



Strategic Visioning Plan 2026 and Beyond...



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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.

With gratitude,



A handwritten signature in blue ink that reads "Seth J. Katzen".

Seth J. Katzen
President & Chief Executive Officer



A handwritten signature in blue ink that reads "Mitchell H. Steinberg".

Mitchell H. Steinberg
Board Chair

Thank you to our Leadership...

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

2025-2026 Officers & Board of Directors

Mitchell H. Steinberg | Chair of the Board
Jennifer Goldstein | Vice Chair
Josh Schoenberg | Vice Chair
Yoav Tal | Vice Chair
Jordon Rosen | Treasurer
Michelle Silberglied | Secretary
David Forman | Assistant Treasurer
Wendy Berger | Assistant Secretary
Caryl Marcus-Stape | Immediate Past Board Chair
Robert Aerenson
Paige Alderson-Smith
David Driban
Arlene Johnson
Sam Kaplan
Pamela Meissler
Elisa Morris
Beth Moskow-Schnoll
Bryan Schwartz
Ehyal Shweiki
Joel Simon
Mark Wagman
Ned Weinberger
Rabbi Jeremy Winaker

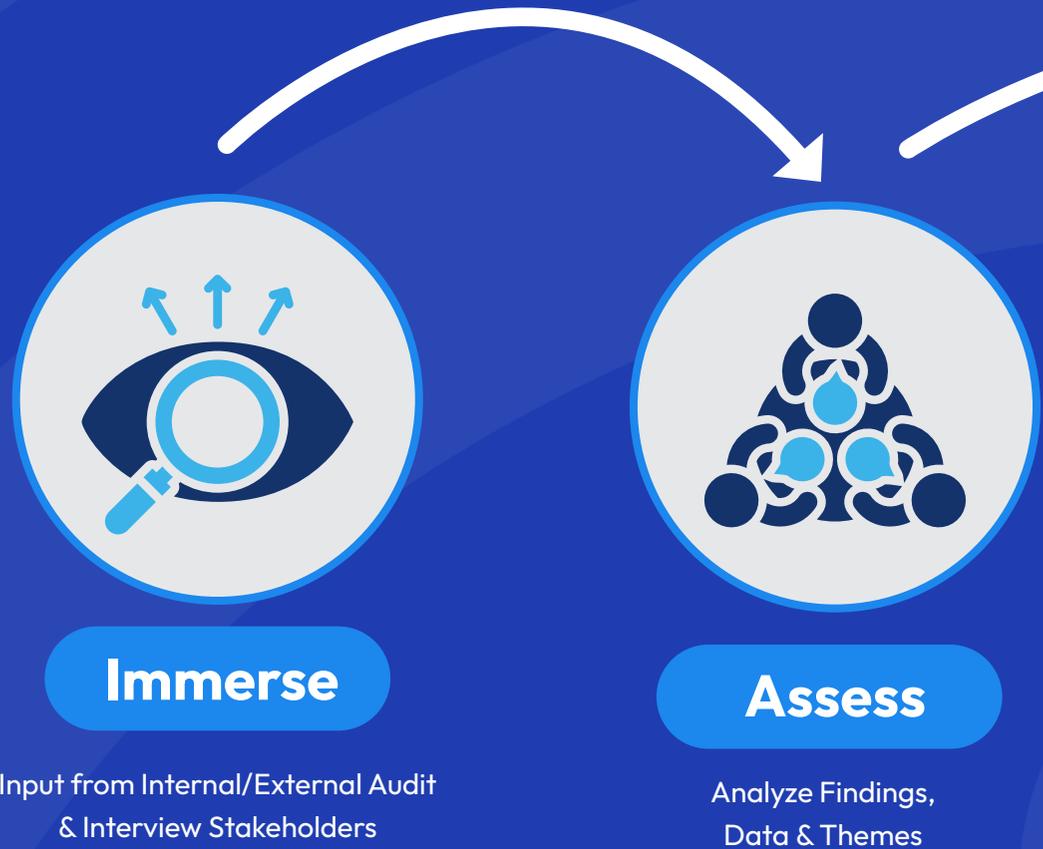
Living Past-Presidents/Board Chairs

Caryl Marcus-Stape | 2023-2025*
Russ Silberglied | 2021-2023 *
Richard A. Levine | 2019-2021*
William Wagner | 2017-2019
Connie Sugarman | 2015-2017
Jack Blumenfeld | 2013-2015
Robin Kauffman Saran | 2011-2013
Glenn Engelmann | 2009-2011
Suzanne Barton Grant | 2007-2009
Robert Pincus | 2005-2007
Barry Kayne | 2002-2005
John Elzufon | 2000-2002
Barbara Schoenberg | 1998-2000
Leslie Newman | 1996-1998
Toni Young | 1993-1996
Steven Dombchik | 1991-1993
William Topkis | 1989-1991
Stephen Herrmann | 1987-1989
Marty Mand | 1985-1987
Paul Fine | 1981-1983

*Board Chair



The Process





Strategize

Develop Strategic Recommendations
& Implementation Plans



Deliver

Prepare & Present
Deliverables

Our Mission

Old

To mobilize the Jewish Community to address issues, meet needs and build an agenda for the future.

New

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

Our Vision

Old

To bring Jewish people together into a community coalition, grounded in Jewish teaching and heritage, to strengthen the State of Israel, the Global Jewish Family and Local Organizations in order to further the survival of the Jewish people.

New

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

Our Values

The 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



Stakeholder Conversations

- Major Donors
- Current Leadership (Board Members)
- Past Presidents
- Downstate Residents & Leadership
- Rabbis & Synagogue Presidents
- Agency Partners (Chairs & Professional Leadership)
- National Young Leadership Cabinet Members
- Women's Philanthropy

Key Insights

- Pride in a small, strong, and caring Jewish community
- Generational transition and leadership renewal required
- Need for strategic discipline in philanthropy and programs
- Expand statewide reach: Sussex, Dover, Middletown
- Balance Jewish identity with broader bridge-building
- Strong foundation - optimism and momentum for renewal



This is a defining moment

#GeneralAssembly

This is a defining moment



Role of the 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 processes and solutions to address community challenges and leads during crises



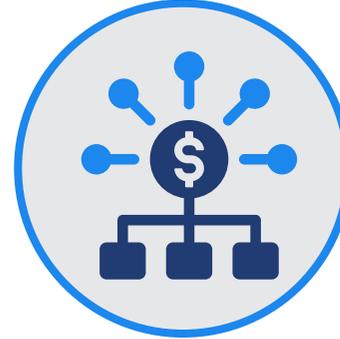
LEADERSHIP BUILDER

Develops lay and professional leadership and pipeline



COMMUNITY BUILDER

Offers experiences and opportunities that build and strengthen the community



FINANCIAL RESOURCES & CAPACITY BUILDER

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



CONVENOR

Brings organizations together and builds collaboration between agencies and individuals



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 Jewish 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. We support Israel's right to exist as a democratic Jewish State and to defend itself.

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.

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.

Actionable Implementation Plans

- Launch the Grant Center initiative to support lifelong learning and leadership
- Coordinate signature events that engage, educate, and inspire
- Co-sponsor **One Book, One Community** annual program
- Expand downstate presence:
 - Open satellite office with physical location
 - Schedule quarterly programs
 - Co-sponsor select Seaside Jewish Community events/programs
 - Annual allocation for collaborative programming
 - Continue support for Rehoboth Beach Jewish Film Festival sponsorship
 - Federation presence at key events (Havdalah at the Beach, etc.)
 - Federation Summer Shabbaton at Seaside Jewish Community
- Investigate the creation of an annual CLAL leadership development program

Success Measure(s)

- Downstate engagement
- Increase in overall engagement
 - First time
 - Repeat



2

Caring for Our Jewish Community

**We assist our vulnerable members of our (the) community through acts of lovingkindness.
We are committed to supporting our beneficiary agencies and direct service providers.
We ensure that every Jew in our community lives with dignity.**

Actionable Implementation Plans

- Launch the *Newish & Jewish* initiative to welcome newcomers
- Leverage input from our Beneficiary Agencies to address current community needs
- Assess Emergency/Critical Needs Fund
- Federation convenes, coordinates, and provides funding to ensure that every individual and family has access to essential services, especially in moments of vulnerability or crisis.

Success Measure(s)

- Federation President & CEO to schedule monthly check-ins with our Beneficiary Agency CEOs
- Allocations Committee Agency Assessments
- New Connections Made (social media, website, Jewish Living Delaware and IRL)
- Feature *Newish + Jewish* at outreach community events



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 security intelligence and infrastructure necessary to ensure a safe and secure Jewish community.

Actionable Implementation Plans

- Coordinate quarterly JCRC programs with regional partners – ADL/Philadelphia, AJC/Philadelphia, FIDF/Mid-Atlantic, AFMDA, A4BGU
- Provide ongoing security training opportunities for the greater (interfaith) community including *Stop the Bleed* and *Situational Awareness* training
- Develop an *Allies Against Antisemitism* interfaith initiative with co-chairs and active committee for programming
- Coordinate a Lox & Legislators Day in Dover
- Build JFED Security intelligence and infrastructure efforts with a Regional Threat Center (RTC) expanding coverage from Delaware to New York
- Launch ONE MITZVAH A DAY (one action each workday) to combat antisemitism through gratitude
- Support Jewish Federations of North America's *Community Mapping* initiative

Success Measure(s)

- Agencies/synagogues supported through JFED Security
- Participation in ongoing training and programs
- Community Security Campaign
 - \$2M goal - \$350K raised to date
 - 2-year fundraising period payable over five years through individual giving and grant opportunities



4

Connection to Israel and Global Jewry

We advocate for, and develop stronger connections with, Israel and global Jewish peoplehood. We support Israel's right to exist as a democratic Jewish State and to defend itself.

Actionable Implementation Plans

- Coordinate a **Federation Mission to Israel** in Fall 2026 or early 2027
- Enhance our new **P2G Partnership** with Mitzpe Ramon
- Continue Shlichut Young Emissary program - hire new emissary through JAFI
- Rejuvenate the Israel & Overseas Committee with new Chair and members
- Provide timely updates through JFNA Israel Office and support national **Rebuild Israel** initiative
- Host two IDF soldiers through the Jewish Agency's "Soldiers in Uniform" program
- Schedule program with Consulate General of Israel in New York
- Develop **Week of Hope** programming during Yom HaZikaron and Yom HaAtzmaut

Success Measure(s)

- # of participants on Federation mission to Israel
- # of program participants and engagement analytics
- Rejuvenation of the Israel & Overseas Committee with new Chair and members
- Shlichut engagement, touchpoints on community segments
- Partnership2Gether - convey partnership and what we do to the broader community

...with life in Wilmington
you grow up?



...Professional Society of
...offering guidance on these
...to a career or use that GP
...with you.

CAR WASH TO
...YOUR NAME!

Camp



5

Preserving our Legacy

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

Actionable Implementation Plans

- Leverage Jewish Living Delaware monthly magazine as our primary communication vehicle - augmented by ShalomDelaware.org, JewishLivingDelaware.org and *Federation News & Notes* weekly email.
- Support DERECH's "Jewish Life & Learning Series" coordinated by DERECH (Rabbis and Cantors) and the Siegel JCC
- Coordinate *Federation Shabbat* at rotating synagogue every January
- Support Holocaust Education Committee's programming that includes- Kristallnacht, International Holocaust Remembrance Day, and Yom HaShoah
- Continue building PJ Library Program (6mo-8.5yo), PJ Our Way (9-12yo)
- Plan Joint Programming with Jewish Historical Society of Delaware
- Bring Jewish artists to perform in Delaware (Nefesh Mountain, Distant Cousins)
- Coordinate monthly Young Adult Division (YAD) engagement programs
- Promote JCC holiday programming

Success Measure(s)

- Establish community impact funding and process
- Grow PJ Library program
 - Expand downstate the number of PJ and PJ Our Way subscriptions
- Help promote and educate the community resources available



PJ Library

Yuvi's Candy Tree

Lesley Simpson
Illustrations by
Janice Lee Porter

Life gets better when we Get Together.

This spring PJ Library wants to help you get together with other parents, families, and neighbors around the neighborhood. We have resources, hearing aids, and much more. Plus we'll even reimburse your expenses up to \$100!

For details and to apply, visit the pjlibrary.org/gettogether website.



Samantha Grundy
Outreach Director

PJ Library

The Midnight M... H...

BOOKS ARE FOR PARENTS TOO!

PJ Library founder Harold Grimspoon wants to send parents a gift: Rabbi Irving Greenberg's inspiring new book, *The Struggle of Life*.

Use this QR code to get in the book before July 15, 2025. To learn more, visit pjlibrary.org/tule.



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words by
RUTH HOBBS

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



FREE THE
HOSTAGES

312
WE STAND WITH ISRAEL

312
WE STAND WITH ISRAEL

1302

We stand with...
Equality | Humanity | Peace
Inclusion | Love | Israel

 Jewish Federation
of Delaware

ShalomDelaware.com



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