

REPORT TO **THE COMMUNITY**
2012 - 2013



DEAR FRIENDS,

This was a year we won't soon forget.

It was a year of heroic volunteers climbing up darkened staircases to deliver food and water; a year of dancing in the streets of Jerusalem to mark Israel at 65; a year of rising to the challenges of today and preparing for the possibilities of tomorrow. Through it all — crisis, celebration, and everything in between — UJA-Federation of New York was proud to work with our community in our inimitable role as convener, funder, advocate, planner, and innovator.

STRENGTH IN CRISIS...



In the wake of Hurricane Sandy, we responded as few could. We had the resources through our endowment to make \$10 million immediately available. We also had the trust of our donors who gave an additional \$6.5 million in Hurricane Sandy relief, knowing we had the expertise to distribute these funds for maximum impact. We mobilized thousands of volunteers, and with our network agencies and local synagogues, we embraced individuals and families shattered by the storm. Then, just two weeks after Sandy, our network was suddenly called to another front. For eight excruciating days rockets rained on Israel. And once again, our overseas beneficiary agencies did whatever was needed to care for men, women, and children under attack.

...AND EVERY DAY



Crisis may have tested us but it never defined us. In the wake of disaster and heartache, our essential work in New York, in Israel, and in more than 70 countries around the world never faltered. And we never lost sight of the future that is ours to shape. From our first interfaith feeding initiative to the publication of significant new research on the New York Jewish community, we continued innovating and planning. We also celebrated Israel at 65 with the William Rosenwald Mission and a new communitywide event on the Upper West Side. And we marched along Fifth Avenue with our flags waving for the Celebrate Israel parade, showing the world that we stand with the people of Israel — always.

BECAUSE WE STAND TOGETHER

One year can change everything; it can also show what you're made of. When we look at ourselves, we see donors who gave with inspiring generosity, contributing \$206.5 million to all campaigns. We see lay leaders, volunteers, and staff of UJA-Federation and network agencies, who raised the bar in every way, taking care of one another with remarkable resilience. And, most of all, we see all the good we do together. What a privilege it was to stand with each of you through this year and every day since.



With our warmest thanks,



Jerry W. Levin
President



Alisa R. Doctoroff
Chair of the Board



John S. Ruskey
*Executive Vice President
& CEO*



2012 – 2013 WHAT SETS US APART IN CRISIS

HURRICANE SANDY TIMELINE

OCTOBER 26, 2012 Sandy is a Category 1 hurricane with winds of 80 mph. New York declares a state of emergency.

OCTOBER 28, 2012 Mayor Michael Bloomberg orders evacuations in low-lying areas, requiring 375,000 New Yorkers to leave their homes in advance of the storm. While many residents of Zone A heed the evacuation, thousands remain. The MTA suspends service; public schools are closed.

OCTOBER 29, 2012 Sandy approaches land as a Category 2 storm. Hurricane-force winds extend 175 miles out from Sandy's eye, making it far larger and more destructive than similar storms. Fires destroy at least 110 homes in Breezy Point, Queens.

OCTOBER 30, 2012 Approximately 2 million New Yorkers are without power.

More than 110 deaths are attributed to Hurricane Sandy and its aftermath in the United States. New York State estimates the damage at \$42 billion.

WE REMEMBER the eerie quiet of a city brought to a standstill, of a region battered and flooded, of a death toll rising. We lived through the storm together. We stood as one in the aftermath. And we continue to rebuild and heal. This is the story of UJA-Federation's response to Hurricane Sandy.

ACTION

"Every weather forecast told us it was going to be bad — but for those who lived through it, it is something else altogether. From the beginning, we were on calls nonstop, e-mailing, connecting with one another, with agency leadership, with day schools, with rabbis. The winds had barely subsided and staff and volunteers were already out in the field. We told the agencies and synagogues that were impacted: 'Do what you need to do. We have your back.'"

John Ruskay, Executive Vice President & CEO, UJA-Federation

EXPERTISE

"Right away, our professional leadership communicated with those on the ground and they developed a picture of what was needed and how urgent the needs were. People were drowning, freezing, and hungry, and the traditional sources of crisis relief were not mobilizing fast enough to alleviate the suffering. Some of us among UJA-Federation leadership and staff didn't have electricity; transportation was limited at best, but the Sunday after the storm we managed to convene the Executive Committee and then the Board of Directors via conference call. Our directive was clear — take action. Be bold. Do what we do best.

We voted to make \$10 million of our endowment available. At that point, we were thinking food, water, security — the basics. Later we would have a better understanding of long-term need. In moments like this we're so aware of the expertise of our staff and the power of our network of agencies. And we're so appreciative of the generosity of those who left bequests to UJA-Federation, giving us the resources to respond immediately. Despite the chaos and uncertainty, we could do what needed to be done. This is UJA-Federation at its finest, and I couldn't be prouder."

Jerry Levin, President, UJA-Federation

RESILIENCE

"Our Oceanside location took on about four inches [of water] throughout the building. Our Long Beach building had five feet of water come in. At the same time, we couldn't get in touch with our families. We had to drive for miles for supplies. The first call that I made was to our insurance company and the second was to UJA-Federation.

UJA-Federation's support allowed members who couldn't otherwise afford membership to continue receiving services, provided scholarship funding for day camps and schools to keep kids enrolled, and provided emergency cash for those whose homes and belongings had been destroyed. It kept operations stable. We would not have come through this the way we did without UJA-Federation."

Arnie Preminger, President & CEO, Barry and Florence Friedberg Jewish Community Center



"OUR DIRECTIVE WAS CLEAR — TAKE ACTION. BE BOLD. DO WHAT WE DO BEST."

— JERRY LEVIN

LEADERSHIP

“When Mayor Bloomberg announced that five of our network agencies — FEGS Health & Human Services, Jewish Board of Family and Children’s Services, Metropolitan Council on Jewish Poverty, New York Legal Assistance Group, and the Shorefront YM-YWHA of Brighton-Manhattan Beach — were among the seven selected to provide services at one-stop disaster relief centers as part of NYC Restore, it was a clear moment of recognition for the essential work of our frontline network agencies.”

Alisa Doctoroff, Chair of the Board, UJA-Federation

IMPACT

“With so many people in dire straits, we needed to respond effectively and quickly. Within a month, UJA-Federation beneficiary agencies provided more than 281,000 meals; 270,000 bottles of water; cash assistance for 2,000 people; nonmedical supplies for some 25,000 people and medical support for 4,000; and social work assistance for more than 25,000 people. In just a few months, we allocated \$13.3 million to provide sustained recovery to 37 agencies, 106 Jewish day schools, 77 synagogues, as well as a number of relief organizations.

There is no better example of the strength of our agency network than its ability to respond immediately and continuously to a wide range of emergency demands.”

John Shapiro, Chair, Connect to Recovery, UJA-Federation



CONNECTION

“I felt a strong sense of being able to give back to American Jews. [Americans] always support and give us help in Israel, and I believe it’s not a one-way street.”

Natan Mann, volunteer from Israel

RELIEF

“We needed help cleaning up, to simply assess the damage, and we needed money. And in those first days, we really didn’t have an inkling of what we were up against. Along the way, we were connected with UJA-Federation. Through their efforts many people who thought their lives were over, who were wallowing in uncertainty and depression, had their lives restored.”

Rabbi David Bibi, Sephardic Congregation of Long Beach

HOPE

“In April, I went to the Jewish Community Center of Staten Island — I went there looking for emotional help for my son who was only 6 and was having nightmares and thought every night would bring a hurricane and that we would live in a hotel forever.

The JCC sent a counselor to our hotel to meet my son; she came once a week for three months...When you are so desperate and have nobody and don’t know what to do, it meant a lot when someone would call when they said they would. It gave me hope.”

Natalia Demidova, an immigrant from Moscow, whose Staten Island home was severely damaged by the storm

“IN JUST A FEW MONTHS, WE ALLOCATED \$13.3 MILLION.”

— JOHN SHAPIRO



EMPATHY

“We like to put the world into little boxes and think we’re safe, but the thing with these natural disasters is that they could really happen to anybody.”

Johanna Sanders, Hillel volunteer who helped in the clean-up

COLLABORATION

“We talk with agencies about what it means to belong to a network where we can count on one another. Here we were living our words. The Jewish Home Lifecare and Parker Jewish Institute for Health Care and Rehabilitation scrambled to take in patients evacuated from other hospitals and nursing homes. Synagogues opened their doors to one another. UJA-Federation headquarters took in people from the New York Legal Assistance Group. Our doors were open, our hearts were open.”

Roberta Leiner, Senior Vice President, Agency Relations, UJA-Federation

PERSEVERANCE

“Rebuilding houses and infrastructure is the visible work, but what we can’t see — and equally important — is the psychological healing that needs to happen. We allocated \$1 million for mental health and trauma needs. That’s the work that still continues, and we’ll be there every step of the way.”

Alisa Rubin Kurshan, Senior Vice President, Strategic Planning & Organizational Resources, UJA-Federation



2012 – 2013 WHAT SETS US APART EVERY DAY

STRENGTH

We are at the nexus of a dynamic network that brings together nearly 100 agencies — human-service agencies, Jewish community centers, Hillels, camps, one citywide agency focused on Jewish education and one on inter-group relations, and overseas agencies — to share resources and leverage government funding. This year, UJA-Federation allocated more than \$64.5 million in core operating support to our network — unrestricted funding that allows agencies to make spending decisions on planning, programs, and operations. And we're one of the only philanthropies to do so.

INNOVATION

Every day, we educate and pioneer through strategic grantmaking and groundbreaking initiatives. And we convene conversations about the urgent issues that matter to us

as Jews and citizens of the world. One conference explored the opportunities for agencies in social enterprise; another took a close look at the vocational and social needs of people with autism; yet another provided a forum for engaging interfaith families. We also marked 20 years of being at the forefront of Jewish education efforts, daring to dream of a community infused with Jewish life — and acting boldly to help make it happen.

COMPASSION

When is a turkey more than a turkey? When UJA-Federation and Catholic Charities join together for the first time to give turkeys away to hungry New Yorkers for Thanksgiving. And that's just one initiative. At UJA-Federation, our effort to combat poverty is expansive yet strategic. We're supporting single-stop centers

that offer financial and legal services in one location; helping baby boomers and recent college graduates secure work; making camp, day care, and Jewish day school scholarships available; and supporting microenterprise loans for *Haredi* and Russian-speaking Jews. In Israel, we're targeting young adults on the margins of society and funding food co-ops for the disadvantaged. And in the former Soviet Union, we're a lifeline for the frail elderly who need the basics — food, medicine, and companionship.

INSPIRATION

We believe in and support diverse pathways to Jewish life — from strengthening synagogues, camps, community centers, and Hillels to more out-of-the-box approaches, such as Moishe Houses. Our reach extends from New York to Israel to the former Soviet Union, where we are investing in a resurgence of Jewish community. In New York this year, we helped train day school leadership to effect deep, lasting school change. Understanding today's pressure on synagogues, our Connected Congregations conference brought together hundreds of rabbis, cantors, executive directors, and other congregational leaders in person and online to discuss alternative synagogue models.

DIVERSITY

We may look different, pray differently, love whom we choose to love — but we share some common and unshakable bonds. At UJA-Federation, our tent is wide open. We're proud our network agencies offer a range of programs for Jews of all ages that identify as LGBTQ. We're using new technology and blogs to connect interfaith families to Jewish

events and to each other. In Israel, we're supporting programs for *Haredi* men so they can serve in the army in a way that is compatible with their religious obligations while also teaching them valuable job skills. There are bridges to be built between and among our people, and the work is complicated — but we have the conviction of many who believe we stand stronger when we stand together.

RESPONSIBILITY

Since 1984, we've helped bring 90,000 Ethiopians to Israel. This year began the countdown to the end of mass aliyah, with the final 450 arriving on August 28, 2013. Once in Israel, the work of putting down lasting roots is critical. We've pioneered a range of interventions in the city of Rehovot that begins at birth and extends to high school matriculation. The goal is to give young Ethiopian children the same opportunities for educational enrichment as their Israeli-born peers. We're similarly invested in helping other vulnerable immigrant populations overcome the hurdles of adjusting to new lives in a new country.



WE BELIEVE IN AND SUPPORT DIVERSE PATHWAYS TO JEWISH LIFE.

PROMISE

To us, the promise to “never forget and never abandon” is more than a promise — it’s a moral responsibility to care for the 73,000 aging Holocaust survivors in New York today. This year, UJA-Federation, along with the Defiant Requiem Foundation and Selfhelp Community Services, presented a sold-out concert at Lincoln Center, *Defiant Requiem: Verdi at Terezín*. The benefit raised \$2.3 million toward a \$10 million goal for UJA-Federation’s Community Initiative for Holocaust Survivors to support programs that bring services, companionship, and dignity to survivors.

INCLUSION

Where some see disabilities, we see possibilities. Ours is a Jewish community for all, regardless of physical or cognitive ability. This year, we

gave out three Synagogue Inclusion Awards, recognizing efforts to include those too often marginalized from Jewish life. Locally and in the former Soviet Union, we’re helping Jewish organizations open their doors wider to children with disabilities and their families. Seen a sign language interpreter at a JCC event? We’re supporting the Jewish Deaf Resource Center to enable Jewish institutions to hire sign language interpreters.

INSIGHT

Every decade we undertake a communitywide survey, investing in knowledge so that we can understand who we are, where we live, and what is needed to grow stronger. This year, we published two in-depth reports: the “Geographic Profile Report,” detailing population size, diversity, Jewish engagement,

and vulnerable populations; and the “Special Report on Jewish Poverty,” the most comprehensive analysis of poverty in the Jewish community to date. The knowledge gleaned from these reports will inform our own planning, and help guide the work of network agencies and other stakeholders in our community for years to come.

COMMUNITY

When we learned more than 10 years ago that one in five New York Jews was Russian-speaking, we began to work in more collaborative and creative ways with this

community within our community. This year, we added a vital agency to our network: the Council of Jewish Émigré Community Organizations (COJECO), which brings together organizations created by and for Russian-speaking Jews, and creates connections between Russian-speaking Jews and the wider Jewish community. From launching the first-ever Russian-speaking cohort of the Wexner Heritage Program to supporting programs for young adult Bukharians in Queens, we’re committed to developing Russian-speaking leadership that can empower from within and impact us all.

WHERE SOME SEE DISABILITIES, WE SEE POSSIBILITIES.



IT TAKES UJA-FEDERATION TOGETHER WITH OUR INCOMPARABLE NETWORK OF AGENCIES TO MAKE ALL THIS POSSIBLE. IN JUST ONE YEAR:

716,000 hot meals were served to the impoverished elderly in the former Soviet Union.

16,100 New Yorkers accessed employment services, food pantries, and counseling through our Connect to Care initiative.

7,500 Holocaust survivors in Israel lived in sheltered homes that offer social and cultural services.

6,700 children in the former Soviet Union experienced Jewish summer camps.

\$100 million was restored in city funding to support early childhood and afterschool programs for network agencies and nonprofits across New York City, thanks in part to our advocacy.

18,700 Jews from six continents received support to build new lives in Israel.

30,000 New York-area college students took part in Jewish cultural and educational programs through 12 Hillels.

280,000 Israelis participated in Jewish educational, cultural, and leadership programs around the country to forge stronger ties between secular and religious Israelis.

A SNAPSHOT OF 2012 - 2013

SEPTEMBER 16

First ever Long Island "Aqua Run"

SEPTEMBER 24

Council of Jewish Émigré Community Organizations becomes a network agency



NOVEMBER 5

\$10 million made available from our endowment for Hurricane Sandy relief

NOVEMBER 13

Mayor launches NYC Restore, includes five UJA-Federation network agencies

NOVEMBER 14

Operation Pillar of Defense in Israel

DECEMBER 10

Wall Street Dinner raises a record-breaking



JANUARY 17

"Geographic Profile Report" released from community study

FEBRUARY 7

Emerging Leaders & Philanthropists: Generosity Signature Event

MARCH 20

6th Annual Hilibrand Autism Symposium

APRIL 8

40 under 40 event recognizes next-generation industry leaders

APRIL 9 - 14

King David Society mission to Morocco



APRIL 19 - 23

King David Society mission to Budapest

APRIL 29

DEFIANT REQUIEM: VERDI AT TEREZIN AT LINCOLN CENTER raises \$2.3 million for Community Initiative for Holocaust Survivors



MAY 23



JUNE 2

Celebrate Israel Parade



JUNE 2

Russian Gala celebrates 25 years of giving back

SEPTEMBER OCTOBER NOVEMBER DECEMBER JANUARY FEBRUARY MARCH APRIL MAY JUNE JULY AUGUST

OCTOBER 23

Campaign launch raises \$45 million

OCTOBER 28 - 30

HURRICANE SANDY HITS OUR REGION



NOVEMBER 15

Israeli volunteers help in Hurricane Sandy relief

NOVEMBER 19

Emergency leadership mission organized by the Jewish Federations of North America travels through Israel, witnessing the damage done by rocket attacks

NOVEMBER 20

UJA-Federation and Catholic Charities give away turkeys to the hungry

JANUARY 27

SUPER SUNDAY: CATHOLIC CHARITIES JOINS EFFORT



JANUARY 29

Lawyers Division event forgoes formal dinner in the spirit of feeding the hungry

APRIL 11 - 16

UWS Celebrates

ISRAEL@65

APRIL 13 - 19

Rosenwald mission to Israel



MAY 13

Real Estate & Allied Trades Division Annual Luncheon, honoring Burton P. Resnick, raises \$2 million

MAY 19

Staten Island Community Breakfast honors 22 organizations for work in the aftermath of Hurricane Sandy

MAY 22

Bankruptcy Luncheon, attended by 1,100, raises \$1.3 million

JUNE 6

"Special Report on Jewish Poverty" released, reveals dramatic increase in Jewish poor

JUNE 19

Interfaith conference

JUNE 30

End of campaign



CELEBRATION

Israel turned 65 this year — and we were there to celebrate in a big way. More than 200 New Yorkers traveled to Israel as part of the William Rosenwald Mission, a diverse group of board officers, volunteer leadership, agency executives, rabbis, and donors. Some of us had never stepped foot in Israel. Some of us already dream in Hebrew. There were even five people who won a trip through a Facebook contest by writing essays about why they wanted to join our mission.

Over the course of four days and five nights, we met with President Shimon Peres, Chair of the Jewish Agency for Israel Natan Sharansky, Finance Minister Yair Lapid, Chair of the Yitzhak Rabin Center Dalia Rabin, Jerusalem Mayor Nir Barkat, the Ethiopian-born Miss Israel, Yityish Aynaw, and a range

of innovators and thinkers who are shaping Israel today. We saw UJA-Federation’s impact everywhere we went — and we knew that we would be an integral part to shaping its future.

Closer to home, UJA-Federation funded the first-ever communitywide Upper West Side *Yom HaAtzma’ut* celebration. Organized by the Jewish Community Center in Manhattan in collaboration with and funded by UJA-Federation, the UWS Celebrates Israel @65 included teaching sessions, lectures, films, and family-friendly programs at various venues, including synagogues and Jewish day schools, culminating at a concert bringing the community together.

GENEROSITY

Our nearly 60,000 donors have interests and backgrounds as diverse as New York itself. What they have in common is a powerful set of values and a belief that they can change the world. And they know that with us — and each other — change is possible.

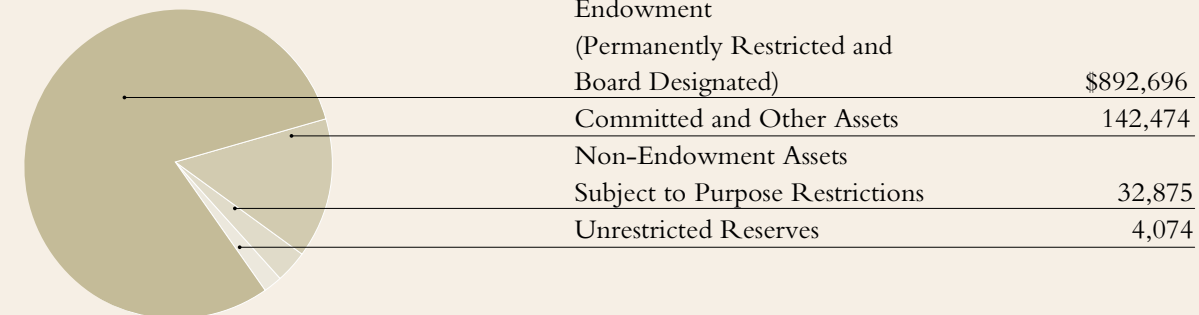
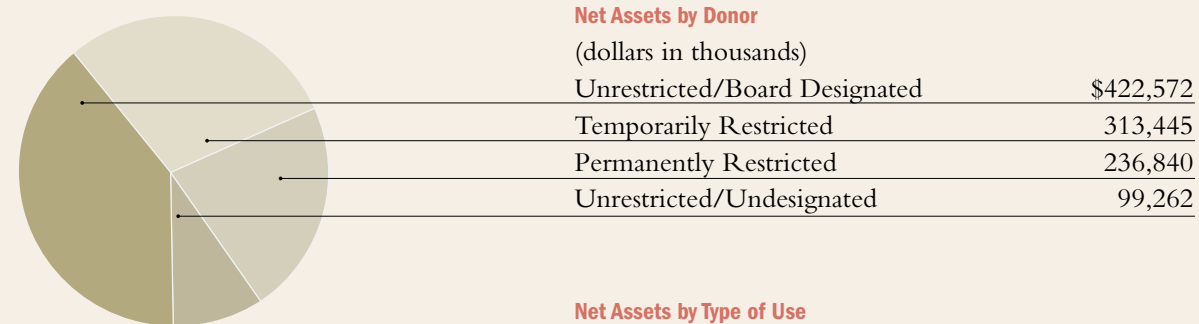
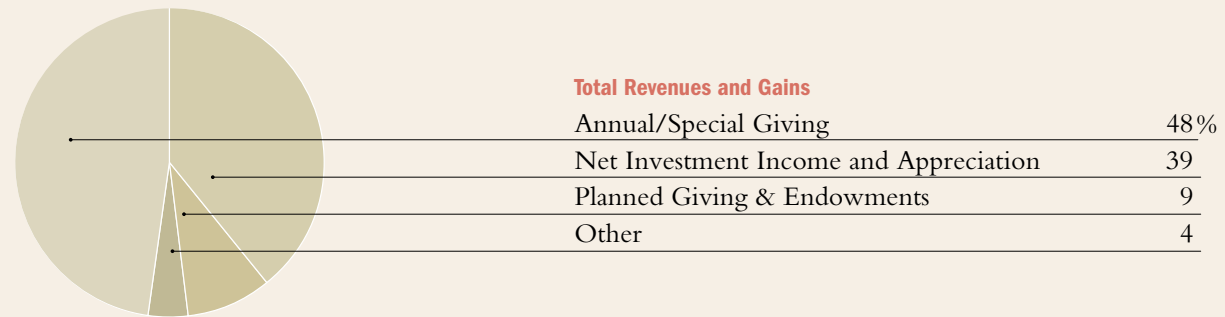
It’s thanks to the shared generosity of our donors that UJA-Federation’s 2013 Annual Campaign raised \$145.3 million, an increase of

\$8.6 million from 2012. With \$37.9 million in planned giving and endowments, \$6.5 million raised for Hurricane Sandy relief, and \$16.8 million in capital and special gifts, the total amount raised in the year was \$206.5 million.

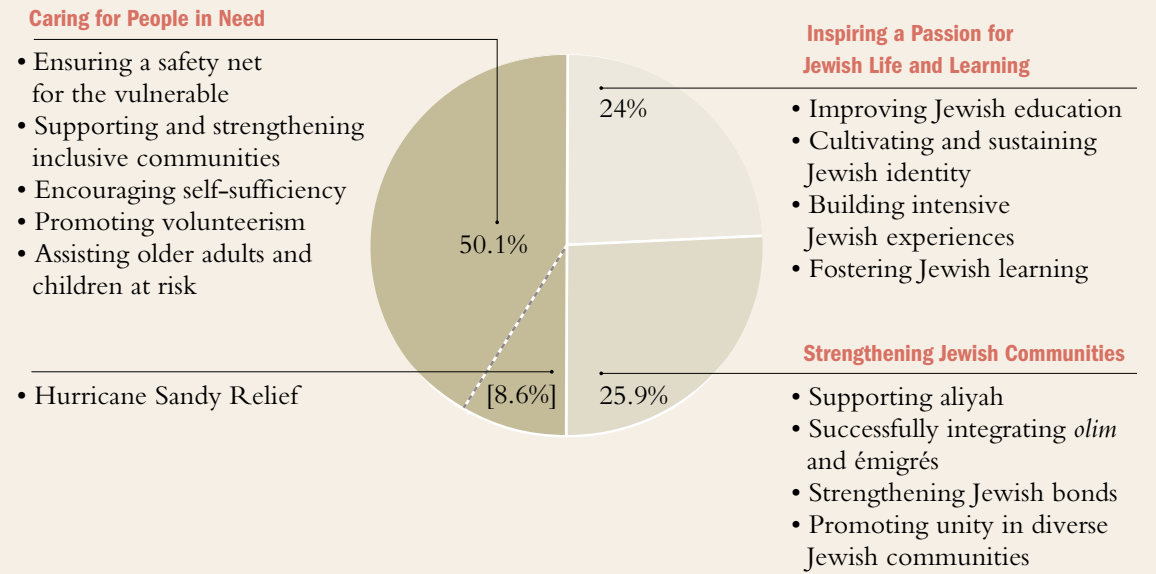
THIS YEAR, WE HELD 380 EVENTS ATTENDED BY 29,000 PEOPLE WHO CAME TO LEARN, CONNECT, AND GIVE BACK. WE ARE SO GRATEFUL. AND SO PROUD.



KEY FINANCIAL RESULTS



GRANTS AND OTHER PROGRAMS



2013 Financial Resource Development Results

(dollars in millions)

2013

Pledges to the Annual Campaign and Other Annual Giving Pledges	\$145.3
Planned Giving & Endowments	\$37.9
Capital Development, Special Initiatives, and Other (pledges, including gifts on behalf of beneficiary agencies)	\$16.5
Fundraising Expenses as a Percent of Revenue (including amounts raised on behalf of others)	15.0%

**UNITED JEWISH APPEAL-
FEDERATION OF JEWISH PHILANTHROPIES OF NEW YORK, INC.**

Condensed Statement of Activities
Years ended June 30, 2013 and 2012
(dollars in thousands)

	<u>At June 30</u>	
	2013	2012
Revenue and Gains (Losses)		
Net contributions (annual/special giving)	\$ 139,206	\$ 126,817
Endowment contributions, legacies, and bequests	26,425	60,618
Split-interest agreements [net of changes in value of (549) in 2013 and (839) in 2012]	1,251	1,208
Donated services	200	200
Amounts raised on behalf of others	<u>21,288</u>	<u>13,707</u>
Net campaign revenues, including amounts raised on behalf of others	188,370	202,550
Less: amounts raised on behalf of others	<u>(21,288)</u>	<u>(13,707)</u>
Net campaign revenues, excluding amounts raised on behalf of others	167,082	188,843
Net investment income	8,157	1,556
Net appreciation (depreciation) in fair value of investments	105,019	(13,076)
Rental, service, and other income	<u>11,650</u>	<u>13,999</u>
Total revenues and gains	<u>291,908</u>	<u>191,322</u>
Grants and Expenses		
Grants	156,583	146,410
Other program services	16,402	16,433
Total grants and other program services	<u>172,985</u>	<u>162,843</u>
Fundraising	28,330	28,032
Management and general	<u>19,886</u>	<u>17,980</u>
Total expenses	<u>221,201</u>	<u>208,855</u>
Increase (decrease) in net assets before postretirement plan adjustments	70,707	(17,533)
Postretirement benefit changes not included in net periodic benefit cost	278	(525)
Increase (decrease) in net assets	<u>\$ 70,985</u>	<u>\$ (18,058)</u>

**UNITED JEWISH APPEAL-
FEDERATION OF JEWISH PHILANTHROPIES OF NEW YORK, INC.**

Condensed Balance Sheets
June 30, 2013 and 2012
(dollars in thousands)

	<u>At June 30</u>	
	2013	2012
Assets		
Cash	\$ 19,223	\$ 37,891
Contributions receivable, net	55,069	95,809
Other assets and receivables	56,038	58,926
Amounts held on behalf of other agencies	45,770	41,537
Investments	988,883	858,795
Assets held under charitable trust agreements	44,317	42,796
Fixed assets, net	<u>64,516</u>	<u>65,541</u>
Total assets	<u>1,273,816</u>	<u>1,201,295</u>
Liabilities and Net Assets		
Liabilities:		
Accounts payable, accrued expenses, and other liabilities	\$ 15,550	\$ 15,542
Grants payable	21,325	20,002
Amounts held on behalf of other agencies	45,770	41,537
Liabilities under charitable trust and annuity agreements	54,952	56,917
Long-term debt	59,506	61,143
Accrued postretirement benefits	<u>4,594</u>	<u>5,020</u>
Total liabilities	<u>201,697</u>	<u>200,161</u>
Net assets:		
Undesignated (including board designated of 422,572 in 2013 and 393,453 in 2012)	521,834	493,010
Temporarily restricted	313,445	278,501
Permanently restricted	<u>236,840</u>	<u>229,623</u>
Total net assets	<u>1,072,119</u>	<u>1,001,134</u>
Total liabilities and net assets	<u>\$1,273,816</u>	<u>\$1,201,295</u>

UJA-FEDERATION OF NEW YORK

LEADERSHIP 2012 - 2013

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Report to the Community 2012 - 2013

Writer/Editor
Donya Levine
Assistant Director
Corporate Communications

Designer
www.artfulvoyager.com

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Association of Jewish Family and Children's Agencies
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Camp Oakhurst/New York Service for the Handicapped
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East Meadow Jewish Community Relations Council
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Gurwin Jewish Nursing & Rehabilitation Center
Hebrew Educational Society
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Henry Kaufmann Campgrounds
HIAS (Hebrew Immigrant Aid Society)
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Jewish Home Lifecare
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YM & YWHA of Washington Heights & Inwood

*As of June 30, 2013

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Main Office

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130 East 59th Street
New York, NY 10022
212.980.1000

Overseas Office

Israel

48 King George Street
Jerusalem, Israel 91071
011.972.2.620.2053

Regional Offices

Long Island

Suite 302
6900 Jericho Turnpike
Syosset, NY 11791
516.677.1800

Westchester

Suite 203E
701 Westchester Avenue
White Plains, NY 10604
914.761.5100

Northern Westchester

27 Radio Circle Drive
Mt. Kisco, NY 10549
914.666.9650

www.ujafedny.org