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 $266.5 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. Ruskay
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. [American] 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

**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

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

— John Shapiro

**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

**IN JUST A FEW MONTHS, WE ALLOCATED**

$13.3 MILLION.”

— John Shapiro
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 intergroup 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 Hassidic 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 and 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 Hassidic 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.
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.

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.

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 Emigré 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.

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.

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.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 16</td>
<td>First ever Long Island “Aqua Run”</td>
</tr>
<tr>
<td>October 23</td>
<td>Campaign launch raises $45 million</td>
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<tr>
<td>October 28 – 30</td>
<td>Hurricane Sandy hits our region</td>
</tr>
<tr>
<td>November 5</td>
<td>$10 million made available from our endowment for Hurricane Sandy relief</td>
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<tr>
<td>November 13</td>
<td>Mayor launches NYC Restore, includes five UJA-Federation network agencies</td>
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<tr>
<td>November 14</td>
<td>Operation Pillar of Defense in Israel</td>
</tr>
<tr>
<td>January 17</td>
<td>“Geographic Profile Report” released from community study</td>
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<tr>
<td>January 27</td>
<td><strong>SUPER SUNDAY: CATHOLIC CHARITIES JOINS EFFORT</strong></td>
</tr>
<tr>
<td>January 29</td>
<td>Lawyers Division event forgoes formal dinner in the spirit of feeding the hungry</td>
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<tr>
<td>February 7</td>
<td>Emerging Leaders &amp; Philanthropists: Generosity Signature Event</td>
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<tr>
<td>March 20</td>
<td>6th Annual Hilbrand Autism Symposium</td>
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<tr>
<td>April 8</td>
<td>40 under 40 event recognizes next-generation industry leaders</td>
</tr>
<tr>
<td>April 9 – 14</td>
<td>King David Society mission to Morocco</td>
</tr>
<tr>
<td>April 11 – 16</td>
<td>UWS Celebrates</td>
</tr>
<tr>
<td>April 13 – 19</td>
<td>Rosenwald mission to Israel</td>
</tr>
<tr>
<td>April 19 – 23</td>
<td>King David Society mission to Budapest</td>
</tr>
<tr>
<td>April 29</td>
<td>DEFiant REQUIEM: VERDI AT Terezinat Lincoln Center raises $2.3 million for Community Initiative for Holocaust Survivors</td>
</tr>
<tr>
<td>May 13</td>
<td>Real Estate &amp; Allied Trades Division Annual Luncheon, honoring Burton P. Resnick, raises $2 million</td>
</tr>
<tr>
<td>May 19</td>
<td>Staten Island Community Breakfast honors 22 organizations for work in the aftermath of Hurricane Sandy</td>
</tr>
<tr>
<td>May 22</td>
<td>Bankruptcy Luncheon, attended by 1,100, raises $1.3 million</td>
</tr>
<tr>
<td>June 2</td>
<td>Russian Gala celebrates 25 years of giving back</td>
</tr>
<tr>
<td>June 6</td>
<td>“Special Report on Jewish Poverty” released, reveals dramatic increase in Jewish poor</td>
</tr>
<tr>
<td>June 19</td>
<td>Interfaith conference</td>
</tr>
<tr>
<td>June 30</td>
<td>End of campaign</td>
</tr>
<tr>
<td>May 23</td>
<td>Celebrate Israel Parade</td>
</tr>
<tr>
<td>June 2</td>
<td>Celebrate Israel Parade</td>
</tr>
<tr>
<td>June 2</td>
<td>Celebrate Israel Parade</td>
</tr>
</tbody>
</table>
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.
**Total Revenues and Gains**

- Annual/Special Giving: 48%
- Net Investment Income and Appreciation: 39%
- Planned Giving & Endowments: 9%
- Other: 4%

**Total Grants and Expenses**

- Grants and Other Program Services: 78%
- Fundraising: 13%
- Management and General: 9%

**Net Assets by Donor**

- (dollars in thousands)
  - Unrestricted/Board Designated: $422,572
  - Temporarily Restricted: $313,445
  - Permanently Restricted: $236,840
  - Unrestricted/Undesignated: $99,262

**Net Assets by Type of Use**

- (dollars in thousands)
  - Endowment
    - (Permanently Restricted and Board Designated): $892,696
  - Committed and Other Assets: $142,474
  - Non-Endowment Assets
    - Subject to Purpose Restrictions: $32,875
    - Unrestricted Reserves: $4,074

**2013 Financial Resource Development Results**

- (dollars in millions)

<table>
<thead>
<tr>
<th>Source of Revenue</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pledges to the Annual Campaign and Other Annual Giving</td>
<td>$145.3</td>
</tr>
<tr>
<td>Planned Giving &amp; Endowments</td>
<td>$37.9</td>
</tr>
<tr>
<td>Capital Development, Special Initiatives, and Other</td>
<td>$16.5</td>
</tr>
<tr>
<td>(pledges, including gifts on behalf of beneficiary agencies)</td>
<td></td>
</tr>
<tr>
<td>Fundraising Expenses as a Percent of Revenue</td>
<td>15.0%</td>
</tr>
<tr>
<td>(including amounts raised on behalf of others)</td>
<td></td>
</tr>
</tbody>
</table>

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

**2013 Financial Resource Development Results**

- (dollars in millions)
  - Pledges to the Annual Campaign and Other Annual Giving: $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%
## Condensed Statement of Activities

**Years ended June 30, 2013 and 2012**

<table>
<thead>
<tr>
<th>Revenue and Gains (Losses)</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net contributions (annual/special giving)</td>
<td>$139,206</td>
<td>$126,817</td>
</tr>
<tr>
<td>Endowment contributions, legacies, and bequests</td>
<td>26,425</td>
<td>60,618</td>
</tr>
<tr>
<td>Split-interest agreements</td>
<td>1,251</td>
<td>1,208</td>
</tr>
<tr>
<td>Donated services</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Amounts raised on behalf of others</td>
<td>21,288</td>
<td>13,707</td>
</tr>
<tr>
<td><strong>Net campaign revenues, including amounts raised on behalf of others</strong></td>
<td><strong>188,370</strong></td>
<td><strong>202,550</strong></td>
</tr>
<tr>
<td><strong>Less: amounts raised on behalf of others</strong></td>
<td><strong>(21,288)</strong></td>
<td><strong>(13,707)</strong></td>
</tr>
<tr>
<td><strong>Net campaign revenues, excluding amounts raised on behalf of others</strong></td>
<td><strong>167,082</strong></td>
<td><strong>188,843</strong></td>
</tr>
<tr>
<td>Net investment income</td>
<td>8,157</td>
<td>1,556</td>
</tr>
<tr>
<td>Net appreciation (depreciation) in fair value of investments</td>
<td>$105,019</td>
<td>$(13,076)</td>
</tr>
<tr>
<td>Rental, service, and other income</td>
<td>11,650</td>
<td>13,999</td>
</tr>
<tr>
<td><strong>Total revenues and gains</strong></td>
<td><strong>291,908</strong></td>
<td><strong>191,322</strong></td>
</tr>
</tbody>
</table>

## Grants and Expenses

<table>
<thead>
<tr>
<th>Grants and Expenses</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>156,583</td>
<td>146,410</td>
</tr>
<tr>
<td>Other program services</td>
<td>16,402</td>
<td>16,633</td>
</tr>
<tr>
<td><strong>Total grants and other program services</strong></td>
<td><strong>172,985</strong></td>
<td><strong>163,043</strong></td>
</tr>
<tr>
<td>Fundraising</td>
<td>28,330</td>
<td>28,032</td>
</tr>
<tr>
<td>Management and general</td>
<td>19,886</td>
<td>17,980</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>221,201</strong></td>
<td><strong>208,855</strong></td>
</tr>
<tr>
<td>Increase (decrease) in net assets before postretirement plan adjustments</td>
<td>70,707</td>
<td>(17,533)</td>
</tr>
</tbody>
</table>

## Postretirement benefit changes not included in net periodic benefit cost

<table>
<thead>
<tr>
<th>Increase (decrease) in net assets</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (decrease) in net assets</td>
<td>$70,983</td>
<td>$(18,085)</td>
</tr>
</tbody>
</table>
THE WORLD’S LARGEST LOCAL PHILANTHROPY, UJA-FEDERATION OF NEW YORK CARES FOR JEWS EVERYWHERE AND FOR NEW YORKERS OF ALL BACKGRONDS, CONNECTS PEOPLE TO THEIR JEWISH COMMUNITIES, AND RESPONDS TO CRSES — IN NEW YORK, IN ISRAEL, AND AROUND THE WORLD.