A MOMENT OF TRUTH: retreat or reinvent
Annual Report 2011
JEWISH BOARD OF FAMILY AND CHILDREN’S SERVICES

This is an historic moment. A time to reinvent service delivery and dramatically expand our role beyond that of a “vendor” of mental health and developmental disability services. We are seizing that opportunity.

These are the most challenging economic conditions any of us can remember. Tax revenues are down. People are still out of work. The need for social services—especially mental health services—is at an all-time high, but federal, state, and municipal governments are “re-prioritizing” everything.

We are being asked to be “realistic.” To accept that cuts in services and cuts to the number of people we reach are inevitable. It’s just the way things are. Except that it’s not.

It is not a foregone conclusion that we must be victims of these times. We reject the premise that we must decide who of the 55,000 New Yorkers we serve must be left to fend for themselves. We believe there is another way.

It is our responsibility to lead the way toward a new model by fighting for what must be preserved and changing what can be improved.

We are focusing our energies on those things we do best. We are consulting and coordinating with other agencies whose vision and goals dovetail with ours. We are examining new technologies that reduce costs and simplify procedures.

—Tony Mann
President
Board of Trustees
We are setting a new standard for mental health care and delivery of services to people with developmental disabilities:

- Building a service model around people rather than sales.
- Treating the whole person, not just a collection of symptoms.
- Taking sensible financial risks to explore more creative ways to serve.
- Investing not only in bricks and mortar but also in options that keep people first.

To continue serving 55,000 New Yorkers each year, JBFCs must and will:

- Cooperate with others to improve care.

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**SERVICE TO THOSE IN NEED, ALWAYS**

- Forge new partnerships to strengthen service delivery.
- Use public and private funding to minimize gaps in care and serve those in need.
- Challenge presumptions about the strength and resilience of those we serve.
- Continue to be a standard bearer for ethics and values of mission-driven work.

No matter how large the changes required, no matter how challenging the response, we cannot—we will not—fail the people of New York.

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—Paul Levine  
Executive Vice President and CEO
WE ARE JBFCS— AND THIS IS A MOMENT OF TRUTH. IT IS NOT THE TIME TO RETREAT. IT IS THE TIME TO REINVENT.
WHEN SERVICES COULDN’T HAPPEN AT SCHOOL, WE MADE THEM HAPPEN HERE.

WHAT IF JBFCIS COULD BE THE HUB FOR ALL OF JEAN’S CARE?

By the time he turned three, little Jean had been in multiple foster homes, sometimes with his biological mother and sometimes on his own. During a 28-day hospitalization for possible hallucinations, Bellevue staff contacted JBFCIS experts in early childhood and arranged for Jean’s release and referral to the JBFCIS Center for Child Development and Learning.

To build the foundation for a healthy life, Jean needs multiple services from half a dozen social service agencies, but his biological mother, who speaks Haitian Creole, is unable to navigate the current fragmented system. What Jean needed was coordinated care, with multiple points of collaboration. Eventually JBFCIS took this on, and worked to make sure Jean had speech therapy, counseling, and medication management—we even arranged an ENT appointment when his speech therapist noticed how strained Jean’s voice sounded.

Social workers at the Child Development Center were quick to note Jean’s language delays. Although Jean’s Individualized Education Plan (IEP) addresses learning and social delays, it had never been implemented. Working with Jean’s biological mother, JBFCIS found an appropriate preschool. “Once we enrolled him in school, he was able to get his speech therapy set up, his IEP established, and his counseling hours okayed,” says the family’s bilingual social worker Peggy Germain-Alexis.

Today, Jean is making great strides. We’re now working with his foster mom to find a kindergarten for September enrollment. We know that Jean needs structure and stability in his family, and it was clear that Jean’s mother needs her own psychological services. So JBFCIS went a step further: We’re helping her get what she needs as well.

Coordination and collaboration of multiple services takes determination and persistence. For a complex little three-year-old, it can make all the difference.
NOW, I CAN ADMIT TO MYSELF THAT I WAS IN DENIAL ABOUT HOW MUCH I WAS HURTING MYSELF.

HOW DO WE ASSURE DEBBIE WILL NOT BECOME A FINANCIAL STATISTIC?

In the world of adolescents, a child is often seen as either a Good Kid or a Problem Kid. In that world, Debbie definitely looked like a Problem Kid.

Debbie came from an Orthodox Jewish family that was unraveling at the seams. A mother with bipolar disorder, a father battling depression, and a brother with drug problems made Debbie’s home feel anything but safe. At the yeshiva, Debbie was considered a special education student with learning disabilities and was referred to JBFCS for therapy.

What her therapist saw wasn’t a Problem Kid. It was a young girl struggling to understand her mother being sent to a psychiatric facility. A teenager whose dad couldn't cope with his troubled family.

Her therapist recognized that Debbie needed an intervention. She recommended that she be enrolled at B'not Chaya Academy, a school that works with at-risk girls in the Orthodox community and is co-located at our adolescent treatment center in Brooklyn. Still struggling at B'not Chaya, Debbie began attending our BreakFree program, a five-day-a-week drug therapy program.

The combination of psychiatric evaluation, therapy, and school helped Debbie turn things around. “The school saved my life,” Debbie says. “They don’t judge you here. They’re like the second parents we don’t have at home.” Society and “the system” are quick to label troubled kids and administer consequences. What if, instead, someone actually saw the big picture? Debbie’s JBFCS therapist did just that, seeing her as a whole person with a troubled past, a present need for support, and a future full of possibilities.

Today, Debbie is committed to living drug-free. She’s excited about her future and planning to attend culinary school. Her ultimate goal is to open a kosher diner.
I’m learning to have friendships, people I can do stuff with and talk to.

What if JBFCs recognized each client’s full potential?

As an adolescent, Toks lived at a residential treatment facility for teenagers with severe psychiatric conditions. When he turned 18, Toks went to live with his parents and then in a series of community residences. For years caregivers had met Toks’ basic needs—but without much involvement on his part. In fact, the way the system was set up, Toks didn’t have to do much participating in his own life. Day-to-day status quo was okay.

Three years ago, Toks’ community residence was closed, and everything changed. People were asking: What happens to Toks now? At JBFCs, we realized that was the wrong question. Rather, we needed to ask: How do we empower Toks to make important decisions about his life and his future, and how do we support his doing that?

Toks was eligible for the JBFCs Apartment Program, transitional housing for adults living with mental illness. Now the true tests began. Could Toks step up and become more self-sufficient? Would Toks be able to cope with living with a roommate? We believed in him. We believed if given the psychological and emotional supports and tools, Toks would surprise us all.

Today, Toks lives with a roommate in Queens. Case workers help him practice independent living skills: budgeting, self-esteem, anger management, medication management, and relationships. Does independence make him nervous? You bet it does. But Toks is thinking about getting a part-time job, and his shy smile wins people over every time.

Toks is a living example of resilience and potential—one step at a time.
INDEPENDENCE MEANS DOING THINGS FOR MYSELF, NOT HAVING TO ASK SOMEONE TO HELP ME.

WHAT IF ROCHEL WERE TREATED LIKE SOMETHING MORE THAN A CLIENT?

Although challenged by both neurological and physical disabilities, Rochel has worked for many years to develop independent skills. We saw this while delivering home-based services to Rochel through the Medicaid Waiver Program. She made it perfectly clear that being restricted to home-based activities was not her cup of tea.

Rochel earned her high school diploma, and when her peers were finding jobs and starting families, she wanted to do the same.

Rochel wanted to be a part of something “out there,” and our challenge was to help her get where she wanted to go. We began exploring opportunities and when a job opened up at Mishkon, one of our Brooklyn residences for people with developmental disabilities, Rochel applied. At her initial interview, Rochel couldn’t even make eye contact—she barely looked up at all. But still, she managed to impress everyone with her determination and if she could do that, we needed to give her a chance. And so, Rochel was hired.

Rochel is a woman on a mission. At Mishkon, she greets everyone with a smile. She answers phones, types memos, creates computer graphics, and more. And she motivates others—when people don’t keep up with her energy, she lets them know it.

“Going to work made me want even more independence and more responsibility for myself,” Rochel says. Every day she looks forward to getting up and going to where she is needed. Now that she’s part of the community, she is determined to continue improving her daily living skills. She’d love to go to college and what she wants to study is no surprise to anyone: psychology.

On paper, success may mean efficient delivery of a service. For Rochel, success means being engaged with where her life is going, setting challenges for herself, getting up every day to go to work, and giving back by doing something she enjoys. It’s about being part of a community.
OPTIMISM

Our **OPTIMISM** is not a byproduct of some overly cheerful worldview, and our assertion about the critical role JBFCS must play in creating a new future is not the result of some hopeless delusion of grandeur. We have faith because there is literally no other organization in the country that has the assets we do.

We have **WISDOM** born from the incredible diversity of the more than 55,000 people we serve every year—people of every ethnicity, every economic circumstance, every life story, and every mental and developmental health challenge there is. That diversity is so central to who we are, that we have committed to increase it even further by seeking more people of different ethnicities, faiths, and talents to strengthen our board and leadership ranks.

We have **STRENGTH** born from the generous spirit and work ethic of the more than 800 volunteers who work tirelessly to help people in need—bringing a wide spectrum of talents and perspectives to enhance what we do for those we serve.

We have **RESULTS** born from the unprecedented professionalism of the more than 2,000 people—from clinical psychologists to janitorial staff—who come to work here every day, bringing their best to those who are in our care and those who come to learn from our expertise.

Finally, we have **CONVICTION** born from the deep-seated values of community, social justice, and giving back that are central to Judaism and have been at the heart of our work since our founding more than 100 years ago.
OUR MANAGEMENT TEAM WORKS DILIGENTLY TO UNDERSTAND FUTURE FUNDING SOURCES, MAXIMIZE AVAILABLE RESOURCES, DIVERSIFY AND EXPAND OUR PHILANTHROPIC SOURCES, AND REEVALUATE THE AGENCY’S SERVICE DELIVERY MODEL.

—David B. Edelson, Treasurer

GETTING AHEAD OF THE FINANCIAL CURVE

As the Affordable Care Act becomes a reality, service delivery and payment models for health care are destined to change substantially. An additional 15 million Americans will be eligible for health care, with no additional government dollars designated to cover that care. These anticipated changes, which will sweep through the human services sector, will force JBFCS to be poised and nimble as health care reform takes shape.

Historically, approximately 85 percent of our agency’s consolidated revenue has come from government sources. That’s why our management team is working diligently to understand future funding sources, maximize available resources, and reevaluate the agency’s service delivery model. At the same time, our development professionals are focused on diversifying and expanding our sources of philanthropic support. Over the next few years, these efforts must position us financially and operationally to be a leader in reshaping and reinventing the human services industry in New York.

With government funding comes increasing scrutiny, and JBFCS has continued to expend both financial and human resources to ensure that our capabilities around internal audit, compliance, and fiscal processes set the standard. We are pleased to report that these efforts have helped identify better cost efficiencies and provided protection from the risk that always exists with high-volume services and the attendant required documentation.

Despite local, national, and global economic uncertainty, I am proud to report that our 2011 revenues increased in total by 6 percent from $100 million to $202 million. At the same time, our direct cost of service delivery went up by 8 percent from $164 million to $177 million. In response, management essentially maintained a flat level of non-programmatic overhead, choosing to focus our resources on reinventing our service delivery model.

Overall, management’s discipline and foresight enabled JBFCS to continue to report a surplus from operations. Coupled with investment gains of $9 million, net assets increased from $106 million to $116 million.

As always, we are deeply grateful for the hard work and creativity demonstrated by senior management and our colleagues across the agency.
THIS IS THE TIME TO INVEST IN A NEW FUTURE

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT JUNE 30

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2011</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$3,015,000</td>
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<td>Accounts Receivable</td>
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<td>Contributions Receivable</td>
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<td>Other Receivable</td>
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<td>Investments</td>
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<td>Other Assets</td>
<td>6,894,000</td>
<td>6,778,000</td>
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<td>Fixed Assets</td>
<td>105,607,000</td>
<td>105,855,000</td>
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<td><strong>Total Assets</strong></td>
<td>225,551,000</td>
<td>218,198,000</td>
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<tr>
<th>LIABILITIES</th>
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<tr>
<td>Bank Lines of Credit</td>
<td>7,400,000</td>
<td>11,800,000</td>
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<td>Accounts and Accrued Expenses Payable</td>
<td>22,455,000</td>
<td>20,724,000</td>
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<tr>
<td>Accrued Post Retirement and Other Benefits</td>
<td>22,379,000</td>
<td>21,537,000</td>
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<td>Due to Government Agencies</td>
<td>19,835,000</td>
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<tr>
<td>Capital Leases and Bonds Payable</td>
<td>24,275,000</td>
<td>25,358,000</td>
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<tr>
<td>Mortgages Payable</td>
<td>13,500,000</td>
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<td><strong>Total Liabilities</strong></td>
<td>109,844,000</td>
<td>112,375,000</td>
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<th>NET ASSETS</th>
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<td>Unrestricted</td>
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<td>Temporarily Restricted</td>
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<tr>
<td>Permanently Restricted</td>
<td>6,565,000</td>
<td>10,767,000</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td>115,707,000</td>
<td>105,823,000</td>
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| Total Liabilities and Net Assets | $225,551,000 | $218,198,000 |
### CONSOLIDATED STATEMENT OF ACTIVITIES FOR THE YEAR ENDED JUNE 30

<table>
<thead>
<tr>
<th><strong>REVENUE AND SUPPORT</strong></th>
<th><strong>2011</strong></th>
<th><strong>2010</strong></th>
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<tr>
<td>Government Agencies</td>
<td>$172,565,000</td>
<td>$160,612,000</td>
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<td>UJA-Federation of Jewish Philanthropies of New York, Inc.</td>
<td>6,755,000</td>
<td>7,301,000</td>
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<tr>
<td>Contributions and Special Events</td>
<td>6,872,000</td>
<td>7,018,000</td>
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<tr>
<td>Program Service Fees and Other Revenues</td>
<td>16,162,000</td>
<td>15,272,000</td>
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<tr>
<td><strong>Total Revenue and Support</strong></td>
<td><strong>202,354,000</strong></td>
<td><strong>190,203,000</strong></td>
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<table>
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<tr>
<th><strong>EXPENSES</strong></th>
<th><strong>2011</strong></th>
<th><strong>2010</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential</td>
<td>90,937,000</td>
<td>81,223,000</td>
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<tr>
<td>Outpatient</td>
<td>71,435,000</td>
<td>68,493,000</td>
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<tr>
<td>Evaluation and Education</td>
<td>14,481,000</td>
<td>13,925,000</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>176,853,000</strong></td>
<td><strong>163,641,000</strong></td>
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<td>Supporting Services</td>
<td>24,821,000</td>
<td>24,042,000</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>201,674,000</strong></td>
<td><strong>187,683,000</strong></td>
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<table>
<thead>
<tr>
<th><strong>Changes in Net Assets Before Investment Gains and Other Changes</strong></th>
<th><strong>2011</strong></th>
<th><strong>2010</strong></th>
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<tbody>
<tr>
<td>Investment Gains</td>
<td>9,020,000</td>
<td>5,466,000</td>
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<tr>
<td><strong>Changes in Net Assets Before Other Changes</strong></td>
<td><strong>9,700,000</strong></td>
<td><strong>7,986,000</strong></td>
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<tr>
<td>Other Changes</td>
<td>184,000</td>
<td>(2,228,000)</td>
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<tr>
<td><strong>Changes in Net Assets</strong></td>
<td><strong>9,884,000</strong></td>
<td><strong>5,758,000</strong></td>
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<tr>
<td><strong>Net Assets Beginning of Year</strong></td>
<td><strong>105,823,000</strong></td>
<td><strong>100,055,000</strong></td>
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<tr>
<td><strong>Net Assets End of Year</strong></td>
<td><strong>$115,707,000</strong></td>
<td><strong>$105,823,000</strong></td>
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</tbody>
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These financial statements include The Shield of David, Inc. ("The Shield Institute"), a wholly owned subsidiary of JBFCS. Copies of the organizations’ Form 990 will be available upon request.
THANK YOU
WE COULDN’T DO IT WITHOUT YOU.

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Charitable Remainder Unitrust of Kurt Weishaupt
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Atlas Switch Co., Inc.
BB&G Electrical Contractors of NY, Inc.
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Linda Newman Berstein Grantor Trust
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Covington & Burling LLP
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Durst Organization
Egg Electric Inc.
Estate of Hilda Emerson
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Cathy W. Zises

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Caron

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Elizabeth and Kevin Collins
D&M Electrical Contracting, Inc.
Stan Deutsch Associates, Inc.
Diebold Enterprise Security Systems, Inc.
Draka
Ethel Eisenberg
Eldor Electric, LLC
Electric Lighting Agencies, Inc.
Evenson Best
Estate of Sam Friedlander
Galasso Trucking & Rigging, Inc.
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Luparello & Sons Lighting Corp.
Barbara B. and J. Robert Mann, Jr.
Mary Ellen and Brad Markowitz
Estate of Gertrude Mills
MKJ Communications Inc.
Lisa B. Zetlitz and Jonathan Moskin
Precise Mechanical
Ann Reinking Talbert
Estate of Susan Robinson
Rachel and Daniel rocker
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Staten Island Children’s Campaign
Teknum Recovery Group, Inc.
TXJ Foundation
TNT Equipment Sales & Rentals, Incorporated
Renée J. Ward
Ralph Wharton

$1,000+
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Karen Acker
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David Alpert
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Belsky-Doyle-Polikoff-Trubh Family Trust
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Bergen Regional Medical Center
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Murray Berman
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A. Bogen Enterprises, Inc.
Kim Koopersmith and William Borner
Mark Borovitz
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Laura Braverman
Frank and Deenie Brosens Foundation
Burke Supply Co., Inc.
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James F. Capalino & Associates, Inc.
Dana and David Carlos Fund
Brenda and Kenneth Carmel
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Tamar and William Earnest
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Linda A. Ellis
Marcy Engel
Deborah and John Evangelakos
Sara and Charles Fabrikant
Falk Technical Service Corp
Gwenn M. Kalow and Andrew J. Fallis
Tolu and Tim Fanning
Paul Farfel
Daniel and Thalia Federbush Foundation
Lorilee A. Vaughn and John Ferguson
Carol and John G. Finley
Gail F. Stone and Matt Fishbein
Sylvia P. Fogel
Dina Frank
Harry & Lillian Freedman Family Fund
Adam J. Fried
Friedman Kaplan Seiler & Adelman
Emily Fuchs
Danielle and David K. Ganek
Gateway Rehabilitation Center
Lori Gendelman
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Gibson, Dunn & Crutcher LLP
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Meghan and Douglas Millowitz
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Patterson, Belknap, Webb & Tyler
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Penn Oberlander Family Foundation Inc.
Peretz Fund
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Proskauer Rose LLP
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Judith S. Rubenstein
Ryder Construction
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Prize of Judea
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Joan H. & Preston R. Tisch Fund
Laura Steinberg Tisch Foundation, Inc.
Laurie M. Tisch Fund
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Jacob Yankowitz
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$500+
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Erika Roizen and Scott K. Belsky
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Brendon Bergin
Amelia Berkowitz
Elena R. Berkowitz
Joyce and Stanley M. Berman Foundation
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Ann E. and Kenneth J. Bialkin
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Leslie Blackburg
Benzion Blau
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Flagpoles, Inc.
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Howard and Beverly Frank Foundation, Inc.
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