RATING	1972	FOLLOW UP
Ted Pincus	Don Kahan	1500	5000	---	F. U. By D. Kahan
Mike Zavis	Ralph Gidwitz	1500	4000	2500 Min	
Richard Hirschtritt	Neal Greenbaum	750	3000	1500	Neal Greenbaum will F.U. For 3000 in 6 months
Ralph Eisenschiml	Ralph Gidwitz	2000	4000	----	F.U. by Ralph Gidwitz

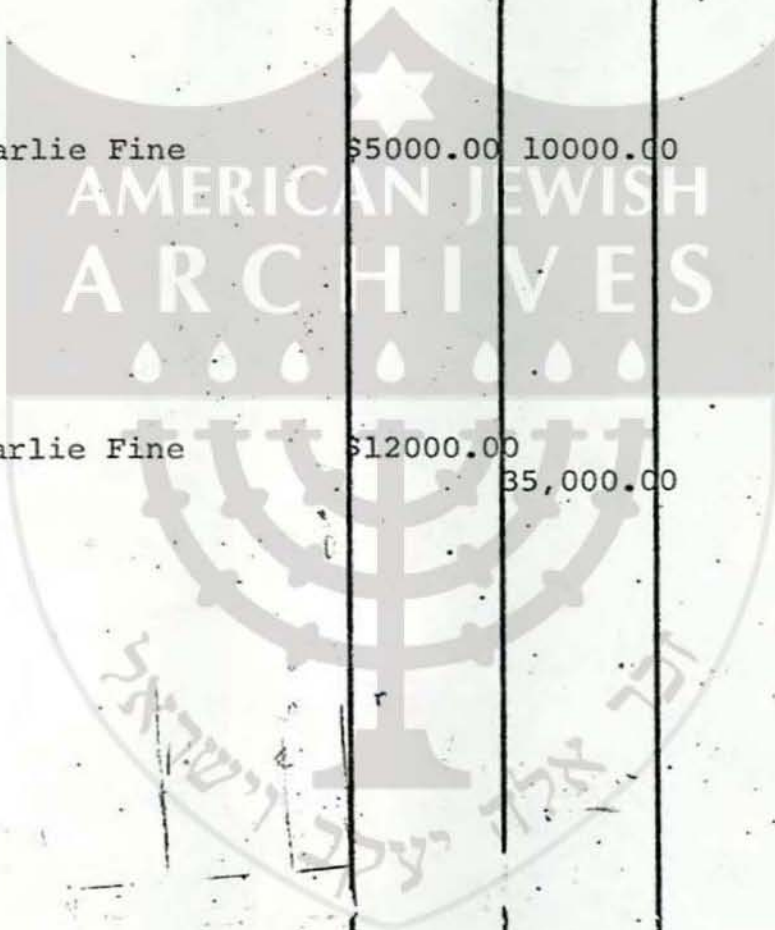
General Comments:



Community: SEATTLE, WASHINGTON      Solicitor: ELLIOT BERNSTEIN      Date: 3/22/72

PROSPECT	ACCOMPANIED BY:	1971	RATING	1972	FOLLOW UP
Fred Backer	Herb Pruzan	\$5000.00	10000.00		Herb Pruzan will follow up in one month.
Richard Leshgold, DDS	Fred Adler	\$ 300.00	2500.00		Leshgold is on Board of Federation. I told him his past gifts were inadequate. Fred Adler will follow up in one week.
Stan Golub	Charlie Fine	\$5000.00	10000.00		Fine gentleman. Treasurer of Jackson campaign. Agreed to \$6000.00 which we didn't accept. Charlie Fine will follow up later.
Poll Brothers: Hal Poll	Charlie Fine	\$12000.00	35,000.00		Agreed to give gift that we requested - has to "check with brother" who is ill. Charlie Fine will check back later with brother - I am not optimistic.

General Comments:







Community: NEW ORLEANS, LA. Solicitor: MITCHELL RASANSKY Date: 3/14/72

PROSPECT	ACCOMPANIED BY:	1971	RATING	1972	FOLLOW UP
Hospell Foundation	Arthur Politzer	5,000	-0-	7,000	
Joseph Haspel	"	125	-0-	1,100	
Josh Turkel		-0-	-0-	500	
Jules Kahn ) Sleeply Kahn)		10,000	-0-		Asked for 20,000 Co. gift. Will probably give 12,500 personal
Jules Kahn		1,000	-0-		F.U.

General Comments:



Community: SEATTLE, WASHINGTON

Solicitor: M. RASANSKY

Date: 3/20/72

PROSPECT	ACCOMPANIED BY:	1971.	RATING	1972	FOLLOW UP
LEVELD DRUG CO.		6,500	8,500	8,800	
EASTERN MFG. CO.		300	-0-	1,200	
SAM HELLER		125	-0-	200	
DR. SAUL SCHLIGER		500	-0-	500	
MEYER TWERSKY		600	-0-	600	
ARNSTEINS		500	-0-	600	
RAYMOND L. BENGZRA		1,000	-0-	1,000	
LARRY MONDSCHER		500	-0-		Asked for 5,00- Probably will give 750- 1,000.
DR. P. SACHS		1,500	-0-		Would not commit. F.U.

General Comments:

OPERATION UPGRADE





Community: Chicago

Solicitor: David Bear

Date: 3-22-72

PROSPECT	ACCOMPANIED BY:	1971	RATING	1972	FOLLOW UP
Joel Sprayregen	Neale Katz	500	2000	1000	
Lawrence Kasakoff	Albert Friedman	500	2000	0	This was an extremely difficult solicitation with a retired attorney. Albert Friedman will re-solicit later.
Jack G. Stein	Albert Friedman	500	3000	blank yet.	We asked for 3000 and Albert will have an answer from Jack Stein and his wife within the next week. This together-ness is great!
Sam Schachtman	Albert Friedman	500	3000	0	We feel that this can be closed at approximately 1500.
Paul Grossinger	Albert Friedman	6000	25,000	0	We left with Mr. Grossinger talking 10 to 12,000. We feel that 20,000 is attainable. Albert Friedman will follow up.

General Comments:



Community: CHICAGO, ILLINOIS

Solicitor: Harvey L. Davis

Date: 3/16/72

PROSPECT	ACCOMPANIED BY:	1971	RATING	1972	FOLLOW UP
Bob Schwartz	Bob Schroyer	600			Considering 5,000 . F.U. in two weeks.
Stan Harris	Neil Katz	-		250.00	
M. Grauer	Bob Schroyer	400			Suggested 2,500- F.U.
Neil Briskin	Don Kahan	3,500		5,000	
Bob & Howard Hirsch	Dave Smerling	10,000			Suggested 25,000. F.U. in July
Herb & Arnold Luke	Dave Smerling	1,200			10,000 suggested. F.U. in July.

General Comments:





Community: SPRINGFIELD, MASS.

Solicitor: Ben Zion Leuchter

Date: 3/28/72

PROSPECT	ACCOMPANIED BY:	1971	RATING	1972	FOLLOW UP
ZANE WERNICK	William Foggie	1,800	3,000		Foggie will F.U.
DONALD NEWHOUSE	" "	400		500	F.U.
LEON CARMAN	" "	1,635	3,000		Foggie to F.U.
FRANK HANO (Combined with brother George)		1,100	10,000		Asked for 10,000. Foggie to F.U.
ROBERT HIRSCHORN (Eastern Container)		5,000		5,000	

General Comments:



ALBANY, NEW YORK

RALPH J. STERN

Community:

Solicitor:

Date: 3/27/72

PROSPECT	ACCOMPANIED BY:	1971	RATING	1972	FOLLOW UP
Harvey Kayne Howard Rome	Jason Baker ) " " )	1200.00	5,000.00	2400.00	Will think about 5,000 to be recontacted on 5/1.
Norman Brickman	" "	3100.00	4,000.00	3600.00	
Jay & Joe Fluster	Ken Lyons	4000.00	8,000.00		To be followed up.
Sanford Bookstein	Don Gould	1000.00	2,500.00	1500.00	Will consider 2,500.00
Leon Hatkoff	Ken Lyons	1500.00	4,000.00	2000.00	
Donald Sommers	Ken Lyons	1500.00	5,000.00	2000.00	To be followed up for another 1,000.

General Comments:





Community: CHICAGO, ILLINOIS Solicitor: Dr. Leon I. Rosky Date: 4/12/72

PROSPECT	ACCOMPANIED BY:	1971	RATING	1972	FOLLOW UP
NORMAN CHAUNCEY	Harvey L. Davis				F.U. in three weeks
DONALD HORWITZ	" "				F.U.
ALFRED BEHRSTOCK	" "				F.U. in July
IRA PLONSKER±					Increase hopefully to \$2,500
ROBERT & ALVIN GOODMAN (A. Goodman & Co.)					F.U. in July
ALFRED GRUEN (Marco-Gruen Printers)		500		1,000	
LEONARD LIPKE (Joe Lipke & Sons)					F.U. in two weeks Expect 1,000 gift.
DONALD LEVINSON		1,250		1,500	
Mr. Saul Cohen		4,000		5,000	
		5,750		7,500	

General Comments:



4/4/72

Community:

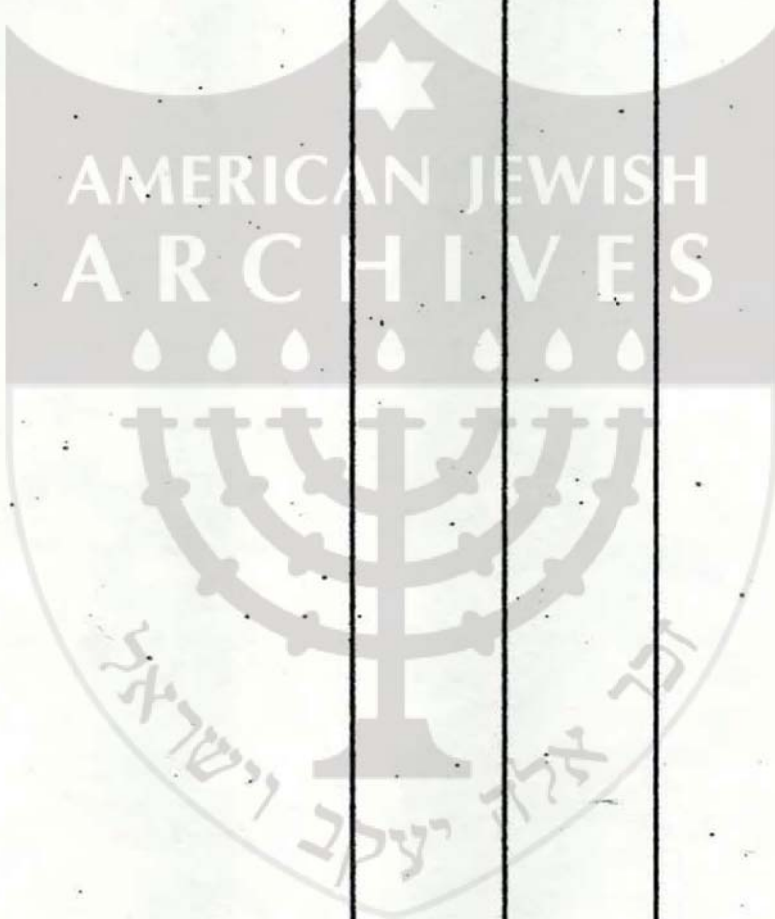
SPRINGFIELD, MASS.

Solicitor:

STU GROD

Date:

PROSPECT	ACCOMPANIED BY:	1971	RATING	1972	FOLLOW UP
Hy Freedman	Bill Fogle	2,000	5,000		F.U.
Abbot Roberts	" "	12,000	25,000		F.U.
Al Be-tigole	" "	1,750	10,000		F.U.
Sid Freedman	" "	7,500	15,000		F.U.



General Comments:



*operation  
upgrade*

# MAX FACTOR & CO.



1655 NORTH McCADDEN PLACE, HOLLYWOOD, CALIFORNIA 90028    PHONE: HOLLYWOOD 2-6131    CABLE ADDRESS: FACTO HOLLYWOOD

April 28, 1972

Rabbi Herbert A. Friedman  
Executive Vice Chairman  
United Jewish Appeal  
48 King George Street  
Jerusalem 94269, Israel

Dear Herb:

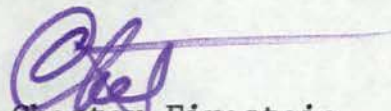
When you were last in Los Angeles, you informed me of the Young Leadership Cabinet project called "Operation Upgrade" and suggested that this might be worthwhile for L. A. I just thought you would like to know that our city's Operation Upgrade project took place on April 24 through 27th, involving ten national and about 25 local leaders.

It proved to be one of the most important events of the 1972 Campaign. The project brought in a great deal of money that we would probably never have otherwise realized; it alerted literally hundreds of important prospects to the need for their commitment; and it "turned on" at least a score of Los Angeles leaders with the challenge, achievement and experience of face-to-face solicitation.

So, my thanks for the suggestion. Because of it we gained a valuable additional tool in this Campaign.

With kindest personal regards.

Cordially,

  
Chester Firestein

CF:b



# OPERATION UPGRADE

File

UNITED JEWISH APPEAL INC.

1290 Avenue of the Americas  
New York, N.Y. 10019  
(212) PLaza 7-1500

April 14, 1972

## FINAL INSTRUCTIONS FOR LOS ANGELES

I'll be at the Beverly Hilton with our group through the four day period, acting as operational control. Leonard has a suite there, which we'll use as headquarters. You'll be able to get in touch with me at any time.

Except for the one or two guys arriving Monday morning, if you're arriving Sunday night, please check in with me in Lenny's suite as soon as you get in. Should you be delayed for any reason, please call me there, collect. For those of you arriving Tuesday evening - the procedure is the same.

We're going to get off to an early start. The L.A. lay leaders will meet us in Len's suite at 8:00 a.m. Monday morning, ready to go, so please plan your wake-up and breakfast accordingly.

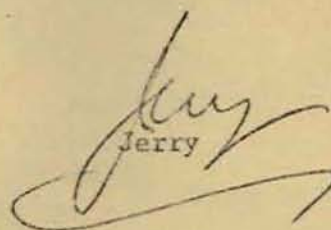
A number of you have expressed some concern with the size - and the cost - of this project. We share your concern. I made a trip to the coast for the sole purpose of setting this thing up properly.

Irving Bernstein is also concerned with the costs, the effort in manpower, the time we're all giving to it. He doesn't view this as a holiday jaunt or a little vacation for any of us. He wants the results to justify the input.

It's not up to us entirely, of course. But again, you should know that L.A. isn't taking this lightly, either. They're also putting out a tremendous effort to make this trip successful.

So - to repeat what I said in the last letter - even if there should be delays or frustrations - bear with us. With your cooperation and best efforts, this could be a great conclusion to our first real Operation Upgrade campaign.

See you soon.

  
Jerry





APRIL '72

4/14/72

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
(16)	(17)	(18) <u>CHICAGO</u> Beryl Nusbaum	(19) <u>CHICAGO</u> Bob Copeland	(20) <u>CHICAGO</u> L.D. Bell	(21)	(22)
(23)	(24) <u>EL PASO</u> Chuck Sugarman Don Kahan <u>SEATTLE</u> Jan Saltzman <u>LOS ANGELES</u> Neil Norry Harvey Peltz Ed Backer Leonard Bell M. Rasansky R. Alan Rudy R. S. Levy Morey Myers Lou Pollock Don Gould	(25) <u>EL PASO</u> <u>SEATTLE</u> Jan Saltzman Bill Goldenberg <u>LOS ANGELES</u> Neil Norry Harvey Peltz Ed Backer Leonard Bell M. Rasansky R. Alan Rudy R. S. Levy Morey Myers Lou Pollock Don Gould	(26) <u>LOS ANGELES</u> Ralph Stern Neil Norry S. Hollander Jim Nobil Sandy Seplow Stan Sirak Bob Schrayner Dr. S. Bailie Dave Bear Don Hodes Bob Copeland	(27) <u>LOS ANGELES</u> Ralph Stern Neil Norry S. Hollander Jim Nobil Sandy Seplow Stan Sirak Bob Schrayner Dr. S. Bailie Dave Bear Don Hodes Bob Copeland	(28)	(29)
(30)	(31)					

APRIL '72

4/14/72

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	(1) <u>SIoux CITY</u>	(2) <u>LINCOLN</u>	(3)	(4)	(5)	(6)
(7)	(8) <u>DAYTON</u>	(9) <u>DAYTON</u>	(10) <u>DAYTON</u>	(11)	(12)	(13)