High Holy Day Scenario Planning Resource
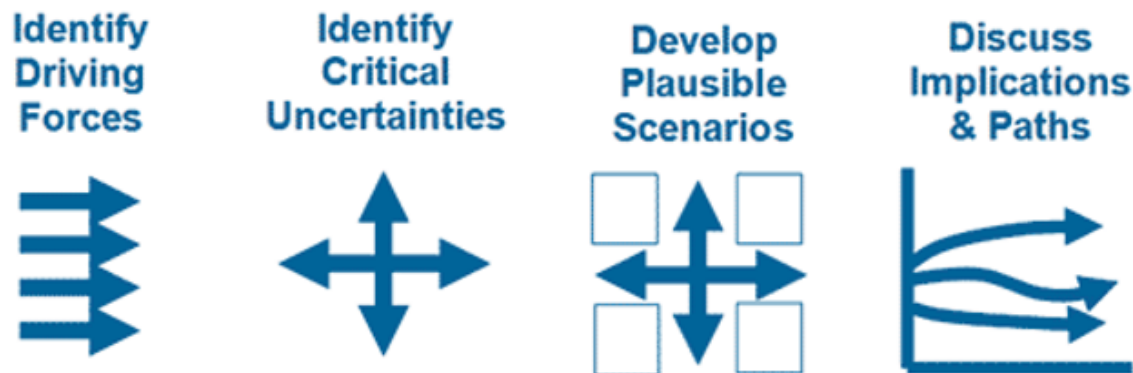## The Quadrant Method

Purpose of Scenario Planning:

This process cuts through the concerns of not knowing how uncontrollable factors will play out and allows you to see, based on different variables, how the outcome changes depending upon what actually happens. This removes the debate of which scenario will actually play out since there are no real answers in the short term. For more information on scenario planning we recommend watching the URJ Guide to Budget Scenario Planning.

Preparation for Using this Tool:

- Determine the various stakeholders you should bring together to work on these scenarios. Think broadly about who might be helpful in thinking through the different variables.

- We recommend you evaluate what is happening in your congregation, your congregants' lives, and your local communities.

Steps:

Identify Driving Forces   Identify Critical Uncertainties   Develop Plausible Scenarios   Discuss Implications & Paths

Questions to assist in the development of each of the scenarios:

Sacred Partners and Stakeholders: Who are your sacred partners in this? Who else needs to be involved? Who are the potential stakeholders?

Driving forces: Choose at most two driving forces that you cannot control. In the case of High Holy Days 5781, the state of the economy (mild recession or deep recession) and legal 100 person re-open date (before or after September 1) might be two of the most important variables, but there are others.

Timeline: What are the major milestones or decision dates for High Holy Days this year? For example, how many days prior to Rosh Hashanah do you need to make a decision in order to be able to execute against each scenario?

Financial Factors: Are there income or expenses connected to High Holy Days? If yes, what are those expenses? How will they change based on each of the driving forces?

Logistics: What are the special logistical considerations of each scenario outcome? Are any so difficult that they make the scenario too difficult or otherwise not worth executing against?

Skills or resources: Are particular skills or resources needed depending which outcome happens? For example, do you need more volunteers trained to lead small group discussions over zoom? Is their technology that will be needed if High Holy days will have to be completely virtual? How will music be affected?

Impact: Who will be affected? (e.g.: the entire congregation, youth, seniors, clergy, professional and support staff) How?
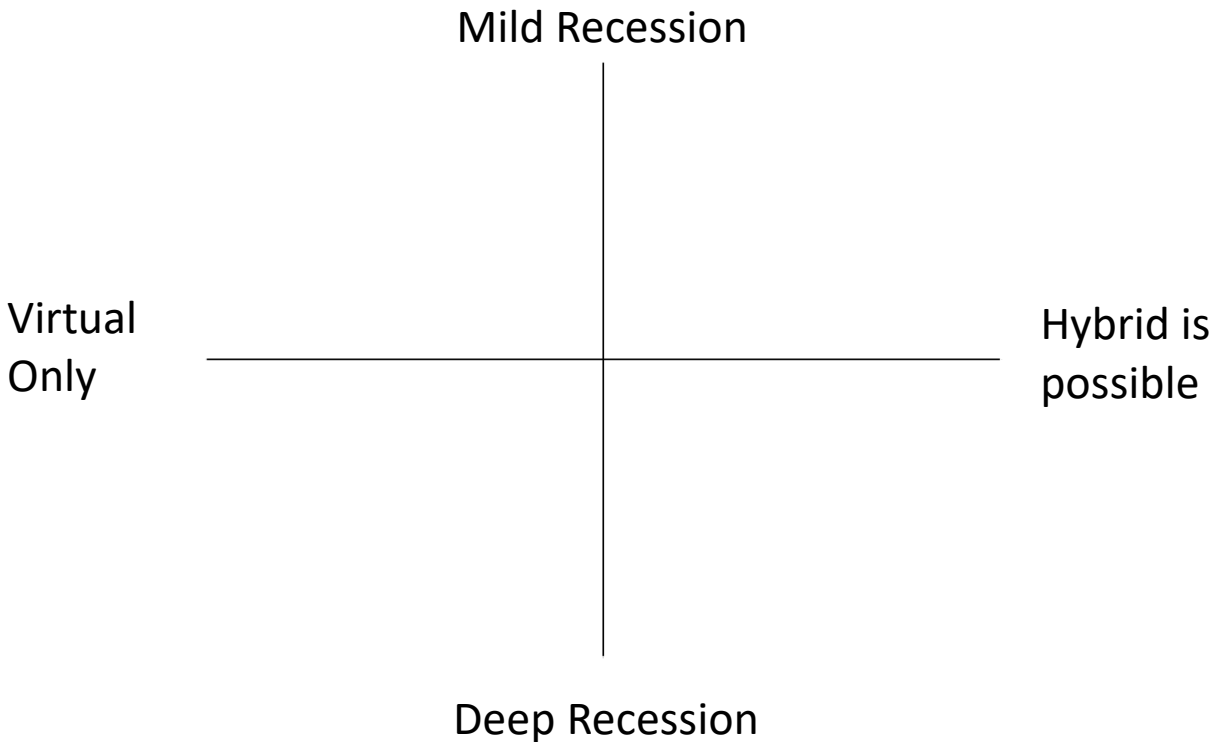
Location: Where is event/situation/program being held? What options do you have, if any?

Communication: What types of communication are available to us? What are the best ways to communicate to those impacted? What is the messaging we will need to create? Who can help serve as ambassadors?

Obstacles: What are the barriers/obstacles to making this happen? If we can overcome them, what will we need to do or have? Does everyone impacted have the resources and capabilities to participate?

Opportunities: What might we gain from the event/situation/program? How might we leverage this opportunity for our congregation? How will this allow us to experiment?

For each quadrant in the chart below begin to describe what would happen to High Holy Days. Make sure to consider the answers to the questions above for each scenario.

<div align="center">

Mild Recession

Virtual
Only   Hybrid is
possible

Deep Recession

</div>

Once you have your scenarios are written, the following questions will help you to prepare for next steps.

1. What is in common among the plans for the scenario outcomes?

2. What can you start preparing or doing now which will positively impact all or most scenario outcomes?

3. What information should we be monitoring to help understand which outcome is more likely?

4. By what date do we need to decide about the various options that we have listed in our planning? Is there an advantage to making that decision sooner?

5. Are there actions we would have to take in the worst case scenario that are irreversible and we want to avoid for as long as possible until we know more?

6. Are there outcomes in the best case scenario that are wishful thinking and that we should stop planning for?