



The
KAVANA
Cooperative

A welcoming and diverse community
cooperative encouraging personal Judaism

ANNUAL REPORT

Fiscal Year 2015

FROM THE RABBI

Living and Breathing Our Strategic Plan

DEAR FRIENDS,

It's commonly known in the business world that less than half of all start-ups survive their first five years. This makes it all the more incredible that -- as Kavana enters Year 10 of its existence -- this Jewish community "start up" is fully hitting its stride!

Through Fiscal Year 2015, Kavana has blossomed -- with high-quality and varied programmatic offerings, a wide range of expressions of Jewish life, increased demographic reach, excellent board and staff leadership, a growing core of volunteers, and solid operations.

A tremendous amount of behind-the-scenes work serves as the foundation for all of this success. One year ago, Kavana's board unveiled Strategic Plan 2020, a 5 year road-map for continued growth and deepening of our work. Over the past year, we have started to live and breath our strategic plan, chipping away at our vision, one tangible goal at a time.

I hope you will take the opportunity to leaf through the pages of this report and familiarize yourself with the progress we're making towards our three strategic priorities of **CONNECT**, **ENGAGE**, and **BUILD**. We have come a long way already, and there's still so much potential.

This year is a very exciting time to get involved in Kavana, and I hope you will join us!

Rabbi Rachel Nussbaum

Executive Director



Rabbi Rachel Nussbaum officiating at the outdoor bat mitzvah service of Hava Beer Sprung. Photo Credit: Meryl Schenker

OUR PURPOSE:

Together we are building an innovative, model community that empowers each of us to create a meaningful Jewish life and a positive Jewish identity.

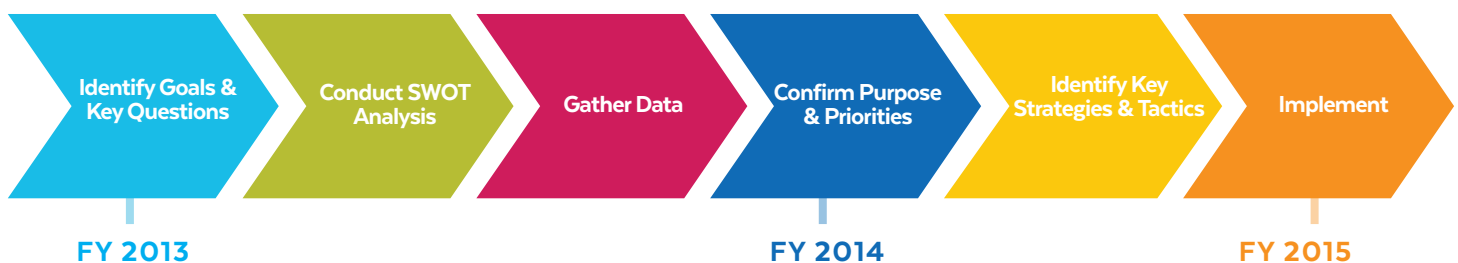
BOARD MEMBERS:

Julie Katz, Scott Porad, Julie Burg, David Pressman, Melissa Heaton, Steve Lewis, John Policar, Diane Hostetler & Charles Mayer

STAFF & EDUCATORS:

Rabbi Rachel Nussbaum (*Executive Director*), Liz Thompson (*Director of Operations*), Sarah Adams, Maxine Alloway, Talia Apkon, Danielle Blume, Yehudit Blume, Michael Danto, Sara Guttman, Sprout Hochberg, Brit Shlessinger, Galia Sion & Michael Walter

STRATEGIC PLAN 2020 DEVELOPMENT TIMELINE



CONNECT: Broaden and deepen connections among individuals, families and the Kavana community

Empower partners to support one another in times of need...

“ This year, we formed a “Caring Committee” to more intentionally support partners during times of need. While its activity may change over time, initially the Caring Committee will focus on providing meals, visits, and transportation surrounding the birth or adoption of a child, serious illness or death of a loved one, and personal illness or injury.



Melissa Heaton and her family gathered around her mother-in-law Marline Gendelman at a “Celebration of Life Party,” December 2014. Marline passed away in February 2015. May her memory be a blessing.



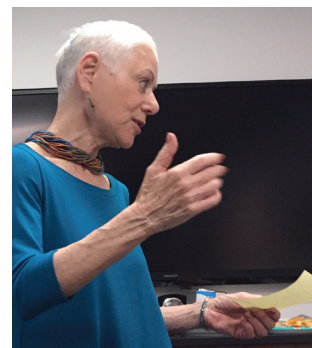
The Caring Committee formalizes what before had been more ad hoc outreach and in so doing, tightens the fabric of our community and serves as a direct expression of our deeply-held Jewish values.

This work is important, and personally near and dear to my heart. In the winter of 2015, my mother-in-law passed away after a relatively short but intense period of caregiving. My family received enormous support from the Kavana community during this difficult time. I want all of our partners to feel that same level of support and to know that they are not alone. ”

- MELISSA HEATON,
Founder of the Caring Committee

Increase connectedness among partners...

“ We have recently started a “Second Stage” group at Kavana -- in other words, an over-sixty social group of Kavana members who are getting together at bi-monthly intervals to get to know each other. The goal is to build a sense of community among an older constituency so that when we attend bigger Kavana gatherings, there are a few more of us who know each other. We’ve had several lovely dinners and brunches together, and we’re planning more for the coming months. It’s a friendly and diverse group with lively discussions and interesting members. ”



- DIANE HOSTETLER,
Board Member & “Second Stage”
Coordinator



ENGAGE: Actively involve partners in creating a meaningful, personal experience and vibrant community

Co-produce and sustain diverse and compelling programming that meets partner needs...

It is our responsibility to improve the world around us. While our work is informed by our commitment to the Jewish principle of “tikkun olam” (“repairing the world”), our orientation is also a universal one.

Working together, we aim to improve our community, our society, and our world.

One great example of this approach is Kavana’s annual gleaning event at Oxbow Farm. We organize a big work party -- inviting our friends from other Jewish organizations like Hillel/Jconnect to join us -- during the Jewish harvest festival of Sukkot. We harvest crops left in the field at the end of a growing cycle; sort, wash and box them; and then deliver car-loads of fresh produce to local food banks, including the one run by our friends at JFS.

Gleaning events are a great way to build community, learn about local agriculture, promote environmental stewardship, and feed the hungry... all in a single day. This is Jewish engagement at its best!



Kavana partner Laura Levy harvests rainbow chard to donate to a local food bank.

Advance active cooperative model with meaningful volunteer opportunities for partners...

At Kavana, we envision every partner taking an active role in building the community and serving as a “producer” rather than a “consumer” of Jewish life.

This standard of empowerment and giving back translates into action in many ways, with service ranging from infrastructure to programs, from mundane to sublime. Volunteers provide tech support, facilitate book club discussions, organize name tags and learn to chant Torah. Over 80% of Kavana partners volunteer, embedding this value deeply into the community and underscoring the impact of our cooperative model.

As we implement Strategic Plan 2020 and continue to grow in size, we are working to better articulate opportunities and expectations around volunteerism and think about ways to manage our volunteering processes more systematically.

“ Our family gets a lot out of Kavana - it feels good to contribute something back. We often volunteer for set-up and clean-up duty or to host groups at our house. I have particularly enjoyed helping to conceptualize our community’s unique approach to bar/bat mitzvah and planning Israel education programs. It is also satisfying to use my atrophying carpentry skills to help with facility maintenance at Kavana HQ. ”



- ALLAN FARKAS,
Kavana partner

BUILD: Strengthen operations, leadership and fundraising to ensure organizational sustainability

This year, we have focused on strengthening Kavana's operations in a number of ways:

- Making fundraising an organizational priority by creating a development plan for Kavana
- Focusing on building an effective, deeply engaged and reflective board
- Providing fundraising training to our board
- Completing evaluations for key staff members
- Investing in our staff and educators by providing professional development opportunities
- Continuing to responsibly manage our annual budget



Members of our teaching staff discuss how Kavana's Strategic Purpose and Plan can be implemented across all of our programs, with both children and adults.

Thought leadership - strive to be a model of Jewish innovation and community in the 21st century...



Pictured here: Rabbi Rachel Nussbaum of Kavana, plus the rabbis and executive directors of IKAR (Los Angeles), The Kitchen (San Francisco), Lab Shul (New York), Mishkan (Chicago), Romemu (New York), Sixth & I (Washington DC).

Kavana has played a leadership role in creating a new professional network, the "G7" Jewish Innovation Network, which brings together leaders of seven pathbreaking Jewish communities from across the U.S. Our shared goals are to provide support to one another as fellow innovators, to harness our collective power, and to work together to transform the American Jewish landscape.

To date, we've held two face-to-face gatherings to share best practices and tackle joint projects; these gatherings have been electric! Our work is continued through recurring monthly conference calls, and we're also experimenting with content-based, virtual collaborations that expand our reach, like last year's "8for8" Chanukah collaboration, in addition, we are planning larger projects for amplified impact, including a proposed National Rabbinic Fellowship in Jewish Innovation.

Kavana is proud to be part of this exciting initiative, exercising thought leadership such that the work we are doing here in Seattle can have an impact on the broader American Jewish community.

WHAT WE DO & HOW WE DO IT

Kavana Programs, Services & Events 2014-2015



Preschoolers from Gan Kavana hit the beach at Carkeek Park to learn (in Hebrew!) about marine life and to build community.

Community

- Sukkot Farm Gleaning Project
- JFS Holiday Food Basket Delivery
- Community Meals
- Annual Partner Meeting
- CSA (Community Supported Agriculture)
- Annual Camping Trip

Shabbat, Holidays, & Spirituality

- Shabbat Morning Minyan
- Family Shabbat Services
- Camp-Style Shabbat Services
- High Holiday Services & Programs
- Home Hospitality Sukkot Dinners
- Chanukah House Parties
- Tu B'Shevat Seder
- Purim Megillah Reading
- Communal Passover Seder
- Shabbat in the Park
- Havdalah & Music Jam Session
- Weekly Jewish Meditation
- Jewish Meditation Retreats

Adult Learning

- Living Room Learning
- Book Club
- Social Justice Discussions
- Film Series
- Zionist Thought Series
- Hebrew Poetry Class

Family & Kids' Programming

- Holiday Prep & Practice Series
- Gan (Hebrew-Language Immersion)
- Preschool
- Moadon Yeladim (Kids' Club)
- Shorashim (Afterschool program)
- Middle School Program
- Havdalah Club
- Summer Camp
- Teen Gatherings

Special Interest Groups

- Baby/Toddler Playgroup
- Second Stagers (60+)
- Russian-American Couples group
- Neighborhood groups

Personalized Life Cycle Celebrations

- Baby Naming & Brit Milah Ceremonies
- Bar/Bat Mitzvah
- Weddings
- Conversions
- Funerals/Memorial Services
- Shiva Minyanim

Kavana strives to be thoughtful and intentional about the ways we raise and spend money.

In recent years, we have held our expenses relatively flat despite continued growth in programming and size, through careful spending. While we project a similar, conservative pattern of growth in both revenue and expense this year, we anticipate that in 2016, we will need to hire additional staff and grow our budget more significantly in order to continue meeting the needs of our partners and core constituents.

As such, FY 2016 will be a building year for our organization. During this year, we will also expand our development efforts. We will look to you for continued support, not only in terms of increased donations, but also in terms of spreading the word about the important work that we do.

INCOME	Fiscal Year 2015 Actual	Fiscal Year 2016 Budget
Partners	\$173,600	\$157,000
External Donors	\$60,700	\$85,450
Grants	\$9,200	\$5,000
Programming	\$184,000	\$182,900
TOTAL	\$427,500	\$430,350

EXPENSE	Fiscal Year 2015 Actual	Fiscal Year 2016 Budget
Operations	\$261,500	\$292,050
Programming	\$131,300	\$143,750
TOTAL	\$392,800	\$435,800
Net Income (loss)	\$34,700	(\$5,450)
Cash Reserves	\$62,100	\$56,650

FISCAL YEAR 2015

Supporters

Supporters

Leslie Aberman & Justin Hulvershorn
David & Maxine Alloway
Marleah & Slavian Angelov
Anonymous
Rachel Antalek
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Isaac & Carol Auerbach Family Foundation
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Juli Cook
Daniel Cook
Rebecca Cory
Chuck Cowan & Ronnie Levitt
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Jeremy Derfner
Sascha Dublin & Mikael Kvart
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Michele Ein & Mark Fefer
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and more at kavana.org/donate.





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www.kavana.org