The graphs tell the story: in Kavana’s early years, our pace of growth was quick—new people and new programs meant a growing budget. Kavana was fortunate to benefit from a number of start-up grants from national foundations. While this grant funding was a great boon at the beginning, we knew we had to create sustainability for the long term. Beginning in 2009 in earnest, Kavana created a Financial Model Team to help us thoughtfully build a sustainable financial model to ensure continued growth.

Between 2011 and 2014, as we had predicted, grant funding dropped off significantly. However, we were prepared! With the help of many partners and investors contributing amounts both small and large, Kavana maintained its budget and continued to provide high-quality programming to our growing Jewish community.

Now it’s time to grow again. As our Strategic Plan 2020 demonstrates, in the coming five to seven years, Kavana strives to deepen our impact through emphasis on the strategic priorities of CONNECT, ENGAGE, and BUILD. Meeting the needs and priorities of a growing number of individuals and households seeking meaningful engagement in Jewish life will necessitate hiring new staff and require additional resources—and we request your increased support as we move into the next stage of our growth. We look forward to working closely with you to deepen Kavana’s impact. The return on investment—for the Seattle Jewish community and beyond—will be immeasurable!

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**BUDGET CHANGES OVER TIME**

![Graph showing budget changes over time with stages: First Stage/Start-up Growth, Stabilization & Infrastructure Building, Projected Second-Stage Growth.]

- **I. First Stage/Start-up Growth**
- **II. Stabilization & Infrastructure Building**
- **III. Projected Second-Stage Growth**

- % Grant Funding

- $200K
- $300K
- $400K
- $500K

- Budget Changes:
  - 2006: 15%
  - 2007: 45%
  - 2008: 60%
  - 2009: 30%
  - 2010: 45%
  - 2011: 60%
  - 2012: 30%
  - 2013: 15%
  - 2014: 60%
  - 2015: 30%
  - 2016: 15%
  - 2017: 60%
BUDGET

<table>
<thead>
<tr>
<th>INCOME</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners</td>
<td>$135,000</td>
<td>$147,000</td>
</tr>
<tr>
<td>External Donors</td>
<td>$67,800</td>
<td>$87,000</td>
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<tr>
<td>Grant Funding</td>
<td>$4,300</td>
<td>$5,000</td>
</tr>
<tr>
<td>Programming</td>
<td>$149,000</td>
<td>$158,200</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>$356,100</strong></td>
<td><strong>$397,200</strong></td>
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</table>

<table>
<thead>
<tr>
<th>EXPENSE</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Budget</th>
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<tbody>
<tr>
<td>Operations</td>
<td>$240,000</td>
<td>$267,600</td>
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<tr>
<td>Programming</td>
<td>$124,100</td>
<td>$134,700</td>
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<tr>
<td><strong>TOTAL EXPENSE</strong></td>
<td><strong>$364,100</strong></td>
<td><strong>$402,300</strong></td>
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<tr>
<td>Net Income (Loss)</td>
<td>($8,000)</td>
<td>($5,100)</td>
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<tr>
<td>Cash Reserves</td>
<td>$32,120</td>
<td>$27,000</td>
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FISCAL YEAR 2014 SUPPORTERS
JULY 1, 2013 - JUNE 30, 2014

David & Maxine Alloway
Marleah & Slavian Angelov
Anonymous
Arlene Antonoff & Mark Mallinger
Lauren Antonoff & Ken Treiger
Deb Arnold
Frank & Paula Aronson
Jamie Ashe & Marc Fitelson
Sasha Astrakhan & Leigh Ann Johnson
Carol Averbuch
Aaron & Joelle Averbuch
Maralyn & Steven Averbuch
Ravit Aviram & Russell O’Connor
Paul & Tamar Azous
Atar Baer & Angela Wilson
Judit Bak & Hannes Uchtenhagen
Deborah Barlett
Jim Basinski & Michal Inspektor
Vicky Beer & Jeffrey Sprung
Howard & Lynn Behar
Hilary Benson & Asaph Glosser
Tamar Benzikry Stern
Kathryn Bern & Judith Mentzer
Elias Kass
David Kanowitz
Kenneth & Cheryl (z”l) Kamm
Brian Judd & Michael Taylor-Judd
The Joshua Venture Group
Aimee & Wil Johnson
Jewish Federation of Greater Seattle
Mark Igra & Nancy Simon
Chad Hueter & Meghan Pinch
Diane Hostetler
Nell Hoffman
Natasha Freidus & Andrew Top
Joel Gendelman & Melissa Heaton
Marlene Gendelman
Elliot & Frances Gerson
Rachel Gerson & Brett Hanscom
Sophie-Shifra K Gold
Naomi Goldenson
Suzanne Goren
Eleanor Hamburger
Oren Hayon
Joshua & Renee Herst
Andrew Hess & Julie Katz
Stuart Hirschfeld & Dahlia Kupfer
Jonah Hister & Aviva Kamm
Sprout Hochberg
Nell Hoffman
Diane Hostetler
Chad Hueter & Meghan Pinch
Mark Igra & Nancy Simon
Linda & Steve Lewis
David & Lauren Lindheimer
Joshua & Laura Lipsky
Daniel & Martina Martin
Oren Massey
Tanya Mertel
Joel Migdal
Kollin Min & Katja Shaye
Joseph Mintz
Marilyn Rand
Howard & Rina Pianko
Ira & Robin Pianko
Lisa Podell
John & Stephanie Policar
Lisa & Scott Porad
Robert Porad
Ed Pottharst & Elizabeth Ralston
Elizabeth & Steve Rosenman
Alyson Roush
Helene Russell
Maye & Herman (z”l) Sarkowsky
Paul & Robin Schachter
Ivan & Naomi Schneider
Melodie Schneider
Carrie Schnell
Adam & Jennifer Schoenfeld
Eric & Jane Seibel
Jonathan Shapiro
Ricky Schechtel
Leslie Silverman
Barbara & Jerome Sitner
Lori Smith
Laurie & Lew Soloway
Roxanne Spiegel
Robert Spitzer
Frank & Lauren Spokane
Talia Stein
Nancy Sternoff
Susan Tanner
Heather Tick
Noah Tratt
Jon & Rachel Turow
Anthony & Lynn Wartnik
Alberta Weinberg
Aaron Witz
Charlotte Wollheim
Howard & Julie Wolosky
Don Zimmer
Julie Zunker
PURPOSE STATEMENT

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

KAVANA PARTNERS ASPIRE TO:

• apply intentionality (kavana) to our choices

• be producers, not consumers, of Judaism by using a cooperative model

• create more and deeper connections within our community

• welcome and engage individuals and families from all backgrounds in a variety of ways

• foster a spirit of innovation in our programming and services to better achieve our personal and collective aspirations

EXECUTIVE DIRECTOR

Rabbi Rachel Nussbaum

BOARD MEMBERS

Julie Burg • Marc Cohen • Melissa Heaton • Julie Katz
John Policar • Scott Porad • David Pressman