Age Like a New Yorker.

New Yorkers know what they want. As they age, they want to enjoy life in the communities they love. To help people age like New Yorkers today, we have determined what we need to do differently; what we, as The New Jewish Home, should be after 166 years of nobly serving New York in rehabilitative care, skilled nursing, housing and home care. As you will read on the following pages, we are revolutionizing eldercare for all New Yorkers, from the very sickest to those who need a little extra help managing chronic conditions at home.

*This* is The New Jewish Home.
We remain true to our historical values as we create The New Jewish Home—a comprehensive network serving New Yorkers as they age, no matter their identity, background, level of need or where they call home. This is The New Jewish Home. We honor the rich, full lives of elders and their families, whether through our inspirational Eight Over Eighty gala or every day in the care we provide and the relationships we build. The year 2013 was one of both challenges and opportunities, which you will read about in this report. We are optimistic about our future, and I am deeply grateful to the directors and senior management for their stewardship and to our generous donors for helping us transform how New Yorkers grow older.

Elizabeth Grayer
Chairman

In the face of healthcare reform and a growing aging population, The New Jewish Home is building an entirely new model of delivering person-directed care across the continuum. Because no one wants to live in a traditional nursing home, we will build a 20-story building in Manhattan featuring beautiful GREEN HOUSE® homes that set a new gold standard. Specialty rehab centers, built in partnership with major New York hospitals, improve post-acute care. And the use of telehealth for remote health monitoring helps New Yorkers better manage chronic conditions at home. This is The New Jewish Home—which we are creating with your support and the compassionate work of over 4,600 talented staff and volunteers.

Audrey Weiner, DSW, MPH
President/CEO
Don’t Grow Old Without Us.

We help New Yorkers age where and how they want: at home—where we serve the majority of our seniors—in rehabilitation after a serious accident or illness, in senior housing, or in the nursing home. One of the oldest, largest and most forward-thinking eldercare networks in our region, The New Jewish Home helps 12,000 New Yorkers annually regain their health and live their lives on their own terms.
LIVE WELL, BE AT HOME

New Yorkers want to age in place, and Jewish Home keeps elders safe and healthy in the place they call home. In 2013, we served nearly 7,000 people in their homes. Here's how:

• **Telehealth** programs empower elders to better understand and manage their own care at home, in adult day centers as well as during post-acute care after a hospitalization. Elders use health monitors to transmit vital signs to nurses, who identify health issues before they become crises.

• Through Solutions at Home **geriatric care management**, we help seniors and caregivers get the services necessary to live at home safely and productively, and we create individualized care plans to address critical needs.

• Through our licensed **home care** agency, Home Assistance Personnel Inc., highly trained, supervised home health aides assist elders with daily activities. Nurses provide ongoing evaluations of health needs and create care plans.

• In collaboration with Senior Health Partners, we provided care management services for 469 clients receiving **home care in the community**.

Most of those we serve live in their own homes.

PERSONS SERVED IN 2013*

<table>
<thead>
<tr>
<th>ALL PERSONS</th>
<th>COMMUNITY: 58%</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMUNITY: 58%</td>
<td>58%</td>
</tr>
<tr>
<td>NURSING HOMES</td>
<td>26%</td>
</tr>
<tr>
<td>POST-ACUTE: 26%</td>
<td>26%</td>
</tr>
<tr>
<td>NURSING HOMES</td>
<td>16%</td>
</tr>
<tr>
<td>LONG-TERM CARE: 16%</td>
<td>16%</td>
</tr>
</tbody>
</table>

COMMUNITY†

| HOME CARE SERVICES/CERTIFIED | 80% |
| HOME HEALTH AGENCY: 80% | 80% |
| DAY CARE; BRONX, MANHATTAN, SARAH NEUMAN: 13% | 13% |
| HOUSING PROGRAMS; KITTAY HOUSE, RIVERDALE 202, WEINBERG 202, GLADSTONE 202: 7% | 7% |

*Contains duplicate persons served  †Community excluding transportation
GET WELL, GO HOME

National healthcare reform emphasizes post-acute care—rehabilitation after a hospital stay—as a crucial way to improve health and reduce costs. Jewish Home has been expanding rehabilitative services to help elders seamlessly manage the transition home from the hospital after illness, injury or surgery. Recent milestones include:

• Our Certified Home Health Agency (CHHA) opened in May 2013 and was fully licensed in October to provide home-based care and rehabilitation therapy for patients recovering from an acute health episode. Throughout nine counties, including New York City, our care teams help individuals get well, stay well and remain out of the hospital.

• In partnership with NYU Langone Medical Center, Jewish Home opened a dedicated post-acute cardiac rehabilitation unit in Manhattan. For patients who have had a cardiac condition, the patient- and family-centered program is a bridge between their hospital stay and safe discharge home.

2013 HOSPITAL 30-DAY READMISSION RATE*

- 20% Federal Rate
- 22% New York State Benchmark
- 15.8% Jewish Home Lifecare
- ↓6.2% Lower than New York State Benchmark

Jewish Home achieves healthcare reform’s goal of low rehospitalization rates

*Commonwealth Fund, May 2014 Report, “Aiming Higher: 30-day hospital readmissions from skilled nursing facilities.”
“A test of a people is how it behaves toward the old.”
–RAΦBI ABRAHAM JOSHUA HESCHEL

LIVE WELL IN A CARING PLACE
Jewish Home’s skilled nursing facilities offer complete communities devoted to improved quality of life and person-directed care. In 2013, we created innovative, responsive housing options that set a new standard in long-term care.

• We completed the 72-bed University Avenue Assisted Living facility for a diverse elder population in the Bronx, where elders will age as independently as possible while receiving needed care and support. The building was funded by a $26 million New York State Department of Health HEAL grant.

• We constructed the first of seven Small Houses at Sarah Neuman Center. Built in the Green House style and opened in April 2014, the household provides a real home, choice and independence for the elders, and an empowered staff.

• We continue to make progress towards construction of The Living Center of Manhattan, a transformative long-term care facility for the most vulnerable elders. The 414-bed facility will be the first high-rise implementation of the Green House model and the largest eldercare capital project in New York State.

NURSING HOME OCCUPANCY RATES

<table>
<thead>
<tr>
<th></th>
<th>National Median</th>
<th>New York State Average</th>
<th>Jewish Home Lifecare Nursing Homes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>87%</td>
<td>97.4%</td>
<td>98.4%</td>
</tr>
</tbody>
</table>
The New Jewish Home combines bold thought leadership and evidence-based innovation to create a future in which even the most vulnerable elders are cared for with dignity.

To meet the complex needs of seniors and improve outcomes, we develop strategic partnerships that leverage the strengths and resources of leading healthcare organizations throughout New York. In addition to collaborating with NYU Langone Medical Center on a cardiac rehabilitation center, we worked with Mount Sinai Medical Center and opened an orthopedic rehabilitation unit in 2014. We partner with the Alzheimer's Association to bring a new model of care, Comfort First, to New Yorkers with dementia. And together with Panasonic, we are piloting the Home Gateway, a TV-based telehealth system that expands the use of remote health monitoring and diagnostics.

A model of inclusiveness in a diverse city, Jewish Home was honored for its welcoming care of lesbian, gay, bisexual and transgender elders, a highly vulnerable population. The SAGE 2013 Aging Services Leadership Award recognized our cultural competencies, new in-service training initiatives and our plans to create residential households exclusively for LGBT older adults in the Living Center of Manhattan.
Through work-based learning, internships, and college and career counseling, our Geriatric Career Development program helps at-risk high school students climb career ladders in healthcare and build the workforce of the future. Since its inception in 2006, 335 students have enrolled in the three-year extracurricular program; 93% of them have graduated from high school in contrast to the NYC high school graduation rate of 66%. For our home health aides, we introduced a new team-based hands-on training model, developed by Paraprofessional Health Institute, and graduated 87 students in 2013.

“Our forward-looking philanthropists are thinking about the entire life cycle. Any great city, any great community, must be a viable place for people to age.”

– AUDREY WEINER
President/CEO

Our Sustainable Legacy (continued)

308 TREES SAVED THROUGH REDUCING PAPER USAGE BY 2.5 MILLION SHEETS FROM 2009 TO 2013

3,957 CARS OFF THE ROAD IS EQUIVALENT TO OUR 20,718-TON REDUCTION OF CO₂ EMISSIONS SINCE 2007
YOUR GENEROSITY

There can be no more “business as usual” when it comes to aging. The numbers are too high, the stakes too great and the lives too sacred. With your generous support, we are embarking on an exciting new chapter in eldercare.

CHANGING THE DISCOURSE OF AGING

We convened some 200 people in May 2013 for the Himan Brown Symposium to discuss “Life, Living & Aging on Our Own Terms,” with Dr. Ezekiel Emanuel. Jason Furman, Chair of the White House Council of Economic Advisors, keynoted the 2014 symposium. In March 2014, Eight Over Eighty brought together nearly 500 people to celebrate the lives and achievements of eight remarkable octogenarians. This inspirational event pays tribute to adults 80 years of age and older.

THE NEXT CHAPTER

Through The Next Chapter capital campaign, we are investing $150 million in revolutionary building projects, technological advances, leading-edge research, and individualized, responsive care that is right for the times. Our priorities are focused on four areas:

*U.S. Census Bureau
• The Living Center of Manhattan, a landmark long-term skilled nursing home and rehabilitation care facility due to open December 2017.

• Sarah Neuman Center, featuring a wide-scale transformation into Green House-style households.

• University Avenue Assisted Living, which opened in 2013 for income- and medically eligible Bronx seniors.

• Endowments, including advancements in telehealth, services, talent development and clinical research.

ENRICHING LIVES EVERY DAY
Thanks to our donors, we inspire elders to lead full, expressive lives by connecting them to the cultural richness of New York and through programs in music, creative arts, technology, and religious and spiritual life. Day in and day out, philanthropic support also underwrites eldercare research, clinical staff training, and annual conferences on palliative care and care for those with dementia.

Together, we are taking bold action now to create a wide array of personalized choices for care as we age. We thank you for your support.

The beautiful Living Center of Manhattan will rise 20 stories above West 97th Street.

$1.3M WAS RAISED AT EIGHT OVER EIGHTY

$150M IS BEING INVESTED THROUGH THE NEXT CHAPTER CAMPAIGN
With all the federal and state changes to the regulatory landscape, 2013 was a challenging year financially. Jewish Home Lifecare transitioned programs in response to these changes and finished the year in sound financial position. Notably, net assets increased by $40 million over year ago.

Particular financial challenges included:
- The cost pressures felt in our Bronx Division skilled nursing facility, even as the clinical programs received the highest 5-star ranking from the Centers for Medicare and Medicaid Services.
- The impact of closing our Transportation and Long Term Home Healthcare divisions while simultaneously opening a new Certified Home Health Agency (CHHA) in a nine county service area and a Care Management program (as pursuant to the New York State Medicaid redesign Team’s recommendations and mandates) as we prepared to open our new Medicaid Assisted Living facility in early 2014.

### CONSOLIDATED BALANCE SHEET DECEMBER 31, 2013 AND 2012

<table>
<thead>
<tr>
<th>Assets</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$9,687,989</td>
<td>$7,935,473</td>
</tr>
<tr>
<td>Cash—resident funds and tenant security deposits</td>
<td>1,782,321</td>
<td>1,794,101</td>
</tr>
<tr>
<td>Investments</td>
<td>68,402,517</td>
<td>67,503,091</td>
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<tr>
<td>Investments—resident funds</td>
<td>468,620</td>
<td>641,658</td>
</tr>
<tr>
<td>Accounts receivable—net</td>
<td>55,954,691</td>
<td>47,195,726</td>
</tr>
<tr>
<td>Inventories—at cost</td>
<td>679,550</td>
<td>827,325</td>
</tr>
<tr>
<td>Contributions receivable—net</td>
<td>10,923,704</td>
<td>10,884,730</td>
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<tr>
<td>Prepaid expenses and other receivables</td>
<td>1,120,703</td>
<td>1,733,353</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td><strong>149,020,095</strong></td>
<td><strong>138,515,457</strong></td>
</tr>
<tr>
<td>Assets limited as to use</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>16,489,664</td>
<td>21,528,398</td>
</tr>
<tr>
<td>Investments</td>
<td>95,238</td>
<td>95,227</td>
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<tr>
<td><strong>Total assets limited as to use</strong></td>
<td><strong>16,584,902</strong></td>
<td><strong>21,623,625</strong></td>
</tr>
<tr>
<td>Noncurrent assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>160,168</td>
<td>159,350</td>
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<tr>
<td>Investments</td>
<td>16,575,039</td>
<td>16,631,169</td>
</tr>
<tr>
<td>Beneficial interest in gift annuities</td>
<td>331,842</td>
<td>387,508</td>
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<tr>
<td>Contributions receivable—net</td>
<td>5,068,074</td>
<td>2,215,400</td>
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<tr>
<td>Fixed assets—net</td>
<td>176,231,000</td>
<td>152,359,187</td>
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<tr>
<td><strong>Total noncurrent assets</strong></td>
<td><strong>198,366,123</strong></td>
<td><strong>171,752,614</strong></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$363,971,120</strong></td>
<td><strong>$331,891,696</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$41,768,432</td>
<td>$30,790,799</td>
</tr>
<tr>
<td>Accrued salaries and related liabilities</td>
<td>10,228,455</td>
<td>13,914,232</td>
</tr>
<tr>
<td>Accounts payable—construction</td>
<td>6,110,077</td>
<td>3,673,366</td>
</tr>
<tr>
<td>Lines of credit and loans payable</td>
<td>8,469,141</td>
<td>6,499,497</td>
</tr>
<tr>
<td>Resident funds</td>
<td>2,250,941</td>
<td>2,435,759</td>
</tr>
<tr>
<td>Accrued pension payable</td>
<td>6,248,372</td>
<td>3,609,756</td>
</tr>
<tr>
<td>Accrued interest payable</td>
<td>18,008</td>
<td>19,782</td>
</tr>
<tr>
<td>Annuity obligations</td>
<td>241,545</td>
<td>258,983</td>
</tr>
<tr>
<td>Estimated liabilities to third parties</td>
<td>13,399,601</td>
<td>12,173,687</td>
</tr>
<tr>
<td>Security deposits and other liabilities</td>
<td>752,352</td>
<td>822,669</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>3,981,135</td>
<td>3,596,689</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>93,468,059</strong></td>
<td><strong>77,795,219</strong></td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued pension payable</td>
<td>41,062,991</td>
<td>60,356,529</td>
</tr>
<tr>
<td>Mortgages payable</td>
<td>22,130,701</td>
<td>26,138,526</td>
</tr>
<tr>
<td>Swap liability</td>
<td>23,307</td>
<td>23,307</td>
</tr>
<tr>
<td>Loans payable</td>
<td>3,386,887</td>
<td>3,720,590</td>
</tr>
<tr>
<td>Capital advances</td>
<td>26,923,200</td>
<td>26,923,200</td>
</tr>
<tr>
<td><strong>Total long-term liabilities</strong></td>
<td><strong>93,527,086</strong></td>
<td><strong>117,138,845</strong></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>186,995,145</strong></td>
<td><strong>194,934,064</strong></td>
</tr>
<tr>
<td>Net assets</td>
<td></td>
<td></td>
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<tr>
<td>Unrestricted</td>
<td>106,722,537</td>
<td>69,888,758</td>
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<tr>
<td>Temporarily restricted</td>
<td>59,524,893</td>
<td>56,552,082</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>10,728,545</td>
<td>10,516,792</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td><strong>176,975,975</strong></td>
<td><strong>136,957,632</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$363,971,120</strong></td>
<td><strong>$331,891,696</strong></td>
</tr>
</tbody>
</table>
### CONSOLIDATED STATEMENT OF ACTIVITIES YEARS ENDED DECEMBER 31, 2013 AND 2012

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
</tr>
<tr>
<td>Operating revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residents</td>
<td>$210,406,603</td>
<td>$210,406,603</td>
</tr>
<tr>
<td>Community-based</td>
<td>53,812,879</td>
<td>53,812,879</td>
</tr>
<tr>
<td>Total patient service revenue (net of contractual allowances and discounts)</td>
<td>264,219,482</td>
<td>264,219,482</td>
</tr>
<tr>
<td>Provision for bad debts</td>
<td>(4,002,247)</td>
<td>(4,002,247)</td>
</tr>
<tr>
<td>Net patient service revenue less provision for bad debts</td>
<td>260,217,235</td>
<td>260,217,235</td>
</tr>
<tr>
<td>Apartment rentals</td>
<td>6,682,214</td>
<td>6,682,214</td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>4,868,956</td>
<td>4,868,956</td>
</tr>
<tr>
<td>Contributions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>4,440,509</td>
<td>(4,440,509)</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>276,208,914</td>
<td>(4,440,509)</td>
</tr>
<tr>
<td>Operating expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residents</td>
<td>204,034,344</td>
<td>204,034,344</td>
</tr>
<tr>
<td>Community-based</td>
<td>49,885,592</td>
<td>49,885,592</td>
</tr>
<tr>
<td>Housing</td>
<td>6,433,470</td>
<td>6,433,470</td>
</tr>
<tr>
<td>Other programs</td>
<td>5,480,632</td>
<td>5,480,632</td>
</tr>
<tr>
<td>Research and education</td>
<td>842,138</td>
<td>842,138</td>
</tr>
<tr>
<td>Administrative and general</td>
<td>23,419,680</td>
<td>23,419,680</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>290,095,856</td>
<td></td>
</tr>
<tr>
<td>(includes interest of $2,129,227 in 2013 and $2,342,383 in 2012)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating gain (loss)</td>
<td>(13,886,942)</td>
<td>(4,440,509)</td>
</tr>
<tr>
<td>Nonoperating revenues, expenses, gains and losses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions and grants</td>
<td>18,080,978</td>
<td>10,852,052</td>
</tr>
<tr>
<td>Fund-raising expenses</td>
<td>(2,851,784)</td>
<td>(2,851,784)</td>
</tr>
<tr>
<td>Investment income–net of investment fees</td>
<td>7,330,577</td>
<td>4,148,908</td>
</tr>
<tr>
<td>Change in value of split-interest agreements</td>
<td>3,219</td>
<td></td>
</tr>
<tr>
<td>Gain on refinancing of the mortgage</td>
<td>138,679</td>
<td>138,679</td>
</tr>
<tr>
<td>Loss on swap agreement</td>
<td>(23,307)</td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions–capital</td>
<td>7,718,189</td>
<td>(7,718,189)</td>
</tr>
<tr>
<td>Total nonoperating revenues, expenses, gains and losses</td>
<td>30,396,551</td>
<td>7,282,771</td>
</tr>
<tr>
<td>Change in net assets before other changes in net assets</td>
<td>16,509,609</td>
<td>2,842,262</td>
</tr>
<tr>
<td>Reclassifications</td>
<td>(130,549)</td>
<td>130,549</td>
</tr>
<tr>
<td>Adjustment to pension liability funded status</td>
<td>20,454,719</td>
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</tr>
<tr>
<td>Change in net asset</td>
<td>36,833,779</td>
<td>2,972,811</td>
</tr>
<tr>
<td>Net assets–beginning of year</td>
<td>69,888,758</td>
<td>56,552,082</td>
</tr>
<tr>
<td>Net assets–end of year</td>
<td>$106,722,537</td>
<td>$ 59,524,893</td>
</tr>
</tbody>
</table>

This summary of financial information was prepared by Loeb & Troper LLP for Jewish Home Lifecare. The complete audited financial statement, including related notes and Loeb & Troper’s opinion as independent auditors, may be obtained by writing to Jewish Home Lifecare, 120 West 106 Street, NY, NY 10025 or to the New York State Department of Law, Charities Bureau, 120 Broadway (third floor), NY, NY 10271.
DISTINGUISHED DONORS

We are grateful for the generous support of our donors.

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1199 SEIU United Healthcare Workers East
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Christine and Anthony Adamo
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Ilana and David Adelman
Andrew Adelson
Laura and Edward Adler
Leslie and Joshua Adler
Advanced Medical Staffing DBA
Promoted Personnel
Michael Album
Emma Al-Ebbinni
Karen Alexander
Shana Alexander Charitable Foundation
Elizabeth and Leo Allard
Mary Ann and Steven Allard
Harold Allen
Marissa Allen
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Liliane and Peter Aren西亚
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Gloria and Richard Barfield
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Tina and Peter Barland
Estate of Florence Barrack
Florence & Ben Barrack Foundation
Kyra and David Barry
Richard Bass
Peter Bauer
Jesus Bautista
Clara Beasley
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Lawrence Becker
Vivian and William Beckmann
Alvin Begun
Samuel Begun
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The David Berg Foundation
Arlene and Howard Berger
Amy and Jonathan Bergner
Alexandra and Seth Bergstein
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