

Report to the Community 2013-14

UJA Federation | *Good together.®*
of New York



Dear Friends,

Steady leadership. Unexpected crises, powerfully effective response.

Every year tells a unique story, spanning from moments of celebration to the crises that unite us in heartache. And while we can't always anticipate what global challenges might arise, we *can* be ready.

We began this year with a focus on transition, with John S. Ruskay stepping down after 15 years and Eric S. Goldstein named UJA-Federation's new chief executive officer. Throughout the year, we pursued opportunities to meet the fundamental needs of a widely diverse community and maximize the impact of our funding.

Then, in early July, as we were celebrating a strong end to our 2014 campaign, the murder of three Israeli teenagers precipitated a crisis that consumed Israel, leading to 50 days of brutal attacks from Gaza. Over the same period and beyond, the Jews of Ukraine were caught in an escalating conflict that left thousands displaced and others trapped in hostile regions. Our response on both fronts — made possible through our ongoing support of agencies on the ground — was effective in meeting many needs that government and others could not. Whether providing trauma counseling and respite in Israel or food, medicine, and shelter in Ukraine, we were reminded in real time of what our campaigns make possible and how our strategic planning positions us to respond on day one of a crisis.

To share this story with our stakeholders, the narrative of this annual report extends beyond the end of our fiscal year, June 30, 2014, and covers some key moments that took place between July and September 2014.

Innovative spirit. Consistently trustworthy and forward-thinking.

Once again, UJA-Federation stood at the center of nearly 100 agencies, as well as a diversity of grantees, including day schools and synagogues. Working together, we sought new modes of collaboration and boldly tested creative approaches to care for those in need, strengthen Jewish communities, and inspire Jewish life. A look at this work can be found on pages 8 - 15.

While every year stretches us in new ways, there are some things that will never change. The values that inspire us. Our love for Israel. An annual campaign, representing a desire to impact both the issues that touch us directly and the ones that touch people whose lives and needs are vastly different from our own. That's what it means to be responsible for one another. And that's the kind of thinking that has consistently set us apart.

Enormous gratitude. And pride.

The 2014 Annual Campaign raised \$146.9 million. With an additional \$27.6 million in planned giving and endowments and \$11.5 million in capital gifts and special initiatives, we raised a total of \$186 million.

In a year that was at turns inspiring and heartbreaking, we thank our donors, agency partners, lay leaders, volunteers, and professionals for making us who we are — a cause that belongs to all in our community, reflecting the best of our shared hopes and aspirations.



Alisa R. Doctoroff
President



Linda Mirels
Chair of the Board



John S. Ruskay
*Executive Vice President
& CEO*



Eric S. Goldstein
*CEO
(as of July 1, 2014)*

COMBAT POVERTY
PROMOTE DIGNITY



CARE FOR THE
ELDERLY



SUPPORT
FAMILIES WITH
SPECIAL NEEDS



CREATE AN INCLUSIVE
COMMUNITY



FOSTER HEALTH &
WELL-BEING



CONNECT JEWS
WORLDWIDE



SEED
INNOVATION



STRENGTHEN
ISRAELI SOCIETY



DEEPEN JEWISH
IDENTITY



RESPOND TO
EMERGENCIES



IN NEW YORK



IN ISRAEL



AROUND THE
WORLD





John S. Ruskay

15 Years of Inspired Leadership

When John S. Ruskay was appointed executive vice president & CEO of UJA-Federation in 1999, he spoke of creating “caring and inspired communities of meaning and purpose” — and he never strayed from this vision. Even as he led UJA-Federation’s response to 9/11, the second *intifada*, the Great Recession, Hurricane Sandy, and other disasters local and global, he maintained that while we must respond to crises, they could not define us.

In what he called an era of “unprecedented affluence, influence, and acceptance” for the Jewish people, he argued that we must seize the opportunity to give young and old alike reasons to choose to live a Jewish life. These words and this vision became both a road map for his tenure and an enduring legacy.

In the years John led us, UJA-Federation leveraged its network and expertise to create initiatives with long-lasting impact. These include:

- The Israel Trauma Coalition (ITC), created by UJA-Federation in response to the second *intifada* and today a world-renowned expert in the field of trauma counseling;
- Connect to Care, created in the aftermath of the 2008 economic crisis, bringing together agencies, synagogues, and community centers to offer financial, emotional, legal, and spiritual services to men and women across the economic spectrum;
- A communitywide end-of-life care system and the first Jewish residential hospice;
- Increased access for greater numbers of Jews to participate in meaningful Jewish educational experiences, such as Israel trips, summer camps, day schools, and more.

Making the Case for Federation

When some claimed that innovation could not thrive within federations, John led those who argued that only federations could both innovate and then sustain the very best innovations for the long term. When some spoke of federated giving as an antiquated model of philanthropy, he argued that the annual campaign embodied the value of Jewish collective responsibility. John kept the federated model alive and thriving, helping raise \$3 billion across all campaigns.

Thank you, John, for guiding us deftly through challenging years and inspiring us to seize opportunities to enrich our community.

Eric S. Goldstein

Introducing Our New Chief Executive Officer

Eric S. Goldstein’s path to the professional helm of UJA-Federation began almost 30 years ago — though he didn’t know it at the time. In the 1980s, while embarking on a successful law career, Eric sat on the board of directors at one of our beneficiary agencies that cares for the elderly. There, he experienced firsthand our role in strengthening agencies and bringing them together under the auspices of a unique network.

Over the years, Eric served in various lay roles, including as chair of the Commission on Jewish Identity and Renewal and, most recently, as vice chair of UJA-Federation. After three gratifying decades as a lawyer, he decided to turn his passion into his profession — becoming chief executive officer of UJA-Federation, effective July 1, 2014.

The day before Eric took on his new position, we learned that three kidnapped Israeli teens had been murdered. As events spiraled into war, Eric led UJA-Federation’s response with resolve and focus. That full story is detailed on pages 4 - 7.

During the conflict and in its immediate aftermath, Eric traveled to Israel to express our solidarity and learn what was needed, determined to ensure that our presence and funding would make a real difference. He also visited Ukraine, speaking to those whose lives had been uprooted, bringing their stories back to New York, and communicating that our impact was felt and deeply appreciated.

A Vision for UJA-Federation

Eric describes UJA-Federation as a modern-day global *kehila* (sacred community), one that unites Jews from across the spectrum around issues of common cause, helping to repair the fraying bonds of our community. As he puts it, “we reflect, serve, and belong to the entirety of the Jewish community” — powerful words that we will strive to make real.



An Israeli home damaged by a rocket from Gaza.

A Look at 50 Days of War — and the Days After

UJA-Federation's Response to Crisis in Israel

In mid-June, three Israeli teenagers were kidnapped in Gush Etzion, leading to a search effort that ended in heartbreak when we learned the boys had been murdered. United in grief, we mourned Gilad Shaar, Naftali Fraenkel, and Eyal Yifrach as if they were our own sons. The situation quickly escalated and Israel launched Operation Protective Edge. During the height of the conflict, 75 percent of Israelis were under threat of rocket fire and southern Israel had the added threat of infiltration via tunnels from Gaza.

Thankfully, the support we provide to agencies and grantees on the ground meant that we were able to be there from day one of the crisis.

June 12

Three Israeli teenagers are kidnapped. Within days, Israel launches Operation Brother's Keeper and begins an intense search.

June 30

The bodies of the three boys are found.

July 1

More than 1,000 attend a memorial service in New York, co-organized by UJA-Federation, the Jewish Community Relations Council of New York, and other organizations. Eric S. Goldstein says, "Let us continue to come together as a community to show the world that Gilad, Naftali, and Eyal will not be forgotten. In their names, let us stand stronger, and let us work harder to take care of one another."

June 12 - July 4

More than 150 rockets are fired from Gaza into Israel.

July 8

Israel begins its offensive, Operation Protective Edge. Hamas launches 150 rockets into Israel, reaching as far as Tel Aviv and Jerusalem. Israel's Iron Dome is able to intercept some rockets.

July 11

UJA-Federation joins with federations from across North America to commit a total \$10 million in initial emergency funding.

July 14

At a press conference outside New York's City Hall, Eric S. Goldstein says, "To see this unity expressed here today from across the political and religious spectrum is a powerful message, and we are grateful for your unwavering support."

July 15

To express our support in person, President Alisa R. Doctoroff goes on a mission to Israel and reports, "People spoke about and demonstrated with clear emotion how meaningful our gesture of solidarity has been to them, often referring explicitly to the Jewish notion of responsibility for one another."

July 17

IDF enters Gaza, with the aim of destroying the tunnels that extend into Israel.

July 27

Twenty top UJA-Federation leaders arrive in Israel for a two-day solidarity mission; \$200,000 is committed to the Barzilai Medical Center in Ashkelon for urgently needed medical equipment.



Staying safe in bomb shelters.

July 28

An estimated 15,000 people take to the streets of New York at a rally organized by UJA-Federation together with other organizations. Alisa R. Doctoroff says, “Jews of widely varied backgrounds and beliefs today send a message of support to all of Israel: We are here for you.”

July 30

One hundred and fifty of our community’s leading philanthropists gather at the home of Merryl and

James S. Tisch. Guest speaker Michael R. Bloomberg talks about what motivated him to board a commercial flight and travel to Israel during the FAA ban. In a spontaneous round of pledging, more than \$5.5 million is raised to support the Israel Emergency Fund.

August 5

UJA-Federation and federations across the country collectively increase their commitment to \$30 million in emergency funding.

August 26

A truce goes into effect. Israel has destroyed 32 tunnels in Gaza.

September 14

On an Executive Committee mission to Israel, participants meet with the IDF general who heads Israel’s Home Front Command. Citing the Israel Trauma Coalition, the general describes a new national Academy for Domestic Emergency Preparedness and Training that will expand ITC’s

reach to 258 local municipalities. UJA-Federation allocates \$1 million to help make that effort a reality.

September 30

UJA-Federation announces the Jerusalem Unity Initiative, which will include the awarding of three Jerusalem Unity Prizes to individuals or programs that promote unity, respect, and tolerance in the Jewish state. Each of the prizes will carry the name of one of the murdered teens.

During the War

Respite: The Jewish Agency for Israel moves more than 65,000 children living in the most intense areas of attack out of harm’s way for educational programs and respite activities.

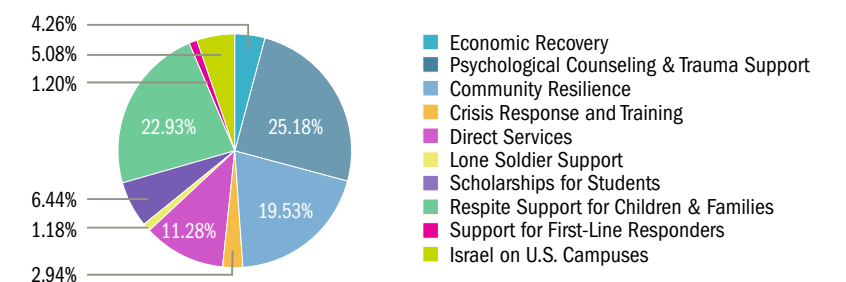
Relief: The American Jewish Joint Distribution Committee delivers emergency supplies to families living in shelters, and is a lifeline to the tens of thousands of elderly people and people with disabilities confined to their homes or shelters.

Resilience: The Israel Trauma Coalition (ITC) provides professional help for more than 15,000 Israelis, fields more than 1,500 calls a day to its hotline, and supports first responders. As the scope of the conflict widens, ITC puts into place emergency procedures to promote resilience in newly affected communities.



Israel Emergency Allocations

UJA-Federation allocates nearly \$8 million, with a focus on economic, social, and emotional recovery in Israel. Grants also support Israel advocacy on American college campuses.



Day School Challenge Fund

UJA-Federation launched the Day School Challenge Fund in June 2014, with the goal of making day schools more enriching and affordable. An initial \$50 million was raised thanks to the generosity of a few foundations and visionary philanthropists, including \$20 million earmarked by UJA-Federation's board from its endowment. This \$50 million will be used to match on a one-to-three basis new endowment funds raised by participating schools, with schools being challenged to raise an additional \$150 million. When the challenge is fully met, a total of \$200 million in new endowment funds will be available to support day schools for years to come.

Advocating for SNAP

With thanks in part to our government advocacy efforts, New York State announced in February that 300,000 New York households would not lose \$457 million in SNAP benefits — the Supplemental Nutrition Assistance Program, more generally known as food stamps — that were slated to be cut by a federal bill.

Feeding Our Neighbors

For the second year, UJA-Federation joined forces with Catholic Charities on an interfaith initiative to deliver 1 million meals to feed the hungry across New York City and Westchester, with a launch event that also marked the once-in-a-lifetime convergence of Thanksgiving and Hanukkah.

The Many Faces of Jewish Community

In May and June 2014, UJA-Federation convened the community for a series of conferences that reflected the wide diversity of our community. Under discussion: engaging interfaith families, building bridges for Russian-speaking Jews in synagogue life, making our institutions more welcoming to racial and ethnic diversity, and LGBTQ engagement.

Camp Zeke

This summer, Camp Zeke — the first Jewish specialty camp focused on healthy, active living for 7- to 17-year-olds — opened on 560 acres owned by UJA-Federation in the Poconos. With both a residential camp and year-round program, the new camp stresses nutrition and wellness while weaving in Jewish learning and an appreciation for Israel.

Never Forgetting

Through our funding of JDC-Eshel in Israel, UJA-Federation empowered Holocaust survivors to express their feelings and experiences with photography and storytelling workshops. This year, Park Avenue Synagogue hosted a special exhibition of this work, called *Photography and Joy*, displaying the strength of those who have endured the horrors of the Holocaust and have chosen to share their stories.



*Volunteers make our community grow —
from the ground up.*

 **Global Leadership**

Thanks to our support, nearly 60 executive directors and senior lay leaders from 27 Jewish community centers located in North America, Latin America, Europe, Israel, and the former Soviet Union came together to work on joint projects that turn global thinking into action. The fellowship — funded by JCC Global and UJA-Federation, through our overseas beneficiary, The Jewish Agency for Israel — launched with a conference in Budapest, Hungary, this summer.

 **Connected Congregations**

UJA-Federation is bringing together six New York-area congregations for an intensive year of learning, experimenting, sharing, and real change. The focus: what's needed for congregations to thrive in today's connected landscape. Other synagogues were invited to join in webinars and engage through the website and social media channels to learn and share their own experiences.

 **Community Health**

In a new initiative that responds to changes brought on by healthcare reform, UJA-Federation is supporting collaborations between hospitals and network agencies. The goal: to help chronically or seriously ill patients and their families gain a sense of control over their treatment options and reduce the family caregiver burden.

 **Giving Voice to Autism**

Recognizing the challenges people with autism face as they grow into adulthood, UJA-Federation devoted its Seventh Annual Hilibrand Autism Symposium to the topic. The symposium was titled: “Carving a Place in the World for Young Adults With Autism Spectrum Disorders.”

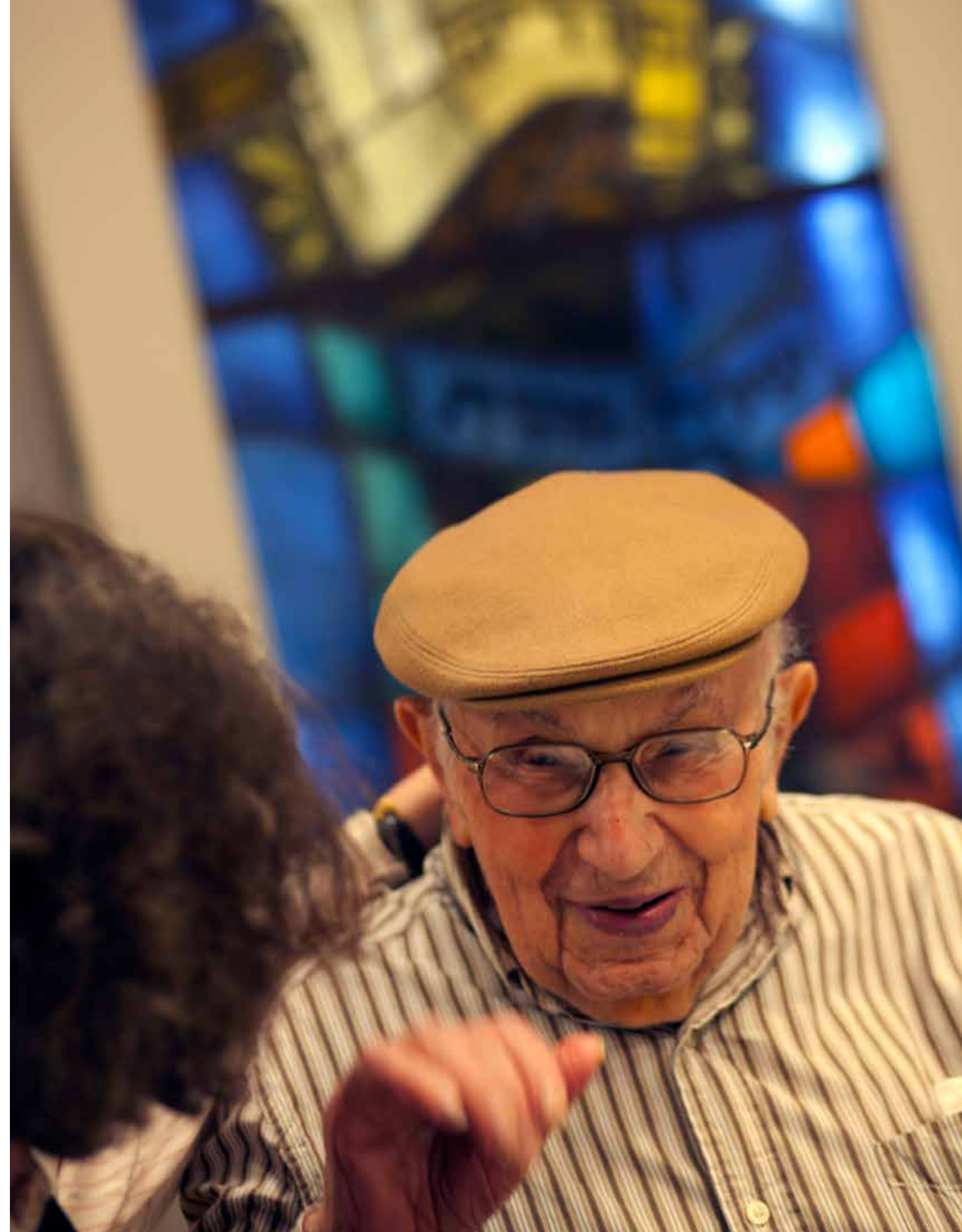
 **Sandy Disaster Relief**

For many people who survived Hurricane Sandy, the emotional ramifications lingered long after the physical damage was cleared. That's why UJA-Federation launched Project Yonah (Hebrew for “dove”) in September 2013, providing staff at synagogues, Jewish community centers, day schools, and network agencies most severely impacted by Hurricane Sandy with trauma knowledge and coping resources.

 **Celebrating Israel**

For the second year in a row, we celebrated Israel's Independence Day with communitywide programs supported by UJA-Federation on the Upper West Side and, for the first time this year, in Brownstone Brooklyn as well. In June, we came out with flags waving for the Celebrate Israel Parade, the largest annual pro-Israel gathering outside of the Jewish state itself.

Caring for the elderly is our shared responsibility.



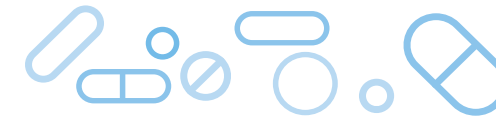
(Y)OUR IMPACT, BY THE NUMBERS THROUGH OUR NETWORK OF AGENCIES



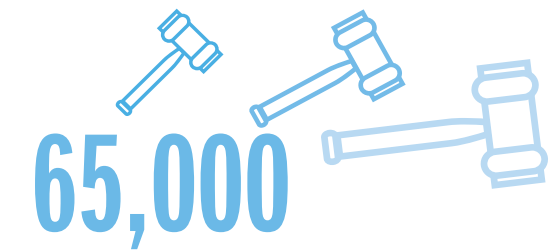
Every dollar our beneficiary agencies receive in grants helps yield an additional \$20 in government support.



Israelis still coping in the aftermath of this summer's violence get critical help to deal with post-traumatic stress and other medical issues.



elderly Jews in the former Soviet Union receive groceries and medicine.



New Yorkers get free legal services that help them access benefits, stave off evictions, and protect themselves from domestic abuse.



low-income New Yorkers receive basic staples to keep hunger at bay.



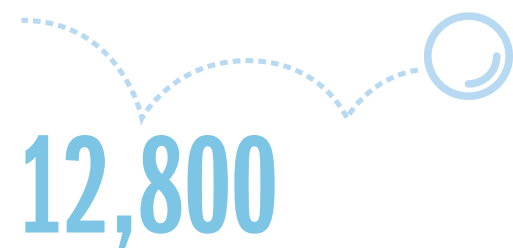
in small-business loans were distributed to 157 low-income Israelis.



young Jews from the former Soviet Union discover what it means to be Jewish.



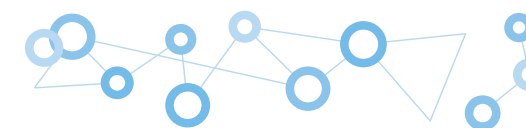
middle-class New Yorkers who've lost their jobs are getting back on their feet.



New York families receive safe, affordable child care.



young Jews across New York receive scholarships so they can experience summer camp.



lives are touched each year.

NOW THAT'S
GOOD TOGETHER



A Look at All the Ways to Give Back



Every Stage of Life

We're proud to be part of people's lives, whatever their age. We invite kids to celebrate their bat/bar mitzvah with Give a Mitzvah - Do a Mitzvah. Our Teen Philanthropic Leadership Council empowers young people to raise and allocate funds. With Generosity, 20-somethings can inspire one another to take charge and effect change. Professionals can meet with peers who share their philanthropic ambitions at industry events. Families are encouraged to visit an agency to volunteer. The King David Society and Prime Minister's Council give major donors access to exclusive briefings and trips to experience up close the vibrancy of Jewish communities around the world. And our Heritage Society brings together those who have been involved for more than 20 years or have endowed their gifts.

There are families who have been with us for generations and people who have discovered us on their own. Everyone is welcome. Everyone has a place.

Taking Us to New Heights

Ruskay Institute for Jewish Professional Leadership

To honor John's legacy as executive vice president & CEO, we raised \$4.1 million to establish the Ruskay Institute for Jewish Professional Leadership. A gifted teacher, John has long been committed to the education of young Jewish professionals, and as John demonstrated, nothing is more important than excellent leadership. With John as a valued mentor, the fellows of the Ruskay Institute will strengthen Jewish life and organizations throughout the Jewish community.

Highlights of this year's events.

The Och Challenge

To encourage major donors to increase their gifts and inspire young people to give more, Jane and Dan Och put up a challenge grant of up to \$1.5 million to match dollar for dollar any new donation of more than \$100,000, any new gift from a donor under 45 years of age, or any increase in a previous gift among donors 45 and under. We are proud to report the challenge was met.

The Doctoroff Challenge

UJA-Federation President Alisa Doctoroff and her husband, Dan, increased their 2014 Annual Campaign gift by \$500,000 to shine a light on the importance of planned giving. The challenge: make a planned gift and the Doctoroffs would give an additional gift from this special fund to the annual campaign. Over time, this challenge will add \$18.2 million to UJA-Federation's endowment.

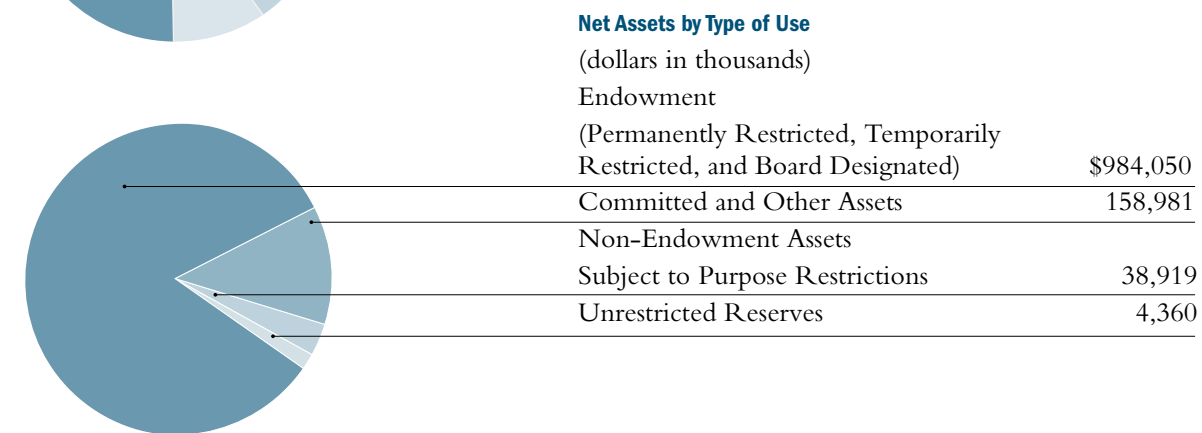
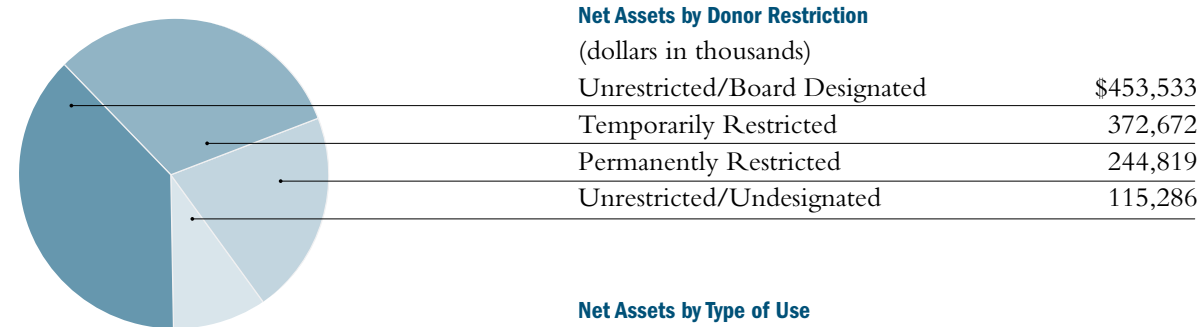
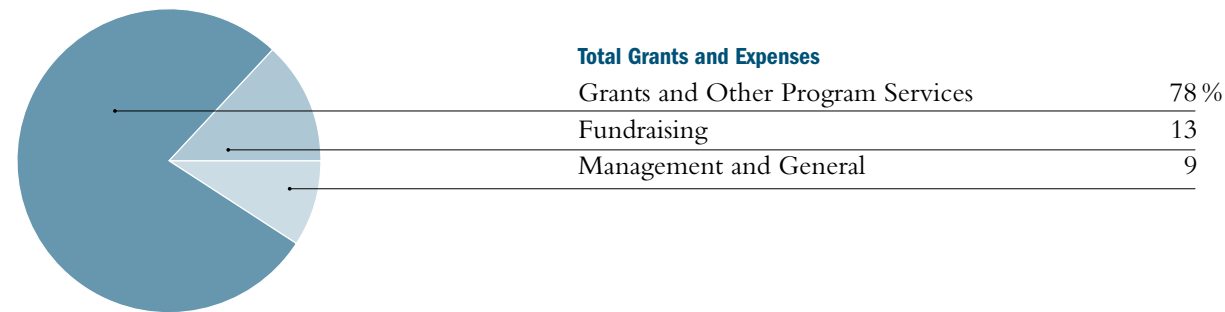
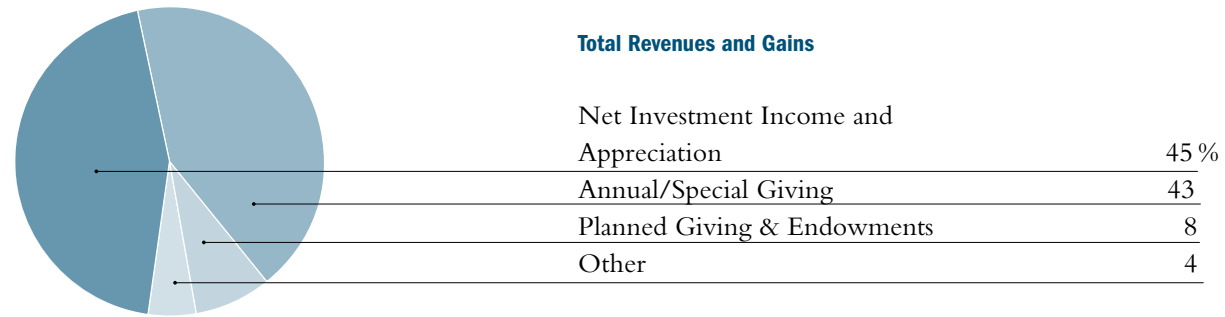
Riklis Prize in Agency Entrepreneurship

Marcia Riklis, immediate past campaign chair and a member of UJA-Federation's Executive Committee, together with her family, created this prize to provide incentives for agencies to develop initiatives in social enterprise.

This Year in Numbers

- 44,000 people attended more than 390 events.
- Nearly 3,200 people volunteered on 163 hands-on projects.
- 681 people participated in 37 overseas missions and three missions to North American communities.
- 51,000 donors gave \$146.9 million to the 2014 Annual Campaign.
- \$27.6 million was raised in planned giving and endowments.
- \$11.5 million was raised in capital gifts and special initiatives.
- Total raised in 2014: \$186 million.

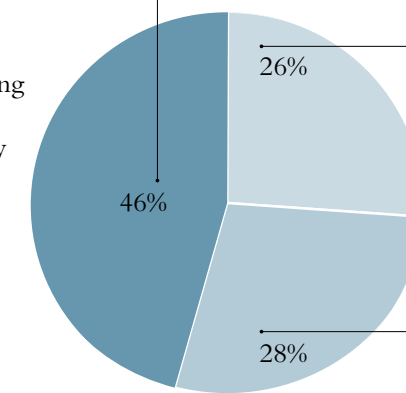
Key Financial Results



Grants and Other Programs

Caring for People in Need

- Ensuring a safety net for the vulnerable
- Supporting and strengthening inclusive communities
- Encouraging self-sufficiency
- Promoting volunteerism
- Assisting older adults and children at risk



Inspiring a Passion for Jewish Life and Learning

- Improving Jewish education
- Cultivating and sustaining Jewish identity
- Building intensive Jewish experiences
- Fostering Jewish learning

Strengthening Jewish Communities

- Supporting aliyah
- Successfully integrating *olim* and *émigrés*
- Strengthening Jewish bonds
- Promoting unity in diverse Jewish communities

2014 Financial Resource Development Results

(dollars in millions)

2014

Pledges to the Annual Campaign and Other Annual Giving Pledges **\$146.9**

Planned Giving & Endowments **\$ 27.6**
(gross receipts, including supporting foundations)

Capital and Special Campaigns **\$ 11.5**
(pledges, including gifts on behalf of beneficiary agencies)

Fundraising Expenses as a Percent of Fundraising Revenue **16.2 %**
(including amounts raised on behalf of others)

United Jewish Appeal Federation of Jewish Philanthropies of New York, Inc.

Condensed Statement of Activities
Years ended June 30, 2014 and 2013
(dollars in thousands)

	<u>At June 30</u>	
	2014	2013
Revenue and Gains (Losses)		
Net contributions (annual/special giving)	\$ 139,938	\$ 139,206
Endowment contributions, legacies, and bequests	18,588	26,425
Split-interest agreements [net of changes in value of 4,342 in 2014 and (549) in 2013]	6,198	1,251
Donated services	150	200
Amounts raised on behalf of others	<u>10,460</u>	<u>21,288</u>
Net campaign revenues, including amounts raised on behalf of others	175,334	188,370
Less: amounts raised on behalf of others	<u>(10,460)</u>	<u>(21,288)</u>
Net campaign revenues, excluding amounts raised on behalf of others	164,874	167,082
Net investment income	11,089	8,157
Net appreciation in fair value of investments	137,110	105,019
Rental, service, and other income	<u>15,654</u>	<u>11,650</u>
Total revenues and gains	<u>328,727</u>	<u>291,908</u>
Grants and Expenses		
Grants	149,234	156,583
Other program services	17,446	16,402
Total grants and other program services	<u>166,680</u>	<u>172,985</u>
Fundraising	28,385	28,330
Management and general	<u>19,240</u>	<u>19,886</u>
Total expenses	<u>214,305</u>	<u>221,201</u>
Increase in net assets before postretirement plan adjustments	114,422	70,707
Postretirement benefit changes not included in net periodic benefit cost	(231)	278
Increase in net assets	<u>\$ 114,191</u>	<u>\$ 70,985</u>

United Jewish Appeal Federation of Jewish Philanthropies of New York, Inc.

Condensed Balance Sheet
June 30, 2014 and 2013
(dollars in thousands)

	<u>At June 30</u>	
	2014	2013
Assets		
Cash	\$ 24,056	\$ 19,223
Contributions receivable, net	56,556	55,069
Other assets and receivables	57,085	56,038
Amounts held on behalf of other agencies	54,654	45,770
Investments	1,081,934	988,883
Assets held under charitable trust agreements	44,822	44,317
Fixed assets, net	<u>63,531</u>	<u>64,516</u>
Total assets	<u>1,382,638</u>	<u>1,273,816</u>
Liabilities and Net Assets		
Liabilities:		
Accounts payable, accrued expenses, and other liabilities	\$ 14,912	\$ 15,550
Grants payable	14,693	21,325
Amounts held on behalf of other agencies	54,654	45,770
Liabilities under charitable trust and annuity agreements	49,696	54,952
Long-term debt	57,793	59,506
Accrued postretirement benefits	<u>4,580</u>	<u>4,594</u>
Total liabilities	<u>196,328</u>	<u>201,697</u>
Net assets:		
Unrestricted (including board designated of 453,533 in 2014 and 422,572 in 2013)	568,819	521,834
Temporarily restricted	372,672	313,445
Permanently restricted	<u>244,819</u>	<u>236,840</u>
Total net assets	<u>1,186,310</u>	<u>1,072,119</u>
Total liabilities and net assets	<u>\$1,382,638</u>	<u>\$1,273,816</u>

UJA-Federation of New York Leadership 2013 – 2014

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Linda Mirels*

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Helen** & Irving Schneider** & Family

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The Tisch Family

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The Weiler Arnov Family

The Harry & Jeanette Weinberg

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*As of June 30, 2014

Photo information:

Cover: New York Stands With Israel: Communitywide Rally on July 28, 2014; **Pages 4 – 5:** Beersheva, Israel; **Pages 6 – 7:** Bomb shelter, Israel; **Page 9:** Hannah Senesh Community Day School, Brooklyn, NY; **Page 11:** Volunteer project, South Yonkers, NY; **Page 13:** Program run by Selfhelp Community Services, Brooklyn, NY; **Page 16:** Events around New York, Long Island, and Westchester; **Back cover:** Edith and Carl Marks Jewish Community House of Bensonhurst, Brooklyn, NY



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