



PERSONALIZED JUDAISM IN A COMMUNITY CONTEXT
FISCAL YEAR 2013



FROM THE RABBI

BUILDING A COMMUNITY WITH KAVANA

DEAR FRIENDS,

Just over seven years ago, chatting with a group of friends, Suzi LeVine (my Kavana co-founder) and I had a vision for a new Jewish community that we wanted to create in Seattle, and the project needed a name. We were imagining a Jewish community that would encourage its participants to think purposefully about the role that Judaism played in their lives. We also wanted this new group to be reflective, thoughtful, and focused in its decision-making. My friend Jessica, a Hebrew translator by profession, suggested the Hebrew word “Kavana,” meaning “intention.” Obviously the name has stuck, as has our commitment to operating with “kavana” in all that we do!

For Kavana’s first six years, staff and volunteers worked hard to build an organization that has managed to engage nearly a thousand people in Jewish life annually in a wide variety of meaningful ways. Along the way, we have built relationships and community, created programs, and built a solid operating platform (board, staff, budget) — all with the same high degree of *kavana*/intention with which we began!

Finally, this year — our seventh or sabbatical year — we have taken a thoughtful step back to consider what we have achieved and where we are headed. I am proud to report that we have just completed Kavana’s first large-scale evaluation project, and you can expect to read a comprehensive evaluation report soon. In addition to giving us the ability to make strategic, data-driven decisions, our evaluation work is also a testament to the community’s ongoing commitment to operate from a place of *kavana*.

We invite you to join us in our important work, as we continue to build a vibrant and compelling Jewish community which can live up to its name.

Sincerely,



RABBI RACHEL NUSSBAUM

Executive Director

PHOTO CREDIT: ANDREW ALHSTROM

VISION

Kavana is a cooperative that empowers participants to create a meaningful Jewish life and a positive Jewish identity.

MISSION

Kavana welcomes individuals and families with many approaches to Judaism, offers a variety of ways to engage in Jewish life, and demands participation in our community.

NATIONAL IMPACT

The first-ever gathering of a new national network of peer “emergent Jewish” communities was co-organized and facilitated in April 2013 by Rabbi Nussbaum. The work we are doing in Seattle is part of a broader effort to build collaborative, risk-taking, pioneering communities that can foster meaningful Jewish life everywhere.

DID YOU KNOW...

Kavana has been featured in the Slingshot Guide (a top-50 list of innovative Jewish organizations) five times during our seven year existence!

REFLECTION, EVALUATION & PLANNING

We have always been big believers in the power of data-based decision making. This year, we carried out Kavana’s first large-scale evaluation project, gleaned feedback from 200 people in a comprehensive community survey. We explored the demographics, backgrounds and Jewish involvement of our partners and participants, and sought to better understand the impact Kavana is having in order to make smart planning decisions as we move forward and grow. Here are some highlights:

HIGH ENGAGEMENT

- 95% of partners report a moderate or high level of participation in Kavana activities
- 93% have referred friends to Kavana more than once

POWERFUL IMPACT

- 70% of partners have significantly increased their overall Jewish activity as a result of their Kavana involvement
- 81% have increased their Jewish activity at home; 95% have increased their Jewish knowledge and skills

INFORMAL TIES MATTER

- Partners and participants who socialize with each other outside of Kavana are much more likely to be actively engaged with Kavana itself and the Jewish community in general
- Newer community members are much less likely to have these informal ties, and more likely to live in less Jewishly dense neighborhoods

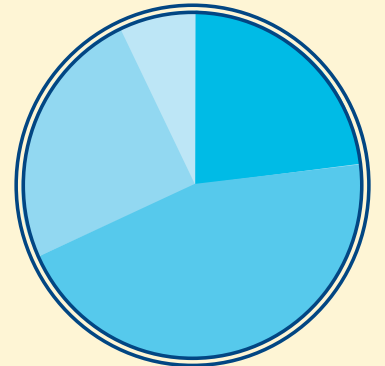
At our 2013 Annual Partner Meeting, Kavana volunteer Lori Smith presented these and other key findings, and we began a series of communal discussions about the important takeaway messages. As one example, we discussed how to build stronger informal social ties among the Kavana community, and this summer we launched neighborhood picnics in four core areas of the city. Stay tuned for a full evaluation report!



We express our gratitude to Dr. Steven M. Cohen, noted sociologist of the American Jewish community, who worked with Kavana to design and implement our Evaluation Survey.

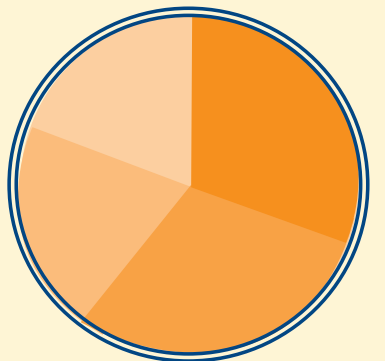
The survey data confirmed that Kavana’s population is relatively young, religiously diverse, and includes households both with and without children.

AGE



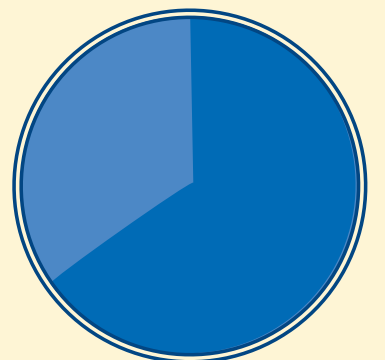
UNDER 35 - 23%
35-44 - 42%
45-54 - 25%
55 AND UP - 10%

JEWISH BACKGROUND



CONSERVATIVE - 34%
REFORM - 28%
OTHER JEWISH - 20%
NOT JEWISH - 18%

CHILDREN / NO CHILDREN



HOUSEHOLDS WITH CHILDREN - 62%
HOUSEHOLDS WITH NO CHILDREN - 38%

BUILDING COMMUNITY WITH KAVANA: IT'S ALL ABOUT THE PEOPLE

One of the things we have learned from the Evaluation Project is that Kavana's strength lies in its emphasis on creating a strong web of community, not just offering programs and services. This has translated into a renewed focus on informal social gatherings, with the explicit goal of networking and building relationships.



"For us, joining Kavana was very intentional. We were eager to become involved in a Jewish community that would fit our distinct traditions. Jessica grew up in a Conservative community, while David was raised in a Reform congregation and now identifies with Reconstructionist philosophy. Kavana's pluralism provides the perfect way for each of us to explore the other's traditions while maintaining our own. We are also inspired by all the other partners who bring their personal practices to the community and have made intentional choices to participate. In our two years

of partnership, we have embraced Kavana's diverse array of programming and Jewish practice. We celebrate Shabbat in coffee shops, community parks, and campgrounds. We have incorporated a yoga and meditation practice into our observance of Yom Kippur. We both host and meet in partners' homes for holidays, informal gatherings, and social justice functions. And this year we welcomed baby Adina to the world, sharing our Simcha with the Kavana community and our parents through a very meaningful baby naming ceremony. Now we are looking

Paula and I have been delighted from the time that Jessica first told us about Kavana, and now having actually attended Kavana Shabbat services (coinciding with the naming of our granddaughter, Adina Fay Cook), we are even more delighted — the warmth and exuberance of the community, plus the traditional nature of the services and the participation of the community in those services, make it something we will hopefully look forward to participating in each time we are out in Seattle visiting Jessica, David and Adina.

—FRANK ARONSON,
KAVANA SUPPORTER,
Chestnut Hill, MA

forward to raising our daughter in this unique Jewish community to provide her opportunities to learn, grow, and discover her own personal and intentional practice."

—DAVID & JESSICA COOK,
KAVANA PARTNERS



APPLYING INTENTIONALITY (KAVANA) TO OUR PROGRAMMING

When it comes to Jewish supplemental education, it is no secret that traditional delivery mechanisms like Sunday schools and Hebrew schools are failing to reach a broad swath of the American Jewish community. Kavana is tackling this problem head-on. Seven years ago, we began an experiment to dismantle and rebuild a Jewish educational model in order to most effectively reach children, parents and whole families.

One area where we've had great success is our whole-language approach to teaching Hebrew. Taught by native Hebrew speakers, our Gan/preschool operates five days a week, offering young children the opportunity for full language immersion. Through games, stories, play, and a high staff-to-child ratio, we are building the foundation for each student's life-long connection to Jewish culture and identity as a global Jewish citizen.

Moadon Yeladim (our after-school program for grades K-5) features the same whole-language approach to Hebrew described above. In addition, the children who attend our "Kids' Club" have the opportunity to learn about Judaism and to build new friendships in a Jewish community context.



"One of the things I love about working for Kavana is how intentional we are about the educational programming we provide. We have had countless conversations about what we want families to learn and why that learning is relevant and important to those in the Kavana community. One of the best examples of this is our approach to language learning. We want children to have access to Hebrew, as the language that allows entry into Jewish prayer, Israeli culture, and so much of Jewish history. Therefore, we teach Hebrew as a living language, in a hands-on manner, where children can develop fluency and a love of the language."

—MAXINE ALLOWAY,
KAVANA EDUCATOR



"Sam (age 9) looks forward every week to his trip to Queen Anne and the Hebrew immersion class, Moadon Yeladim. He is really interested in learning the language and culture of his heritage. He loves the teachers, his classmates, and the enrichment he gets by being active in the Jewish community."

—KIM LAWSON, KAVANA PARTNER

2012 - 2013 BOARD

Scott Porad, *President*
Jeff Sprung, *Past President*
David Pressman, *Vice President*
Barry Lasky, *Secretary*
Marc Cohen, *Treasurer*
Julie Katz
Melissa Heaton

STAFF

Rabbi Rachel Nussbaum
Executive Director
Liz Thompson
Director of Operations

EDUCATORS

Maxine Alloway
Mayan Aviram
Yehudit Blume
Einav Peretz
Brit Shlessinger
Galia Sion

AN INTENTIONAL APPROACH TO FINANCES AND OPERATIONS

At Kavana, we are proud that we apply the same kind of intentional thinking to fundraising and budgeting that we do to our community building and programming.

Over the last few years, our board has engaged in a thoughtful and reflective conversation around Kavana's financial model. Our goal is to ensure that the ways in which we attain resources always match how we think about building community. While institutions helped us get off the ground (with several large foundation grants in our "start-up" years), we know that it is our closest stakeholders — the people who participate in our local community, understand the importance of our work to the greater Jewish community, and share our values — who we will rely on the most to partner with us in the years to come.

We look forward to working with you to shape the future of this vibrant Jewish community!

	FY 2013 Actual	FY 2014 Budget
INCOME		
Internal (Partners)	\$139,300	\$155,000
External (Donors, Grants)	\$44,300	\$55,000
Programming	\$147,930	\$144,200
TOTAL INCOME	\$331,530	\$354,200
EXPENSE		
Operations	\$229,750	\$236,670
Programming	\$128,030	\$129,630
TOTAL EXPENSE	\$357,780	\$366,300
Net Income (Loss)	(\$26,250)	(\$12,100)
Cash Reserves	\$52,200	\$40,100

FISCAL YEAR 2013 SUPPORTERS (JULY 1, 2012 - JUNE 30, 2013)

- | | |
|--------------------------------------|---|
| Anonymous | Brian Judd & Michael Taylor-Judd |
| David & Maxine Alloway | David Kanowitz |
| Marleah & Slavian Angelov | Jerome (z"l) & Rita Katz |
| Arlene Antonoff & Mark Mallinger | Mindy & Russ Katz |
| Lauren Antonoff & Ken Treiger | Gerald & Louise Kerner |
| Deb Arnold | Matthew Kerner & Laura Shackelton |
| Frank & Paula Aronson | Roberta Klarreich |
| Sasha Astrakhan & Leigh Ann Johnson | Dan & Marni Klein |
| Carol Auerbach | Kate Koester & Dan Rosen |
| Ravit Aviram & Russell O'Connor | Glen & Julie Kohl |
| Aaron & Joelle Averbuch | Brent Kremen |
| Maralyn & Steven Averbuch | Jeff & Karina Kunins |
| Atar Baer & Angela Wilson | Barry Lasky & Marie Poole |
| Deborah Bartlett | Erik & Kim Lawson |
| Jim Basinski & Michal Inspektor | Stacy Lawson & Steve Sarkowsky |
| Vicky Beer & Jeffrey Sprung | Ann Levine |
| Hilary Benson & Asaph Glosser | Eric & Suzi LeVine |
| Kathryn Bern & Judith Mentzer | Sharon London |
| Dana Bettinger | Jennifer & Joel Magalnick |
| Carl & Joann Bianco | Jessica Kessler Marshall |
| David & Phyllis Bloom | Dan & Rosa Martin |
| Alisa Brodkowitz & Matt Geise | Joel & Marcia (z"l) Migdal |
| Geoff & Julie Burg | Joseph Mintz |
| Abby & Justin Calvo | Lawrence Nash |
| Reuven & Wendy Carlyle | Michael & Sarina Natkin |
| Lisa Cohen & Charles Mayer | Steven & Yelena Neuman |
| Marc Cohen & Karey Kessler | Janet Neumann & Ricardo Wenger |
| Daniel Cook | Larry Nicholas & Tom Underhill |
| David & Jessica Cook | Alan & Neda Nussbaum |
| Rebecca Cory | Rachel Nussbaum & Noam Pianko |
| Phyllis Davidson & Bob Parker (z"l) | Beverly Osband |
| Jeremy Derfner | Partnership for Effective Learning and Innovative Education (PELIE) |
| Erica & Matt Doctor | Justin Peters & Becca Price |
| Kathy Dong & Dan Heller | Daniel & Melissa Pianko |
| Sascha Dublin & Mikael Kvart | Howard & Rina Pianko |
| Mia Edidin & Mario Popish | Ira & Robin Pianko |
| Michelle Ein | John & Stephanie Policar |
| Ingrid Elliott & Joel Shapiro | Lisa & Scott Porad |
| David Epstein | Ed Pottharst & Elizabeth Ralston |
| Eileen & Richard Epstein | David & Hannah Pressman |
| Jerold Everard & Jane Kaplan | Simon Ravona & Summer Stinson |
| Allan Farkas & Wendy Feller | Jack & Pauline Reiter |
| Mark Fefer | Phyllis Rosen & Andy Wichert |
| Rebecca Finkel & Eli Pristoop | Abby & Lawrence Rosenthal |
| Danyel Fisher | Alyson Roush |
| Gail & Quentin Fisher | Helene Russ & Larry Zuckerman |
| Natasha Freidus & Andrew Top | Herman & Faye Sarkowsky |
| Nicole Garrie | Ricky Schechtel |
| Joel Gendelman & Melissa Heaton | Meryl Schenker |
| Lauren Gersch | Adam & Jenny Schoenfeld |
| Elliot & Frances Gerson | David & Rena Schwartzbaum |
| Rachel Gerson & Brett Hanscom | Eric & Jane Seibel |
| The Getz Family Fund | Jonathan Shapiro |
| Amy & Steven Gewirtzman | Iantha & Stanley Sidell |
| Joshua Ginzler & Jennifer Melsher | Barbara & Jerome Sitner |
| Naomi Goldenson | Lori Smith |
| Leslie & Todd Herrenkohl | Roxanne Spiegel |
| Joshua & Renee Herst | Frank & Lauren Spokane |
| Andrew Hess & Julie Katz | Kimberly Stedman |
| K. Hildrum & J. Weale | Julie Stein & Howard Wolosky |
| Stuart Hirschfeld & Dahlia Kupfer | Susan Tanner |
| Sprout Hochberg | Kevin & Marsha Teichman |
| Diane Hostetler | Jon & Rachel Turow |
| Chad Hueter & Meghan Pinch | Anthony & Lynn Wartnik |
| Rachel Jacobson & Joel Goldstein | Charlotte Wollheim |
| Jewish Federation of Greater Seattle | Yaron Foundation (Marty Markowitz) |
| Aimee & Wil Johnson | Arne & Claire Zaslove |
| The Joshua Venture Group | |
| Cheryl & Ken Kamm | |

2012-2013 PROGRAMS

COMMUNITY

- Sukkot Farm Gleaning Project
- JFS Holiday Food Basket Delivery
- Home Hospitality Shabbat Dinners
- Annual Partner Meeting
- Farm Visit
- Community Supported Agriculture
- Camping Trip

SHABBAT & HOLIDAYS

- Shabbat Morning Minyan
- High Holiday Services & Programs
- Chanukah on Ice
- Coffee Shop Shabbat
- Tu B'Shevat Project with EarthCorps
- Purim Party
- Passover Home Hospitality Seders
- Erev Shavuot Learning & Sundaes
- Pride Shabbat
- Shabbat in the Park
- Tisha B'Av

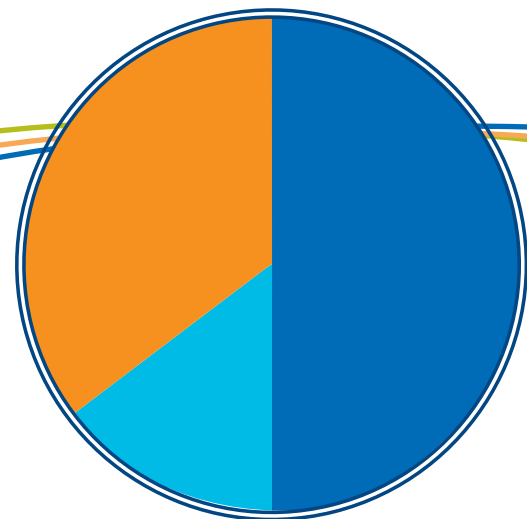
ADULT LEARNING

- Living Room Learning
- Book Club
- Rosh Chodesh Women's Group
- Adult Prep & Practice

FAMILY & KIDS

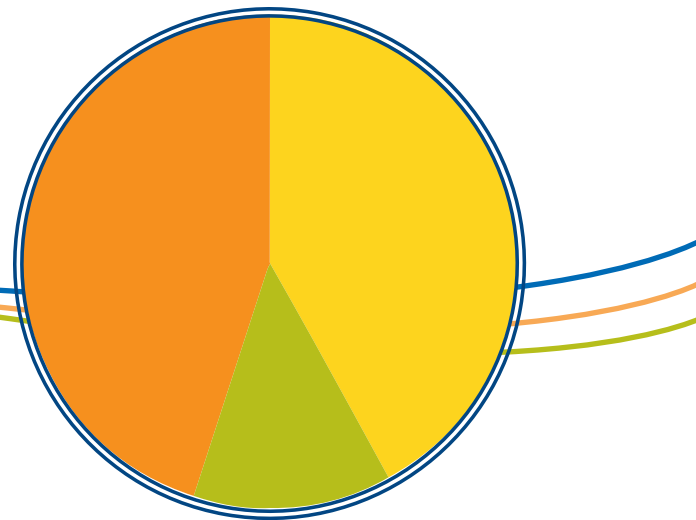
- Baby Play-Group
- Family Prep & Practice
- Family Shabbat
- Family Hebrew
- Gan (Hebrew Immersion) Preschool
- Sippurim v'Otiyot
- Moadon Yeladim
- Middle School Program
- Havdalah Club
- Bar/Bat Mitzvah Track
- Mini Camp

EXPENSE



- PROFESSIONAL STAFF - 50%
- OPERATIONS - 14%
- PROGRAMMING - 36%
- FAMILY/KIDS - 32%
- COMMUNITY/HOLIDAY - 4%

INCOME



- INTERNAL - 42%
- PARTNER DONATIONS - 28%
- CORPORATE MATCHING - 14%
- EXTERNAL - 13%
- INDIVIDUAL DONORS - 8%
- GRANTS - 5%
- PROGRAMMING - 45%
- FAMILY/KIDS - 37%
- COMMUNITY/ HOLIDAY - 8%

VALUES

Cooperative

Connected

Innovative

Inspiring

Fun

Welcoming

Local

Thought-Provoking

Experiential



P.O. Box 19666, Seattle, WA 98109

www.kavana.org