



Re-opening our Temples...

...Be Safe... Not Sorry

GBC
STRATEGIC
PLANNING



STRATEGIC PLANNING SUPPORT (SPS)

a unit of the GBC Strategic Planning Team

Introduction

The global pandemic has resulted in a widespread shutdown of social and economic activities across continents over the last three months. Restarting economies and saving lives are the most pressing challenge for Governments globally.

While the Governments are at work ISKCON should find an appropriate middle ground between a long, broad lockdown, a path between one that damages its economy and a reopening that is too soon and too fast. Opening too quickly will potentially expose our communities to health hazards and may invoke repeat shutdowns. With no precedents for guidance, ISKCON leadership should create their own roadmaps that will guide their actions over the next critical months.

These roadmaps should be flexible as the journey is likely to be uncertain. Consequently, one should develop an adaptive strategy for reopening, allowing for adjustments, as unforeseen events unfold and new information emerges.

Such a strategy ideally will have three core components:

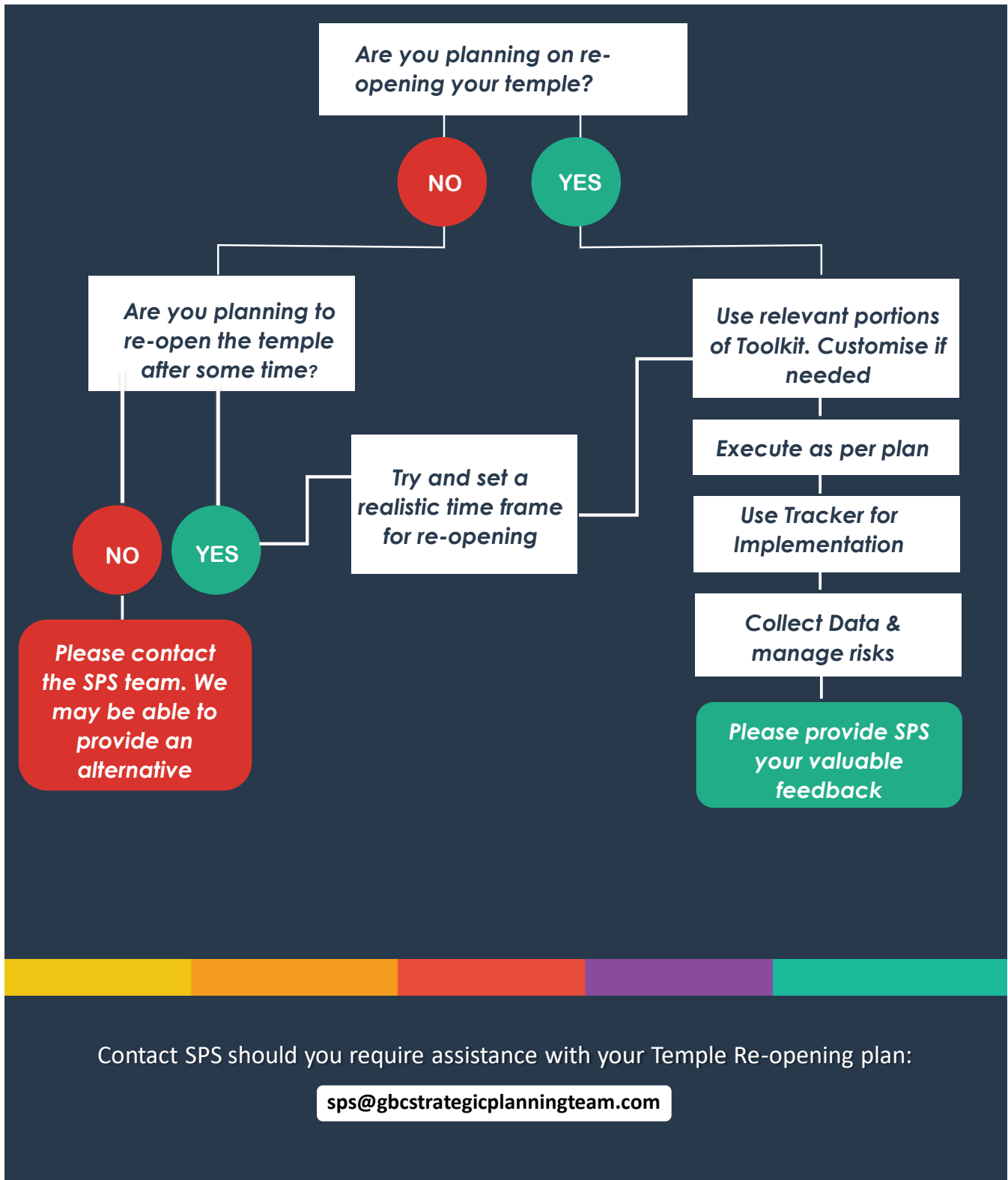
- Identify the relevant factors, such as health, safety and public readiness, to determine when to re-open temples and other service activities.
- Detail how to reopen based on best practices in accordance with regulations and guidelines from the local authority.
- Manage the uncertain schedule of the staged re-opening of the temple according to prevailing conditions.

The Strategic Planning Support (SPS), a unit of the GBC Strategic Planning Team, is providing a resource to help ISKCON temple leaders in their efforts to re-open their temples. The team recognises that our temples vary globally, and a standardised solution will not work. Therefore what is being presented is a high-level guideline, which may apply to most temples with adequate scope for local customisations.

The SPS team is available for consultation and support for any ISKCON temple and may be contacted at: sps@gbcstrategicplanningteam.com

Re-opening our Temples

ISKCON's Strategic Planning Support (SPS) has developed an extensive guideline that reflects many best practices to enable you, the temple leader, to better plan and execute your re-opening strategy.



COVID-19 Tool:
**A generic Tool for decision making in
pursuit of re-opening of ISKCON Centres**



A bird's eye-view of
recommendations to help you to
re-open your temple
& keep it open!



Recommendations

- ✓ A **conservative approach** – it may be prudent to defer some activities.
- ✓ Stringent adherence to **safety standards** – including sanitization, use of masks, thermal temperature checks, etc. Build a Standards Document of your own for it.
- ✓ Local regulations and compliances should be **strictly followed**.
- ✓ A **planned and structured** approach, considering the “new normal”, and how it would impact you.
- ✓ **Training and awareness** for all resident devotees, and, if possible, for the congregation.
- ✓ Follow a regimen of **FORMAL** reviews.



Using the COVID-19 tool

Consider it as your checklist...



Some aspects covered are:

- Crisis Management;
- General Management;
- Financial Aspects;
- Health & Safety Aspects
- On-line preaching;
- Care of Resident Devotees;
- Devotee Care;
- Critical Areas like Deity Worship, Sadhana, etc;
- Restaurants, Guest Houses, Gift Shops etc
- Tracker for controlling planned activities



Steps on how to use the COVID-19 tool.

1

Identify the **circumstances** which leads to the **objectives** as described in the Tool

2

Determine the **alert level** and select the suggestions / your decisions

3

Customize and prioritize the **30 operational aspects** as per your needs

4

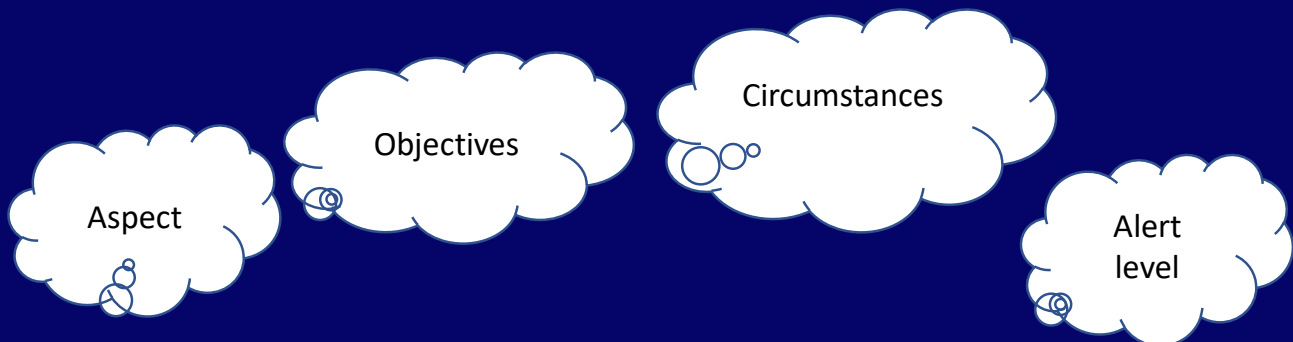
Consider **SPS recommendations** and feel free to clarify with us on sps@strategicplanningteam.com

5

Take **Action, Communicate** often and be prepared to change with the **circumstances**

6

Use the **Tracker Tool** to track implementation progress



Three step Approach:		SURVIVAL		TRANSITION		TRANSFORM
Hypothetical Alert level:		ALERT LEVEL 5	ALERT LEVEL 4	ALERT LEVEL 3	ALERT LEVEL 2	ALERT LEVEL 1
Objectives:	Drastic measures to contain the spread of the virus and save lives.	Extreme precautions to limit community transmission and outbreaks while allowing essential activities to resume.	Extreme precautions to limit community transmission and outbreaks while allowing essential and selected service areas to resume.	Physical distancing and restrictions on public programs and temple social activities to prevent a resurgence of the virus.	Most normal activity can resume with precautions and health guidelines followed at all times. Devotees are prepared for an increase in alert levels if necessary.	Recommendations
Circumstances:	Widespread disease and rising fatalities. Temple or centres have positive cases.	Spread and fatalities are controlled with increased capacity for testing and treatment. The curve is flattening with a possibility of a second peak.			Vaccine is readily available locally and trend of the curve is flattened. Global relaxation of social distancing.	



COVID-19 Tool: A generic Tool for decision making in pursuit of re-opening of ISKCON Centres (v1.0)



Purpose of the Tool:	This tool sets out areas of consideration and outlines the approach and principles that will guide us as we make decisions about transitioning out of the current lockdown arrangements. In common with institutions across the world, we should also plan for a managed transition in a manner that would prevent a further lockdown in future.
How to use the tool:	The 3-step approach is an overview of how to approach the pandemic (Survival, Transition and Transform). The next aspect is the hypothetical alert level (1-5) that one may deem one's centre is at in the context of government enforced alert level objectives . The circumstances may inform this alert level in varying degrees to which your centre may also subscribe to. The 30 aspects of the guide that follow is a suggestion on possible decisions about when to start easing the restrictions and what practices to maintain or change for the future.

Three step Approach:	Survival	Transition				Transform
Hypothetical Alert Level:	Alert Level 5	Alert Level 4	Alert Level 3	Alert Level 2	Alert Level 1	Post Covid 19
Objectives:	Drastic measures to contain the spread of the virus and save lives.	Extreme precautions to limit community transmission and outbreaks while allowing essential activities to resume.	Extreme precautions to limit community transmission and outbreaks while allowing essential and selected service areas to resume	Physical distancing and restrictions on public programs and temple social activities to prevent a resurgence of the virus.	Most normal activity can resume with precautions and health guidelines followed at all times. Devotees are prepared for an increase in alert levels if necessary.	Recommendations
Circumstances:	Widespread disease and rising fatalities. Temple or centres have positive cases.	Control of spread and fatalities with increased capacity for testing and treatment. The curve is flattened with a possibility of a second peak.			Vaccine available locally and trend of the curve is flattened. Global relaxation of social distancing.	

A generic Tool for decision making in pursuit of re-opening of ISKCON Centres							
Aspect	Hypothetical Alert Level:	Alert Level 5	Alert Level 4	Alert Level 3	Alert Level 2	Alert Level 1	Recommendation
1	Set up a Crisis Centre to support management.	To ease the burden of management a team of devotees are appointed to: Conduct research, Draft policy and conduct ongoing reviews. Manage crises but working with management as a disaster management service. Concerning the virus crisis handling- To serve as an authority for rulings and permissions. To be central to communication and decision making, reporting and acting in crisis through management.					Consult SPS specialists, websites and government sources on the crisis.
2	Communications	Centralise communications to work in unison with Management and the Crisis centre to communicate with internal and external stakeholders.					Align with Communications ministry and designated officers.
3	Access to Temple / Centre facilities by public and congregation	Comply with lockdown level as prescribed by government.			Open as prescribed by government and/ or ISKCON authority.		Comply with Safety, Health @ Environment (SHE) lockout procedures. Ensure contact tracing, and quarantine capabilities
4	Essential services working on-site and remotely	Employees on lockdown leave. Essential staff reside on site. Work done from home.		Only essential services to be allowed. Ensure screening and maximum precautions are implemented.	Ensure screening and maximum precautions are implemented.		Protect the health of those in service and the community. Re-evaluate responsibilities and Operational processes for future improvement.

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Aspect	Hypothetical Alert Level:	Alert Level 5	Alert Level 4	Alert Level 3	Alert Level 2	Alert Level 1	Recommendation
5	Security response	Security are trained and organised to secure people safety in the context of disease prevention. Security review meetings are held regularly to address the security plan and daily occurrences. Emergency security response when enacted is communicated to the nerve centre and management immediately.					Implement a security response plan and counter-measures for potential security breaches.
6	Public access control	Limit public access routes to the temple and reserve some for special purposes. Prior arrangements are made for visitors who are received at the entrance and escorted while on the property. Ensure screening and traceability register is completed. No visitors are allowed in the devotee residence.		Ensure screening and traceability register is completed. No visitors are allowed in the devotee residence.	Ensure screening and traceability register is completed. No visitors are allowed in the devotee residence.		Use a standard approved template for screening and traceability. Prominent signs and posters of liability disclaimer and/or completion of documentation should be implemented.
7	Devotee Care - Resident devotees	A daily Sadhana routine for devotee groups and individuals is established and reviewed regularly. Devotees follow a balanced diet, safe activity and service arrangements.					Implement the GBC authorised devotee care programme. Facilitate support for residence devotee's family needs (External).
8	Deity worship contingency	Follow Deity ministry protocols for optimal service within constraints		Re-organise to best deity service as resources are available, aligned with Deity ministry protocols.		Resource to mitigate risks. Use deity ministry guidelines.	

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							https://deityworship.com/worship.html
9	Deity worship	Utilise protocols as per Deity Worship Ministry for the appropriate behaviour and practice.					Comply with Deity ministry and SHE protocols.
10	Reduce risk of transmission: Temple room processes	The use of the bell in place of the conch. No distributing of the flower and water. Cleaning of microphones and instruments before and after use.					Comply with Deity ministry and SHE protocols.
11	Internal devotee health monitoring	Devotee screening, isolation, verification and re-integration. Positive cases demand immediate isolation in a quarantine area and referral to the health authority.					Ongoing health monitoring. Ensure quarantine capabilities.
12	Reduce risk of transmission: General	Social distancing and use of masks are mandatory for all devotees. Seating spacing to capacity for all gathering events and areas. Sanitising procedure and practice at all entrances. Record keeping of vital statistics and contact information.					Align with recommendations of the government. Ensure minimum emergency stock levels of masks and sanitisers.
13	Monitoring of deliveries of supplies	Deliveries and access to the temple by essential providers should be monitored and managed to minimise transmission risk to temple residents and any visitors.					Use of screening and/or traceability records.
14	Online programmes	Increase authorised online programs and classes should be conducted to nourish the community spiritually.					Emphasis is on Authorisation and Quality.

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15	Devotee Care Congregation	To continually scan and check that both non-distressed and distressed devotees needs are addressed and supported within resource constraints. To understand the mind-set of devotees. Ensure planned and authorised classes are held regularly.					Implement the GBC authorised devotee care programme.
16	Free prasadam distribution	Take up opportunity with intensive level of precautions and control. Regular medicals and declarations for all participants.					Safety first. Standard Operating Procedures (SOPs) should be developed. Training and ongoing Assessments should be performed.
17	Financial crisis contingency	Immediate assessment of financial impact of crisis on temple operations.			Develop a financial recovery plan detailing initiatives to raise and sustain funding.		Look at all funding sources, check costs and consider options for fund raising and sustainability through specific programmes.
18	Financial outreach	Create online facility and opportunity. More focus on relationships with all role-players					A new funding model should be investigated considering impact on all relationships (donors, business partners, etc). Web design and remote communication. Hone Marketing and Selling skills.

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Aspect	Hypothetical Alert Level:	Alert Level 5	Alert Level 4	Alert Level 3	Alert Level 2	Alert Level 1	Recommendation
19	Restaurants	Not allowed and in accordance with local authority. Conservative approach preferred.	Home delivery may be a model to follow.		Take-away, Drive-through and Home delivery.	Dining-in, Take-away, Drive-through and Home delivery.	Safety first. SOPs to be developed. Training and ongoing Assessments should be performed.
20	Book Distribution	Consider book clubs over online modes.			Resume the original methodology with a hybrid of online		Safety first. SOP to be developed. Training and ongoing Assessments should be performed.
21	Preaching	Resort to secured online outreach platforms.			Use of pamphlets and book tables for non-contact preaching.	Revert to previous methodology subject to local regulations.	Devotees to take cognisance of all safety standards.
22	Health and Safety	Sanitising, Temperature checks and use of face mask.					Safety first. SOPs to be developed. Training and ongoing Assessments should be performed.
23	Gift Shop	On-line model.			On-line model and controlled walk-in.		

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Aspect	Hypothetical Alert Level:	Alert Level 5	Alert Level 4	Alert Level 3	Alert Level 2	Alert Level 1	Recommendation
24	Guest houses	Not allowed and in accordance with local authority. Conservative approach preferred.		Resume controlled practice. Establish norms.			
25	Interaction of devotees with visitors	Not allowed and in accordance with local authority. Conservative approach preferred.	Controlled and screened access for essential work.	Controlled and screened access for essential work and core activity start-ups.		Controlled and screened access to extend to cultivation activities.	
26	Demarcated areas	Check marks and safe-distance warnings. Posters and Notices.					
27	House/Congregation programmes	Resort to secured online outreach platforms.			Establish practicalities for individual PPE, sanitizing, social distancing and so forth for all processes involved before embarking on this event.		Host to take cognisance of all safety standards.
28	Sunday Love feast						

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Aspect	Hypothetical Alert Level:	Alert Level 5	Alert Level 4	Alert Level 3	Alert Level 2	Alert Level 1	Recommendation
29	Festivals	On-line model. Deity services according to local ISKCON authority.	On-line for deity worship. Delivery of Maha Prasadam/gifts for sponsors.		On-line model and controlled walk-in.		Safety first. SOPs to be developed. Training and ongoing Assessments should be performed.
30	Harinams	Not allowed and in accordance with local authority. Conservative approach preferred.			Resume controlled practice. Establish norms.		

Contact the Strategic Planning Support unit at: sps@gbcstrategicplanningteam.com.
NOTE: All information shared with the SPS team will be treated with the utmost confidentiality.