

A woman is seen from behind, holding the Israeli flag. The flag's stripes and the Star of David are visible. The image is overlaid with a semi-transparent blue circular graphic consisting of concentric rings and a central Star of David. The background is a bright, hazy outdoor scene.

Strategic Visioning Plan Executive Summary 2026 and Beyond...



The Role of Federation

The Federation is seen as empowering others to operate services and programs, and as a facilitator and capacity builder.



ADVOCATOR

Provides proactive leadership on key issues, builds process and solutions to solve community challenges and leads during crises



COMMUNITY BUILDER

Offers experiences and opportunities that build and strengthen the community



CONVENOR

Brings organizations together and builds collaboration between agencies and individuals



LEADERSHIP BUILDER

Develops lay and professional leadership



FINANCIAL RESOURCES & CAPACITY BUILDER

Raises funds to support community organizations, programs, services, and activities



COMMUNICATOR

Informs and inspires the community through effective and ongoing communications

Our Community Impact Priorities

1

Expanding Jewish Life, Learning & Leadership

We connect, engage, and enrich all Jews through activities, experiences, and learning.

We are committed to weaving Jewish education into the fabric of our community.

We amplify the work of and promote collaboration between our agencies, partners, and programs.

2

Caring for Jewish Delaware

We assist our vulnerable members of the community through acts of lovingkindness.

We are committed to supporting our beneficiary agencies and direct service providers.

We ensure every Jew in our community lives with dignity.

3

Combating Antisemitism and Securing our Community

We educate, advocate, and build a more civil and just society locally and abroad.

We build and strengthen the intelligence and infrastructure necessary to ensure a safe and secure Jewish community.

4

Connection to Israel and Global Jewry

We advocate and develop connections to Israel and the Jewish people around the world.

5

Preserving our Legacy

We celebrate and honor our rich heritage and collective history by promoting Jewish wisdom, cultural arts, history, communal celebrations, and memorials.

A Note from Leadership

In the fall of 2025, the Jewish Federation of Delaware embarked on a strategic visioning process aimed at developing a plan to direct the Federation's resources and priorities for the coming year and beyond. Leveraging the *2022 Jewish Community Study of Delaware & the Brandywine Valley* and our *2024 Strategic Planning Task Force Final Report*, a Strategic Visioning Task Force was assembled with the primary objective to formulate key impact areas and a roadmap to guide our decision-making processes.

The strategic visioning process yielded new mission and vision statements, which reflect Federation's values and aspirations. Additionally, the process led to the development of critical takeaways regarding the role of the Federation and its guiding principles. The process culminated in defining five impact areas that will direct the Federation's plans into the future. The strategic visioning process was a comprehensive and inclusive effort that engaged a wide variety of stakeholders and provided critical insights into the needs and priorities of the Federation.

The resulting plan outlines priorities for the Federation's future, providing a clear direction for our efforts and ensuring that we remain focused on our vision of building a vibrant, engaged, connected, and secure Jewish Community throughout Delaware and the Brandywine Valley.

This process would not have been possible without the oversight of our consultant, Jenna Corman Mandel, coupled with the leadership of the Federation's Board of Directors, and the assistance of the Federation staff.

We are grateful for the invaluable support of The Mandel Foundation, whose generosity has made this strategic visioning process a reality.

We Grow Stronger TOGETHER As One.



Seth J. Katzen

Seth J. Katzen
President & Chief Executive Officer



Mitchell H. Steinberg

Mitchell H. Steinberg
Board Chair

Strategic Visioning Task Force

Jack Blumenfeld, Co-Chair
Jennifer Goldstein, Co-Chair
Paige Alderson-Smith
Wendy Berger
Sam Kaplan
Richard A. Levine
Caryl Marcus-Stape
Leslie Newman
Robin Kauffman Saran
Bryan Schwartz
Michelle Silberglied
Rabbi Jeremy Winaker

Mission

To preserve and strengthen our local and global Jewish community through philanthropic, volunteer, and professional leadership.

Vision

A thriving, compassionate, and united Jewish community where every person feels connected, supported, and inspired to shape a strong Jewish future.

Values

Beliefs and guiding principles that drive our decision-making and actions as an organization.

- Kehillah – Building Community**
- Tzedakah – Caring for People in Need**
- Tikkun Olam – Repairing the World**
- Tzedek – Acting with Moral Integrity**

The Process



Immerse

Input from Internal/
External Audit
& Interview Stakeholders



Assess

Analyze Findings,
Data & Themes



Strategize

Develop Strategic
Recommendations
& Implementation Plans



Deliver

Prepare & Present
Deliverables

Thank You to Our Community

We are deeply grateful to our growing network of supporters who bring the Federation's work to life through our local beneficiary agencies, supported organizations, and international partners. Your dedication has enabled us to inspire Jewish life from one generation to the next for more than 90 years — and counting.

Thanks to your unwavering support, Federation builds a more safe and welcoming community where every Jew belongs, and where we celebrate Jewish values and traditions while continuing to reimagine Jewish life in meaningful ways.

Thank you for being an essential part of this journey. Together, Federation Protects, Preserves, Promotes, and Enhances Jewish Life throughout Delaware and the Brandywine Valley, in Israel, and around the world...

The Federation
**PROTECTS
PRESERVES
PROMOTES
& ENHANCES
Jewish Life**

TOGETHER
As One

