



Sri Siva Vishnu Temple

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Sri Siva Vishnu Temple Operations Manual

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Minor Updates may be incorporated annually in the document without affecting the overall intent or operations of SSVT; subject to BoT approval.

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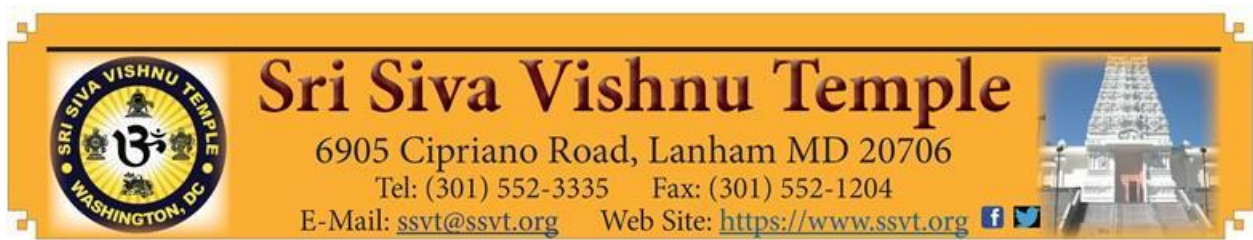
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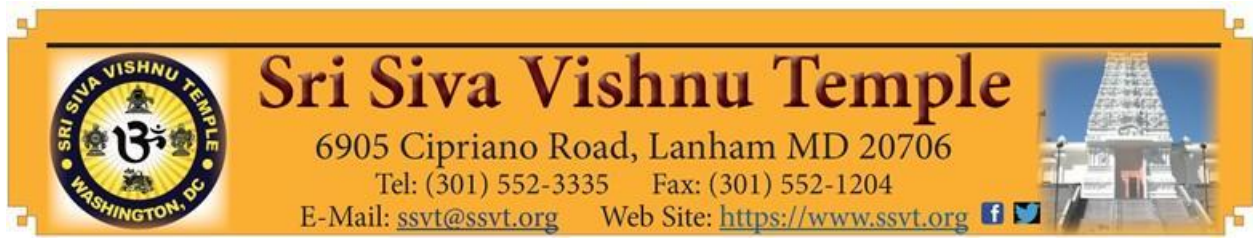


July 2014	Ratified by: <ul style="list-style-type: none">• BOT in July 2014• General Council in July 2014.
???	Original version adopted by General Council (edit as appropriate). Add more lines as needed

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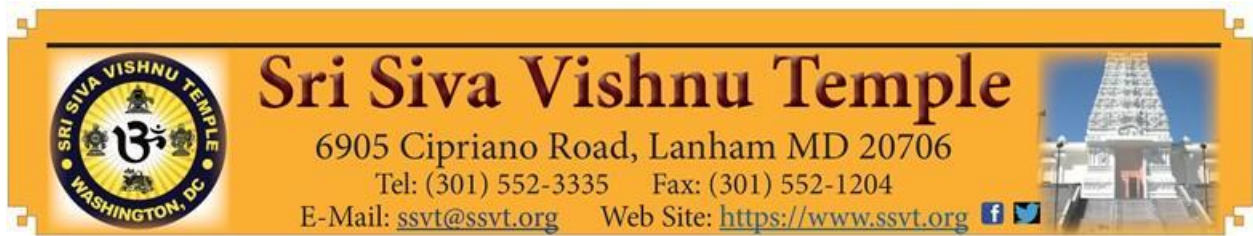
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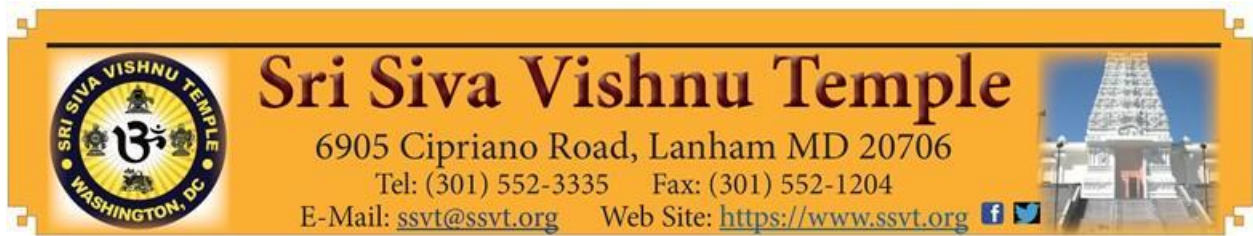
EXECUTIVE SUMMARY

The SSVT Bylaws (Section 8.1) require the Board of Trustees (BOT) to prepare and approve an Operations Manual that will serve as the guideline to manage the day-to-day operation of the Temple. This document benefits the BOT and also serves as a guide to all Operations Committee (OC) members/volunteers of the Temple. The Operations Manual provides an overview of the Temple governing structure, including the General Council (GC), Governance Board (GB) and the BOT. In particular, this document addresses the roles of the Board, Officers of the Board (Executive Committee - EC), Board established Task Forces, GB assigned Task Forces, as well as the Trustee Liaison serving as an intermediary between the BOT, Devotee Committee, and Operations Committee.

Further, this document describes the procedure for nomination & selection of new Trustees (see *Temple Bylaws Appendix*), selection of officers of the BOT (see *Temple Bylaws Appendix*), procedures for inducting new members to various operations committees and committee members roles including Committee coordinators.

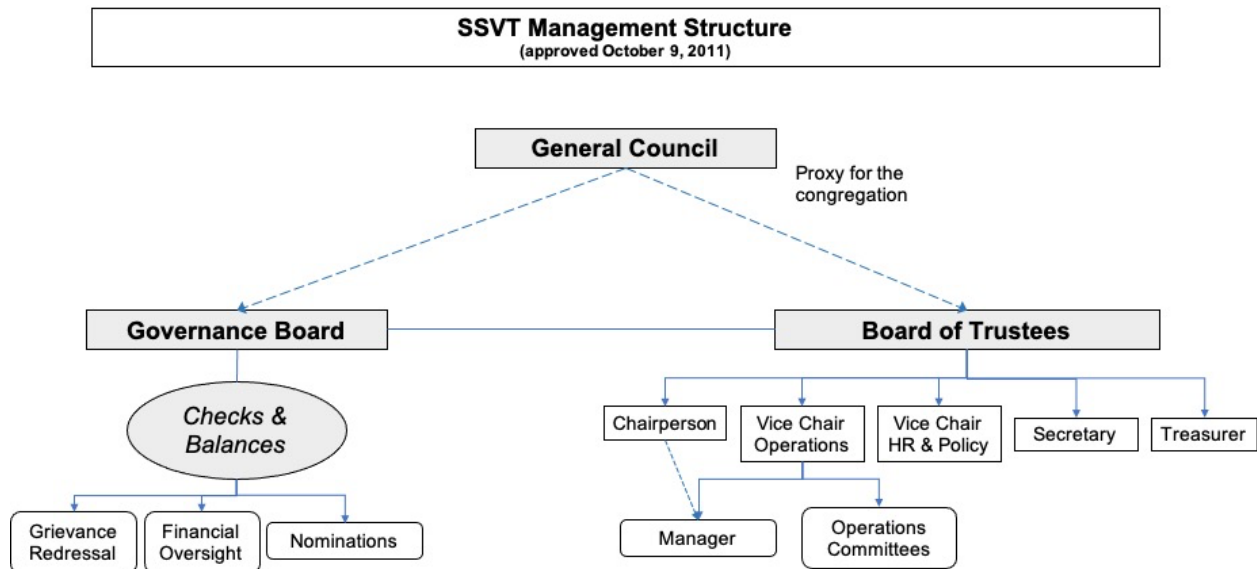
The Appendix lists various religious events, cultural events, and educational events. This section also covers other topics like emergency situations that the Temple may face and what to do when this happens, details of Ombudsperson Office and Duties, Conflict of Interest, Code of Conduct by Employees & Volunteers, Temple Credo, and details of three important task forces led by Vice Chair of Operations.

For reference, the link to the version approved in 2014, is available here - [SSVT Operations manual \(v 2014\)](#)



1. INTRODUCTION

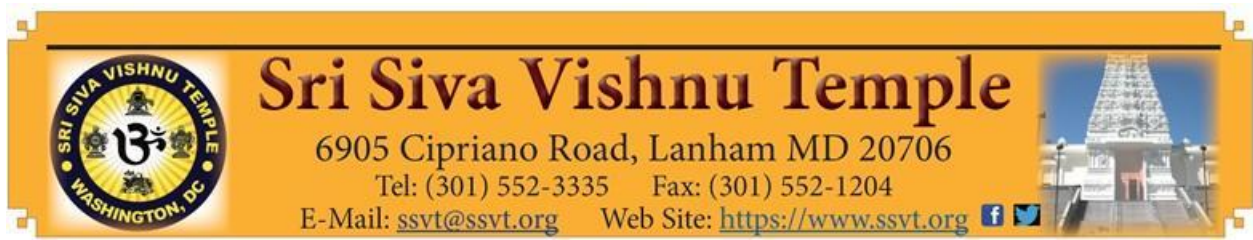
The constituting documents of Sri Siva Vishnu Temple (SSVT) Trust provide that the responsibility and authority for all decisions and all matters relating to the management of the Trust, properties and governance of the Temple are vested with the Board of Trustees (BOT), the General Council (GC), and the Governance Board (GB) as described in the Bylaws and supporting documents (see *Temple Bylaws Section 2*).



The BOT may establish appropriate Committees and task forces to delegate specific administrative functions and powers, consistent with the objectives stated in the Deed of Trust. This manual describes the following:

1. Various Committees and task forces that have been set up according to the Bylaws,
2. Responsibilities and interrelationships of Committees and task forces to give a clear picture of the working of the Temple to serve the congregation,
3. Organization and functioning of the committees and task forces and the decision-making process in the day-to-day operations of SSVT. and
4. Duties of trustees and officers of the BOT.

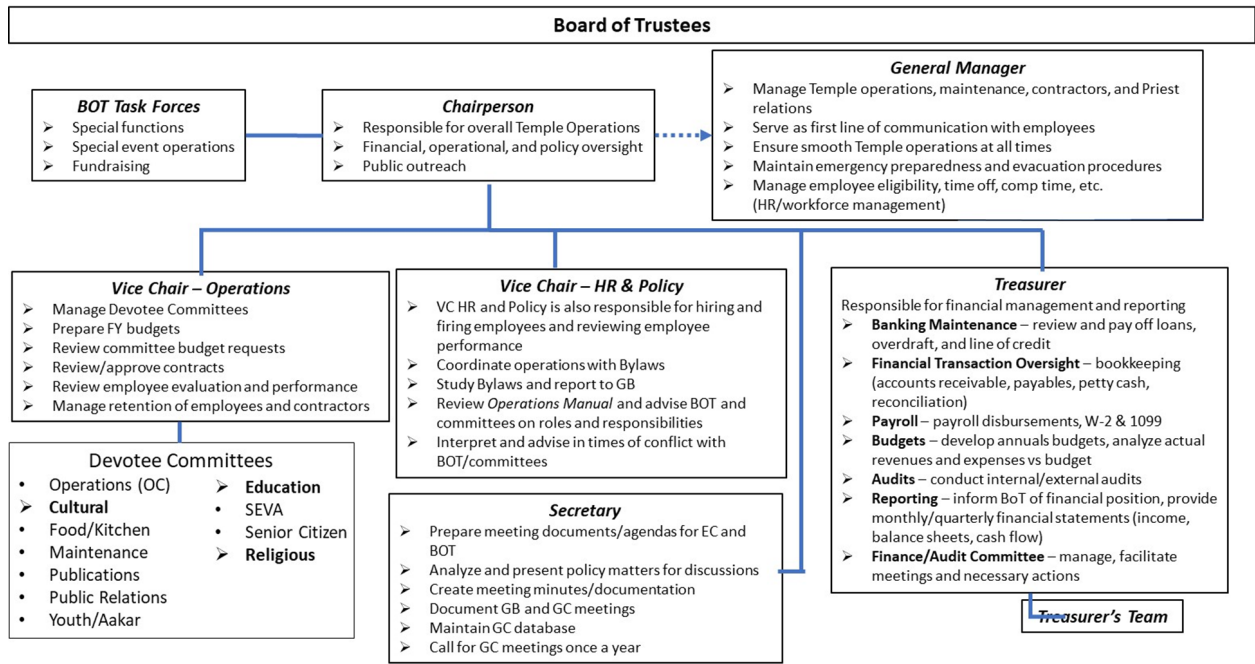
Management of the Temple is a complex and labor-intensive operation, because of its size, the growing number of services offered to a large congregation that has different needs, and the increasing importance of formal accountability in the decision-making. The incorporation of seventeen shrines as a result of the Ishta Devata concept adopted by SSVT presents special challenges. All this requires a large organization, which is mostly run by volunteers, and a small staff, a deliberate strategy adopted by the BOT.



2. BOARD OF TRUSTEES

The organizational structure of the BOT is presented in the figure shown below. Details are described further below. At least a minimum of 9 and a maximum of 17 members should be on the BOT. The number seventeen coincides with the number of Sannidhis (or Ishta Devatas) in the Temple as well as the number of Founding Trustees of SSVT.

Sri Siva Vishnu Temple – Organizational Structure



2.1 ROLE OF BOARD OF TRUSTEES

The Role of the SSVT Board of Trustees (BOT) is delineated in the temple Bylaws (see *Temple Bylaws Section 5*). The BOT has the responsibility and authority for final decisions on all matters. These include:

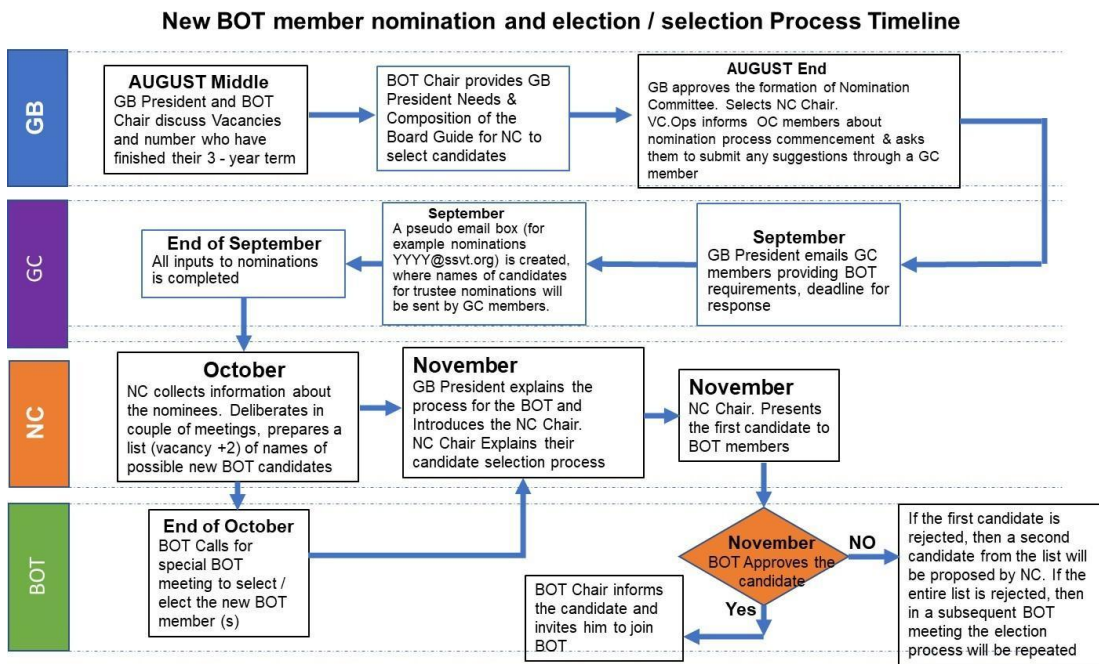
1. Function and establishment of Committees by the BOT (*Temple Bylaws Section 7*)
2. Creation and maintenance of the Procedures Manual, Policy Guide, and Operational Manual for the operations of the Temple (*Temple Bylaws Section 8*)
3. Conflict of Interest Policy: All board members should annually be required to read and attest to the Conflict-of-Interest Policy which is an addendum to the Operating Manual. This is just good governance and avoids perceptions of nepotism or other issues.

With respect to all committees and task forces established by the BOT, the Chairperson is an ex-officio member of every committee and task force.

2.2 TRUSTEE NOMINATION PROCESS (Mar 2021)

One of the main drivers in the nominations process (both from the perspective of the Nominations Committee and the BOT) is to, as far as possible, have unanimous acceptance from all members of the Nominations Committee as well as BOT members and to discourage any lobbying for the BOT vacancy.

A timeline describing this process is shown here

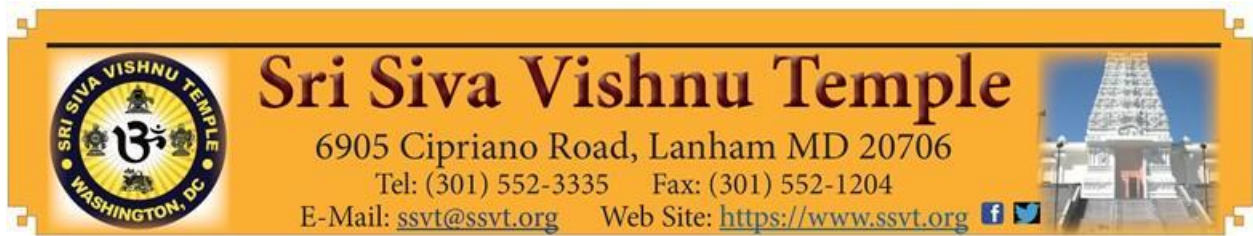


The details are given in the Bylaws (see *Temple Bylaws Appendix*) and Nominations Guidelines. The selection of a new member is based on the premise that selection will be unanimous or by 75% of BOT members, as described in the trustee nomination process.

2.3 SPENDING AUTHORITY GRANTED BY BOT

The spending authority granted below is to ensure that the Administrative Committees of the Temple have the necessary funds to ensure the smooth running of the organization.

1. The Executive Committee of the Board (Para 2.3 below) is authorized a discretionary spending limit of \$10,000.
2. The Vice Chair Operations is authorized an additional discretionary spending limit of \$2,000 per item.
3. The Operations Committee is authorized a discretionary spending limit of \$5,000 per item.

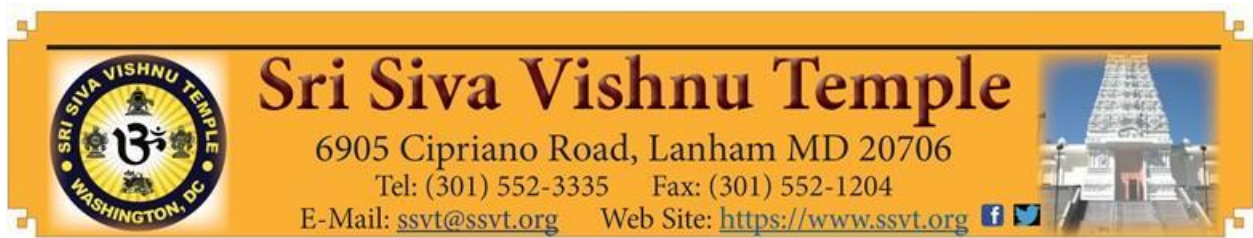


2.4 EXECUTIVE COMMITTEE OF THE BOARD

1. The Executive Committee of the Board (EC) is a standing subset of the BOT consisting of the following officers from the Board: Chairperson, Vice Chairperson for Operations (VC-Operations), Vice Chairperson for Human Resources & Policy (VC- HR & Policy), Treasurer, and Secretary.
2. The EC's specific responsibility is to study, in-depth, certain matters placed before the BOT and to make recommendations so that the BOT takes decisions based on a thorough review of all pertinent information and conducts its business expeditiously. The Executive Committee's delegation of authority (DOA) will be presented for BOT approval or ratification (if no changes from prior year) ideally in the first meeting of the new BOT but no later than the second meeting. The EC reports to the BOT, not the other way around. EC's responsibility include:
 1. Discusses available options on policy issues placed before the BOT and recommends suitable actions to the BOT.
 2. Prior to making a final decision, the EC will need explicit approval from the BOT. Exclusions could include; emergency repairs,
 3. Manages employee relation aspects of the operations of the Temple such as hiring, benefits, performance evaluation, and termination of all salaried personnel and recommends suitable actions to the BOT. However, without the consent of the BOT the EC does not have the power or authority to hire, fire, change/modify benefits, etc.
 4. Delegates tasks that require further study to the Operations Committee or other Committees as appropriate.
 5. The Secretary of the EC recommends the agenda for the monthly BOT meetings in consultation with the Chairperson.
3. Notwithstanding what is stated above, these purposes and functions are not intended to dilute or modify the individual responsibilities assigned to the Chairperson, VC-Ops, VC-HR & Policy, Treasurer, and Secretary as specified in *Temple Bylaws Section 9* and described in section 2.5.
4. The EC shall meet at least once a month or more frequently on an as needed basis.
5. The Chairperson of the BOT will chair the meeting and in his/her absence, the Vice Chair for HR & Policy / Operations will officiate unless otherwise designated by the Chairperson.
6. The EC shall provide minutes of the meetings for inclusion in the BOT meeting agenda and the EC meeting minutes shall be included as a part of the BOT meeting minutes.
7. The Chairperson may invite any trustee or any other person with the needed expertise to participate in the EC meetings.

As EC members change every year, the Officers who are in a new role for the year should receive formal transition briefings from the Officers from the previous years. Details of these are presented in the Appendix (A.1).

All Officers of the BOT shall use SSVT.ORG domain accounts (as provided by IT Team) for all communications internal and external while representing the Temple. Use of



personal email or any other email (other than the ones provided by the IT Team) are not acceptable. These emails include but are not limited to:

- chairperson@ssvt.org
- vc-ops@ssvt.org
- vc-policy@ssvt.org
- treasurer@ssvt.org
- secretary@ssvt.org

Email transition dates and plans are suggested in the following [deck](#)

2.5 OFFICERS OF THE BOARD OF TRUSTEES

Chairperson:

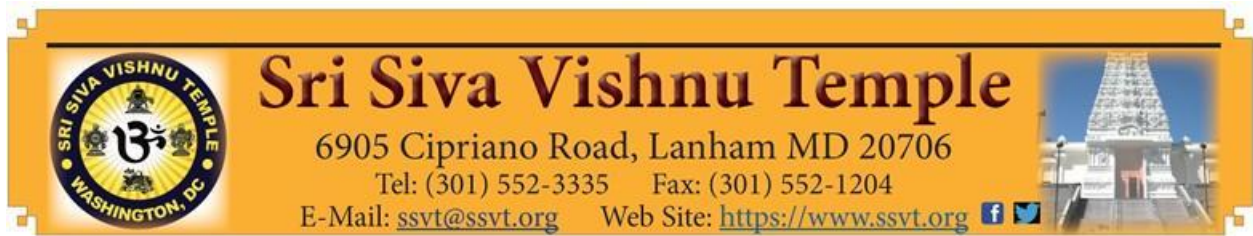
- Overall in charge of Policy, Operations, Ambassadorships, Outreach and Governance, Financial Oversight, Operational Oversight, Policy Oversight.
- He/She conducts the Board Meetings once a month and as needed will call for special Board Meetings to address urgent issues.
- The Chairperson also conducts Executive Committee meetings on a regular basis to address all issues relating to the operation of the Temple.

Vice Chairperson of Operations (VC-Ops):

- Will automatically Chair the Operations Committee consisting of the Coordinators of the Devotee Committees and Task force leads which should meet no later than the second meeting of the new BOT.
- In managing all Devotee Committees, the VC-Ops reviews budgets of each Committee, reviews contracts, and signs contracts with contractors.
- In collaboration with VC-HR & Policy reviews employee performance and evaluation.
- In consultation with BOT, and the VC- HR & Policy the VC-Ops is responsible for the hiring and firing of temporary employees and contractors.

Vice Chairperson of Human Resources & Policy (VC-HR & Policy):

- The VC-HR & Policy interprets the Bylaws and reports to the BOT and GB in matters of discrepancy/misunderstanding and also provides clarity.
- Reviews new and revised Operations Manual; and advises the BOT and the Committees of roles and responsibilities.
- The VC-HR & Policy interprets and advises in times of conflicts with the BOT and/or with other Committees in conjunction with the full EC implements and translates the BOT's policies into actions.
- VC-HR & Policy is also responsible for handling all policy matters relating to employees including the priests. In collaboration with VC-Ops, he/she reviews employee performance. In addition, he/she collaborates with VC-Ops for hiring and firing employees.



Treasurer:

- Oversees the management and reporting of finances; institutes a good system of internal controls; maintains bank accounts including reviewing and applying for loans, paying off loans, overdraft, and line of credit.
- He/she is also responsible for financial transaction oversight: accurate and timely bookkeeping including AR; payables; petty cash; bank reconciliations, Payroll – Monthly payroll disbursements; W2 & 1099.
- Budget responsibility includes developing annual budgets as well as comparing the actual revenues and expenses incurred against the budget monthly and report on key financial matters, trends, concerns, and any other questions/clarifications;
- Provides monthly/ quarterly financial statements such as income statements; balance sheets and cash flow statements to enable decision making on strategic priorities.
- The Treasurer should provide the annual budget to the BOT by the meeting in October.
- Audit responsibility includes ensuring timely completion of external and internal audits.
- External audit should be completed by December 31 of the year. Additional Reporting includes keeping the BOT informed on a monthly basis.
- The Treasurer will automatically Chair the Finance Committee which should be constituted and meet no later than the second meeting of the new BOT.
- **Finance/Audit Committees** ensure the formulation of finance and audit committees; providing information periodically to facilitate meetings and necessary actions. Endowment Programs, CFC, United Way.
- Two other sub committees that report to the Treasurer are: **Hundi Counting and Database**. Their responsibilities are described in section 3.7 of this manual

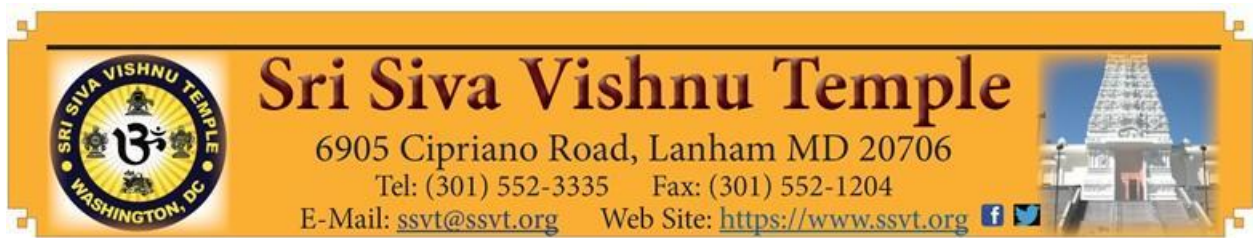
Secretary: Prepares meeting documents for EC and BOT, analyze and allow Policy matters for discussions and maintain documentation for future reference.

- Responsible for accurate minutes of the BOT meetings and EC meetings. Secretary compiles the meeting minutes and reviews them in the next BOT meeting
- Should forward the monthly minutes to the GB in a timely manner.
- Schedules and communicates about BOT meetings, prepares the agenda for the BOT meetings
- Keep the archives of BOT meeting minutes
- Maintains a record of policy decisions of the BOT and updates the Policy Guide regularly
- Keep archives of any other Official BOT documents

2.6 TRUSTEE-LIAISON (TL)

Each year in January, the Chair of the BOT will appoint a BOT member as the Trustee-Liaison to a Devotee Committee. The BOT shall determine which Committees established by the BOT require the role of a trustee-liaison for the smooth operation of the Temple.

The Trustee liaison is an independent observer and mediator to ensure that the Committees function properly in accordance with Para. 3 of this Operations Manual.. The Trustee Liaison is



neither a member nor a decision maker for the Committee. Under no circumstances should the Trustee-Liaison supplant the role of Coordinator or the devotee-volunteers without the approval of the BOT.

The 3 primary responsibilities for the Trustee Liaison are:

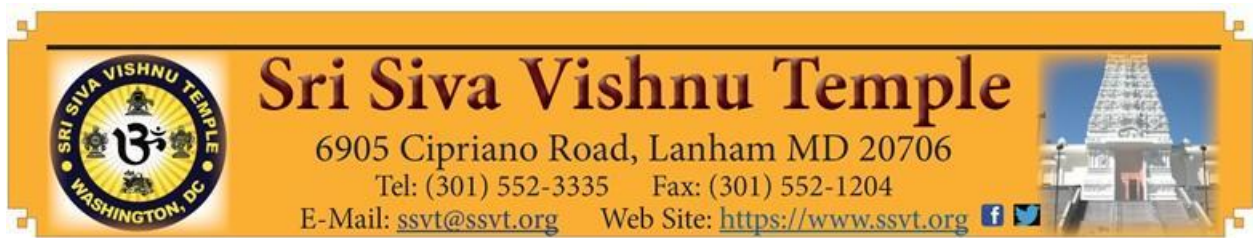
1. In coordination with Committee Coordinators, recruit volunteers to serve as Committee members.
2. Convene the June meeting to facilitate the selection of the new coordinator.
3. Call for the July meeting of each Committee.

The Trustee-Liaison should attend their respective Committee meetings. In the event the Trustee-Liaison is unable to attend he/she must designate an alternate trustee to attend the meeting to ensure open lines of communication.

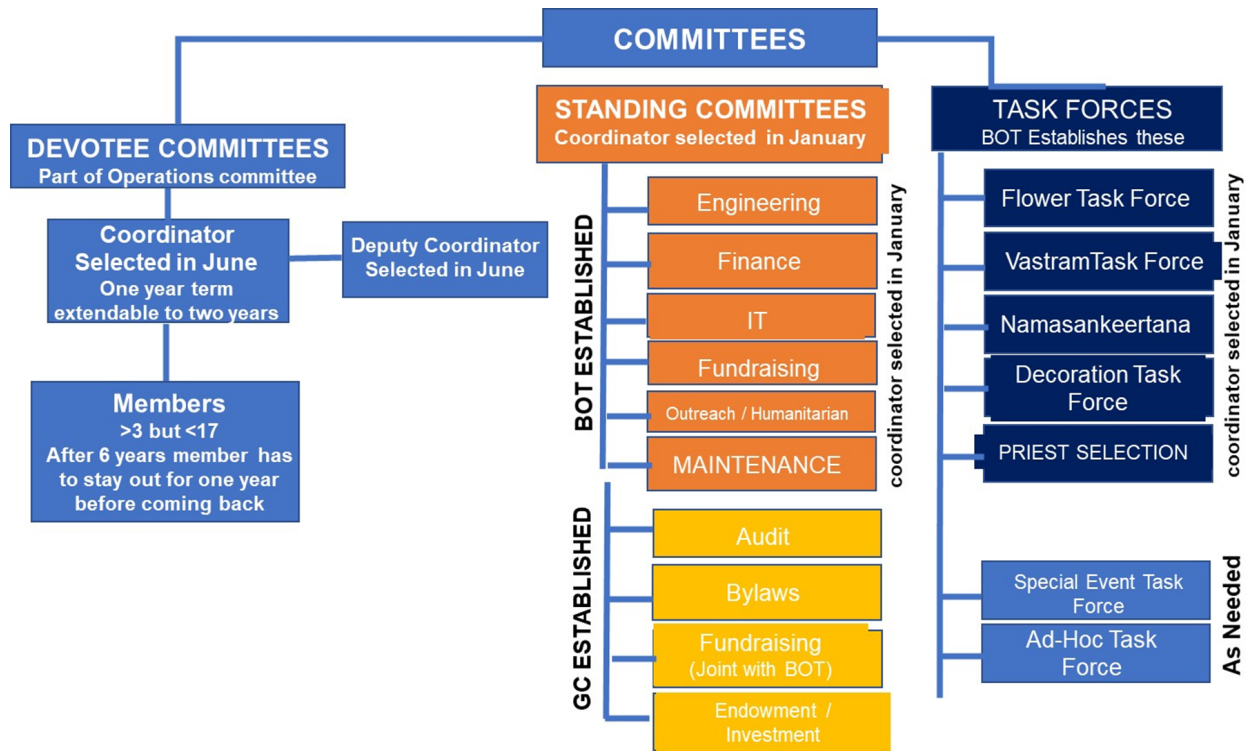
The Trustee-Liaison can channel Committee matters to the Board and shall keep the BOT informed as to the issues/concerns with updates at the monthly BOT meeting (or more frequently as required) that are of importance to their respective Committees and seek the guidance of BOT/ ECB on important issues.

The Chairperson and the BOT reserves the right to intervene to resolve issues of miscommunication or lack of coordination that could not be resolved by the Trustee-Liaison.

The Trustee-Liaison will hold the position for one year (may be extended to a second year if the BOT explicitly requests him/her to continue.) The Trustee Liaison does not have a vote in the Committee decisions. The Trustee Liaison is there to facilitate communication between the Committee and the BOT. The role of TL is to inform Committee members of provisions in the Bylaws and Operational manual; provide oversight in the election of Committee coordinator in June for the next fiscal year July 1 – June 30. When a new Trustee Liaison comes in, there should be a transition briefing by the previous Trustee Liaison (see Appendix A.1).



3. COMMITTEE FORMATION AND OPERATION

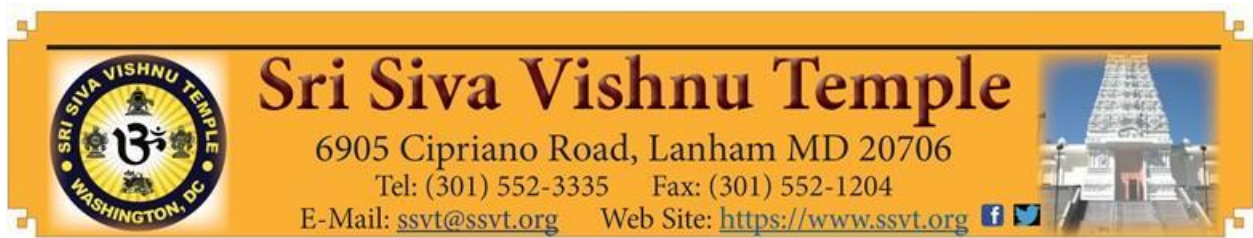


The BOT has adopted a deliberate strategy of encouraging the congregation's involvement and participation in the Temple's operations, especially as a means for bringing in new & young volunteers to serve in decision-making roles. This strategy has been implemented in a manner that ensures efficiency and sustainability by decentralizing the management of SSVT and by providing the Temple's highly dedicated volunteer corps an opportunity to actively participate in the organization and conduct of religious and other services. Furthermore, this structure enables SSVT to continue to attract new volunteers to participate in the operation and management of the Temple.

The BOT may establish appropriate Committees to delegate specific administrative functions and powers, consistent with the objectives stated in the Deed of Trust and the Bylaws.

The Devotee Committees are expected to work among themselves to harmoniously carry out most of the Temple operations with consensus building within each committee and a cooperative relationship within and among the committees.

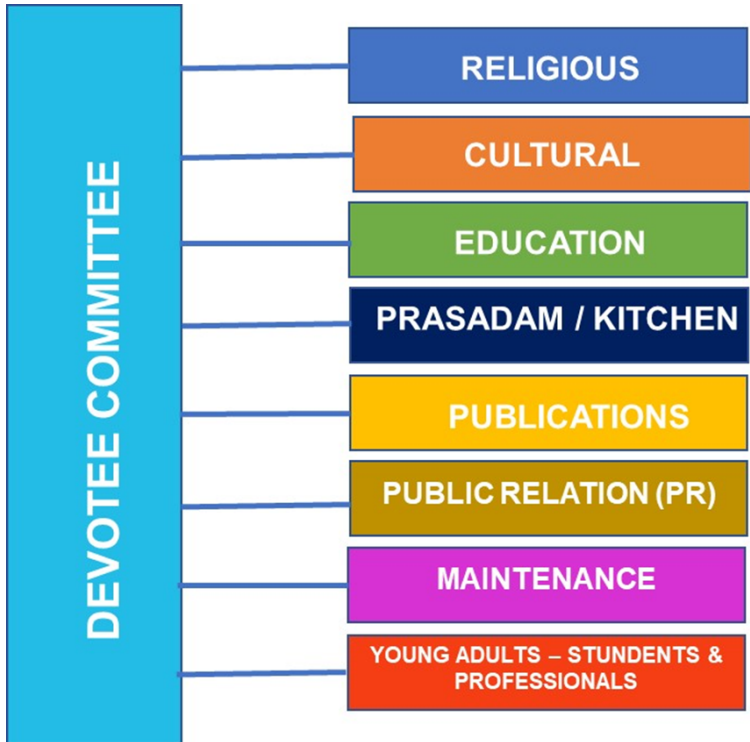
While the description given below applies generally to all Committees shown in the figure including the Devotee Committees, task forces and other standing committees there are subtle changes. For example devotee committee selection takes place in June every year, but the standing committees & BOT task forces start in January. Special task forces focused on a



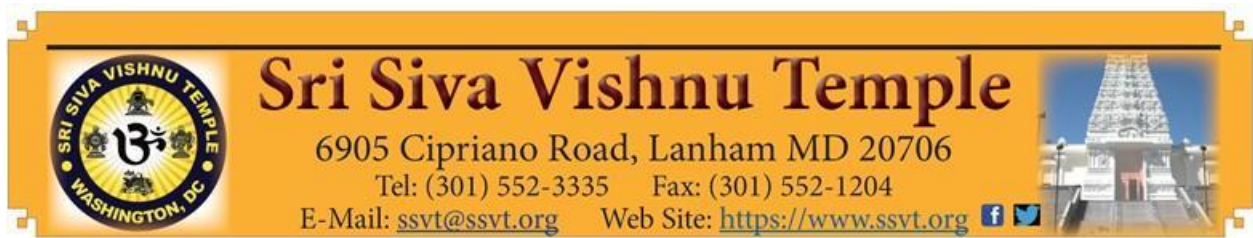
Mahotsavam or any event are chosen as needed. Also, Devotee Committees have a Trustee liaison to connect with the BOT, but the Board established committees and task forces have a coordinator, usually one member from the BOT. While Devotee Committees should not have more than 1/3 of TE or have a current BOT or GB as a member such restrictions do not apply to BOT established standing committees. The BOT established standing committees, operations committees, and executive committees form the Administrative backbone of the Temple day-to-day operation.

In the following we discuss the Devotee Committee structure, composition etc and in a later section we will describe the standing committees and task forces.

3.1 DEVOTEE COMMITTEES



Various Devotee Committees shown are functional committees headed by a coordinator along with a trustee liaison being the channel of communication between the committee and the board of trustees. The committees will be part of the Operations Committee and report to the VC-Operations.



3.2 DEVOTEE COMMITTEE STRUCTURE AND COMPOSITION

1. Committees, sub-committees, and task forces will have no less than 3 members but no more than 17 for efficiency and manageability.
2. This structure will provide committees enough flexibility to accommodate the interests of all who wish to participate in activities of their choosing and within their capability.
3. Devotee Committees should not include any current trustees or current GB members.
4. Devotee Committees shall contain no more than 1/3 of its members who are ex-Trustees.

3.3 MEMBER SELECTION AND THE FORMATION OF DEVOTEE COMMITTEES

A. Formation:

- Devotee Committees will be formed in June every year and effective from 1st of July..
- The members of the BOT and the coordinators should actively recruit volunteers to serve as committee members.
- The Coordinator of the Committee and its Trustee-liaison will then invite the potential new members to join the Committee.
- Vacancies will be filled depending on the needs of the committee.

B. Committee Member Role:

- Each devotee shall serve only on one committee.
- However, the devotee may continue to **volunteer** on task force groups and other committee(s)
- No limitations apply to any devotee to volunteer his or her time in any Temple activity.
- **A devotee may continue in the same committee for a maximum period of 6 consecutive years. After the 6-year term, a devotee must retire from that committee, but can rejoin the committee after a gap of one year.**
- **It is the responsibility of the committee coordinator to record the number of years a devotee has been in the committee. On an annual basis, in June, the coordinator will document each member's years of service and submit this to the BOT through**



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the liaison with a copy to the VC-Ops. This will facilitate those members who have served over 6 years to take a break of one year.

- No committee member should miss 3 consecutive meetings to maintain membership in that committee. If the member misses more than 3 consecutive meetings will be asked to leave the committee by the Committee coordinator.
- A devotee, having retired from one committee, may join any other committee.

C. The BOT may authorize formation of new committees or abolish those that are found to be unnecessary or unproductive. The number and type of Devotee Committees will vary with the needs of the congregation and the strategic direction set by the BOT.

3.4 COMMITTEE RULES

1. Members are required to attend at least 50% of the regularly scheduled committee meetings.
2. Devotee committees are de facto part of the Operations Committee, headed by the VC-Ops. The VC-Ops will provide guidance and administrative support to all committees to perform their respective duties and assignments.

3.5 COORDINATORS OF DEVOTEE COMMITTEES

1. Each committee will be headed by a Coordinator, elected by the members of the committee. Elections are conducted at the Committee's discretion, with the VC-Ops overseeing it procedurally. An amicable selection is preferred over (consensus among committee members)
An amicable selection is preferred over election. // consensus is preferred.
2. Elections to committee coordinators & Deputy coordinators should have a quorum of 60 percent of the committee members. And the TL should announce the names of all candidates for the positions before the elections
3. A Coordinator must have been an active volunteer in a particular or related committee for at least one year. Electing an experienced volunteer as the Coordinator provides the committee with the necessary knowledge of the field of activity, considering the personal involvement, capability, and interest of the individual.
4. **Coordinators of committees will normally serve for one year, from July 1st to June 30th of the following year.**
5. Coordinators may be re-elected by the committee's members or re-appointed by the BOT for a second consecutive term. **A Coordinator who has served for two consecutive terms will be eligible for renomination only after a gap of one year.**
6. Until the new committee Coordinator takes charge, the incumbent Coordinator will continue to serve in the interim and conduct the committee's business as usual with the permission of Chairperson of the BOT. When a new Committee coordinator comes in, there should be a formal transition briefing by the previous Committee coordinator (See Appendix A.1).



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7. **A coordinator of one committee cannot become the coordinator of another committee the following year.** There should be at least a one-year interval before becoming a coordinator of another committee. Exception to this is made only when a coordinator is selected for trusteeship, before he/she completes his/her term. In that situation, this new Trustee will complete his coordinatorship (while he/she is a trustee).
8. A committee should choose to elect Deputy-Coordinator(s) at the same time as the Coordinator is elected depending on the needs of the individual committees.
9. A BOT member's spouse or family member or business partner is not eligible to be a committee coordinator or a deputy coordinator but can serve as a committee member.
10. While a Trustee Emeritus (TE) can be a committee member in any one Operational committee, they are not eligible to be a Coordinator. The BOT under special circumstances can designate a TE as an acting coordinator on a temporary basis.
11. All the committee coordinators should be assigned the email address by the temple. e.g. religious@ssvt.org

3.6 DUTIES OF DEVOTEE COMMITTEE COORDINATORS

Coordinators shall discharge their duties and responsibilities in accordance with policies established by the BOT. The table below summarizes their duties, responsibilities and privileges. This applies to all devotee committee coordinators

#	Duties, Responsibilities and Privileges	Comments
1	Organize committee activities & collaborate with other committees	
2	By end of July Coordinator submits a budget to VC.OPs	Copy Treasurer
3	Responsible for providing committee appropriate information for newsletter, email blast or any other publicity	Copy publications coordinator
4	Call for committee meetings monthly or more frequently as needed to address the needs of the Temple.	
5	Send agenda before the meeting to all members, liaison and copy VC.OPs	
6	Required Quorum – Simple majority	A quorum is required for any recommendations to be sent to the BOT by the committee.
7	He / She may invite a retired member or any devotee as an advisor/consultant to participate in a meeting on a particular issue/subject.	invitees will have no voting authority or decision-making authority.
8	Order of business at these meetings:	



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	a) Invocation, b) Roll call, c) Previous meetings minutes approval, d) Reports and statements from BOT or OC relevant to the committee's business, e) any unfinished business, f) discuss agenda items, and g) any other relevant business	
9	After every meeting prepare minutes, distribute it to all members (including absentee ones)	Copy committee liaison & VC-Ops
10	Assigns members as Point-of-Contact for duty at the Temple for weekends and other functions for that month or until next meeting	
11	Must attend monthly Operations Committee meetings. If not possible assign the deputy coordinator or a senior member of the committee to attend	
12	Outgoing coordinators have the responsibility to provide orientation to the incoming coordinators of the roles and responsibilities.	

Coordinators will work with the appointed task force lead for all special events. If a committee proposes an event themselves the committee must obtain approval from the VC-Ops before going ahead with any event/project. The committee must review the feasibility, cost, and projected income of each event/project and every effort should be made to maintain expenses consistent with the approved budget for the event/project. Any cost overruns must be discussed with the VC-Ops and approved by the BOT prior to incurring the overrun.

3.7 PURPOSE & RESPONSIBILITIES OF DEVOTEE COMMITTEES

The four legs of SSVT operation are Religious, Cultural, Education and Outreach or Seva and of these the first three are part of the Devotee Committees. The outreach that includes Community Seva and Charity are board appointed task forces. Details of these three committees' purpose and responsibilities are described here. In a later section we describe the details about the outreach committee.

#	Committee	Purpose	Additional Responsibilities
1	RELIGIOUS	<ul style="list-style-type: none"> Plans and organizes all the religious activities of the Temple's religious calendar of events. Provides guidance on scheduling and prioritizing Temple pujas. Provides religious input to special events. Publishes an annual and monthly calendar of religious events and 	<ul style="list-style-type: none"> Maintains the inventory of puja supplies and facilitates the purchase of puja related items. Schedules volunteers to assist on special puja days. While it functions as a functional devotee committee, for administrative purposes and accountability it is required to



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		<p>works in conjunction with the Publications Committee</p> <ul style="list-style-type: none"> Organizes relevant pujas for Hindu religious days and special occasions. 	<p>report to both the OC and the BOT.</p> <ul style="list-style-type: none"> Assists the Priests Selection Task Force in selecting and maintaining a pipeline of candidates for recruitment. Committee coordinator will be part of the Namasankeerthana Task Force.
2	CULTURAL	<ul style="list-style-type: none"> Plans, organizes, and conducts cultural events Organizes a variety of cultural programs under the Temple's auspices. Encourage youth cultural activities Organize musical Aradhanas [Tyagaraja, Annamayya, Bhadrachala Ramadasa, Swati Tirunal, Dikshitar & Syama Sastri, Papanasam Sivam etc.] (See Appendix for details) Organize concerts for children on Saturdays and special religious events. Coordinate with VC of HR & Policy to establish standard contracts with artists. Ensure Temple maintains rights to concert/performances the Temple pays for (licensed material) 	<ul style="list-style-type: none"> Provides logistical support to visiting artists. Maintains the Temple's audio-visual systems. Responsible for recording the concerts & other events and loading the files in our archival drive in the manager's possession Upload the concert recording to the Temple archival cloud with IT admin help. Committee coordinator will be part of the Namasankeerthana Task Force.
3	EDUCATION	<ul style="list-style-type: none"> Promote Education of children, young adults and adults in the area of Dharmic Education- Shlokas, Gita, Vedas, Upanishads, & puranas Organizes in coordination with appropriate committees a variety of educational lectures under the Temple's auspice Coordinate with other educational groups like Vedic studies, Sanskrit classes, Yoga classes, SAT classes and Other classes 	<ul style="list-style-type: none"> Organize special events emphasizing women, health, community support, and other special group interests Lectures / town halls and workshops on special topics can be arranged to raise awareness of special topics. Maintains the Temple's library Provide monthly input on educational activities to the SSVT monthly newsletter



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	<ul style="list-style-type: none"> as required by the congregation and community. Coordinate with Young Professionals to promote social and community service 	<ul style="list-style-type: none"> Responsibility for organizing and maintenance of the education room and the library.
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Other committees, that are part of the devotee committee structure, are equally important for the functionality and smooth operation of the Temple are described below:

#	Committee	Purpose	Additional Responsibilities
1	PRASADAM / KITCHEN	<ul style="list-style-type: none"> Plans, organizes, and coordinates prasadam services to devotees on weekends, holidays, and special puja days as determined by the Operations Committee. Lead members of this committee schedule volunteers to assist during their turn in prasadam packing, distributing, managing the POS system and cleaning up, during their turn. Also reconcile the cash collection and submit a report. 	<ul style="list-style-type: none"> The Temple kitchen shall not engage in catering services for outside events Assists in the Temple's annual bazaar and other special events. Coordinator maintains the inventory of supplies with the assistance of the kitchen staff and facilitates the purchase of such supplies on a regular basis.
2	PUBLICATIONS	<ul style="list-style-type: none"> Oversees all Temple publications including, Temple Newsletter, Souvenirs produced as part of Mahotsavams, Puja programs, announcements, and flyers, and Weekly e-mail updates to devotees about Temple events. Submits materials to the Operations Committee, ECB, and Trustee- Liaison for Publications or his/her designee for approval before publication. 	<ul style="list-style-type: none"> Coordinates with the IT Committee to ensure that all publications are available on the Temple website. Collects pertinent information and edits information about Temple activities from the BOT and all Devotee Committees and Task Forces. Assists in the selection of printing and mailing contractors and negotiating the final contract at the most reasonable price.
3	PUBLIC RELATIONS COMMITTEE	<ul style="list-style-type: none"> Schedules volunteers for the front-desk and information desk on weekends, holidays, and special events. Publicizes routine and special religious and cultural events 	<ul style="list-style-type: none"> The Committee Coordinator trains front-desk volunteers on the use and operation of Temple computers, POS / Revel systems and the programs in place to ensure that correct and accurate information is taken



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		<ul style="list-style-type: none"> Receives updates from devotees on contact information (i.e., address changes and email id changes) and updates them in the front-desk POS/Revel system. 	<p>and entered into the Temple's services computer program.</p> <ul style="list-style-type: none"> Trains volunteers to help answer devotee questions and assist with requests (either walk-in or phone). Trains volunteers to interact with every devotee in a courteous and respectful manner.
4	YOUNG ADULTS – STUDENTS & PROFESSIONALS	<ul style="list-style-type: none"> Coordinate youth activities. Organize youth and college annual night; institute scholarships for the needy and the merited students. Learn & volunteer in the activities of other committee functions Unlike Young Adults & students, Young professionals will serve as part of other Operations committees so as to bring new ideas / changes to these committees from within into the operations Young professionals Volunteer at community events run by the Temple. 	<ul style="list-style-type: none"> Working with Education Committee, Plan and volunteer in youth camps and help EC in the camp activities Allow Potential engagement with GC, BOT and OC. Inspire them as future leaders. include SSVT leadership orientation Partnering with County public schools establish SSVT as an official community service hour authorizing body. Doing data processing and entry work for the Temple office, running food / clothing drives for neighbors in need, etc. Tie activities to public education opportunities, e.g. hosting in-person and virtual events with Hindu youths across the country like discussion topics (e.g. panel discussions on what it means to be Hindu in the USA today) and social events (e.g. hosting social events with other Temple youth committees for youth to meet and create community)
5	MAINTENANCE COMMITTEE	<ul style="list-style-type: none"> Plan and manage all repair and installation activities. Supervise and lead all maintenance processes and operations. Maintain all machinery to ensure it is at working standards. 	<ul style="list-style-type: none"> This is a Standing committee headed by the VC-Ops Create and implement maintenance procedures. Track expenses and oversee the budget for maintenance Assign repair schedules and evaluate repair cost estimates.



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		<ul style="list-style-type: none"> Conduct regular inspections of the facilities to detect and resolve problems. Maintain priest homes, analyse, recommend and implement any repairs approved by the BoT. Oversight of external grounds of all temple properties. Track/Maintain Temple Property equipment life/maintenance. 	<ul style="list-style-type: none"> Document and prepare daily progress reports and maintenance logs. Oversee equipment stock and place orders for new supplies, when necessary.
6	HUNDI	<ul style="list-style-type: none"> Opening and collecting all the Hundis Sorting the collections by payment type (such as cash or check or credit card) and by purpose category (such as archana tickets, prasadam, and donations etc). Providing the Treasurer with a detailed account of collections by various categories. Depositing the checks and cash in the bank after proper verification. 	<ul style="list-style-type: none"> This is a subcommittee reporting directly to the Treasurer
7	DATABASE	<ul style="list-style-type: none"> Maintains database of SSVT Tracks income by category and works with Hundi counting sub-committee Provides various donor lists for fundraising purposes Provides donation receipts to devotees as per IRS regulations 	<ul style="list-style-type: none"> This is a subcommittee reporting directly to the Treasurer

3.8 TASK FORCES

Task forces are entrusted with short term projects or specialized assignments that are self-directed and require little coordination. These committees and task forces are intended to equitably spread the task of management of the Temple over a large volunteer force. The taskforce should consist of a minimum of 3 members and maximum of 17 members. The formation and working of the committees and task forces are detailed below. Any devotee who is a member of a committee, a current trustee, or a current GB member may continue to volunteer on task force groups. These are established by the BOT.



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There are 4 regularly operating task forces / committees: a) Flower committee, b) Vastram committee and c) Decorations Committee and d) Namasankeertana Task Force. In addition, special event task forces and Ad-hoc task forces are also formed from time to time.

#	COMMITTEE / TASK FORCE	ROLES AND RESPONSIBILITIES	COMMENTS
1	FLOWER	<ul style="list-style-type: none"> Order and ensure delivery of all the flowers required for the decoration and worship of the deities on an ongoing basis. Schedule & Coordinate with members to make garlands at the Temple premises 	<ul style="list-style-type: none"> Special events like Sivaratri and other events may require additional kinds and quantities
2	VASTRAM	<ul style="list-style-type: none"> Purchase and sale of sarees for use as adornment for the deities only (these sarees are not for private use but for Temple use only) The volunteers of this task force shall regularly maintain all the vastras of the deities. 	<ul style="list-style-type: none"> During the year the committee puts sarees adorned by the deities for sale on special occasions as a means of raising funds. Volunteers organize Vastram for Deities with proper labelling ahead of all Temple occasions at the front-desk facilitating devotees to sponsor Vastrams for deities on occasion of their preference.
3	DECORATIONS	<ul style="list-style-type: none"> Decoration of the Vasantha Mandapam and Sannidhi's of all deities for all Temple Sponsored Events (eg. New Year, Sivaratri, Ganesh Chaturthi etc. Decoration of the Auditorium for Temple sponsored events Private Decoration for a fee for private occasions when the private event is held in the Temple auditorium The Decoration Task Force must coordinate with the Treasurer (for funding) and VC-Ops for decoration tasks and storage. 	



4	NAMASANKEER THANA	<ul style="list-style-type: none"> Namasankeertana TF will suggest the singers for various celestial Kalyanams (Andal, Srinivasa, Meenakshi etc.) and Sivaratri, etc. 	<ul style="list-style-type: none"> Members include Cultural Committee liaison as lead, RC and CC coordinators / liaisons and two other GC members
5	PRIEST SELECTION	<ul style="list-style-type: none"> Maintains an updated and standing pipeline of resumes for priests as required by the needs of the Temple This committee meets only when a need arises for selecting a priest. Interviews candidates to evaluate their suitability to our Temple. 	<ul style="list-style-type: none"> Members include some TE who have served in this committee, RC coordinator. Liaison and past RC coordinators. BOT chair nominates a few BOT members to this committee.

There are two other categories of Task Forces namely Special Event Task Forces, and Ad Hoc Task Forces. Both are to a large extent initiated by the BOT although a few routine task forces in the former category are purely operational and led by the VC-Ops.

Special Event Task Forces are formed on an as needed basis to plan, coordinate, and execute all aspects and logistics required to ensure a successful Temple event such as

- Jeernodhdaranam & Kumbhabhishekam TF,
- Hariharatmaja Mahotsavam TF,
- Sivaratri TF,
- Fundraising dinner TF etc.

Ad Hoc Task Forces are created by the BOT on an as needed basis to plan, coordinate, and execute all aspects and logistics to ensure the proper completion and address a specific short-term need of the Temple (including non-religious needs). Some examples are 1) TF to evaluate employee salaries, 2) TF to evaluate kitchen equipment upgrade needs, and 3) TF to evaluate and monitor pandemic (COVID Focus Group),4). COVID advisory group consisting of doctors and select BOT etc.

4. ADMINISTRATIVE COMMITTEES

There are Seven BOT committees and one joint BOT & GB committee that serve critical functions in expediting the day-to-day operations of the Temple. These committees (figure in section,3) set up by the Board are:



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1. Executive Committee of the Board (see para 2.4 above),
2. Operations Committee (see para 4.7 below),
3. IT Committee (see para 4.2 below)
4. Engineering Committee (see para 4.2 below),
5. Finance Committee (see para 4.3 below),
6. Fundraising Committee (see para 4.5 below)
7. Endowment Investment management Committee (see para 4.4 below)
8. Outreach Committee (see para 4.6 below)

Of these, the Executive committee structure and function is defined earlier in section 2.4. Operations committees primarily consisting of coordinators of Devotee Committees and functional task forces have been described in earlier sections. Engineering, Fundraising, Finance & Outreach / Charity committees are steering committees that have the following structure and composition.

These committees and the task forces will have no less than 3 members but no more than 17 for efficiency and manageability. Unlike Devotee Committees no restrictions are placed on including current BOT, or GB. Also include TEs, GC members. In fact, the BOT appoints a current member as the coordinator. As these committees represent special functions of the board, experts in the field will be inducted. Again, since many of these are short term project focused the six-year limit for membership in these committees does not apply.

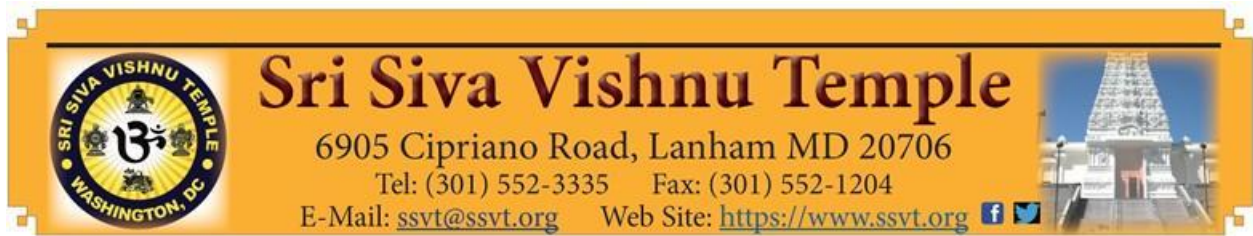
Unlike Devotee Committees these are formed in January when the new Board takes charge. BOT chair appoints a current BOT member as the coordinator. Since a BOT member is the coordinator, no liaison is needed. The coordinator reports to the BOT.

The BOT may authorize formation of new committees or abolish those that are found to be unnecessary or unproductive. Number and type of Devotee Committees will vary with the strategic direction set by the BOT.

As a general practice, members are required to attend at least 50% of the regularly scheduled committee meetings.

Coordinators of these committees will normally serve for one year, from Jan 1st to Dec 31st of that year. Coordinators continue as long as he / she does not retire from the board or take an officer's position. In that case a new BOT member will be appointed by the BOT Chair as the new coordinator. Until the new committee Coordinator takes charge, the incumbent Coordinator will continue to serve in the interim and conduct the committee's business as usual with the permission of Chairperson of the BOT.

Once a coordinator accepts the position they should avoid taking additional responsibilities so they can devote their full focus on that committee function.

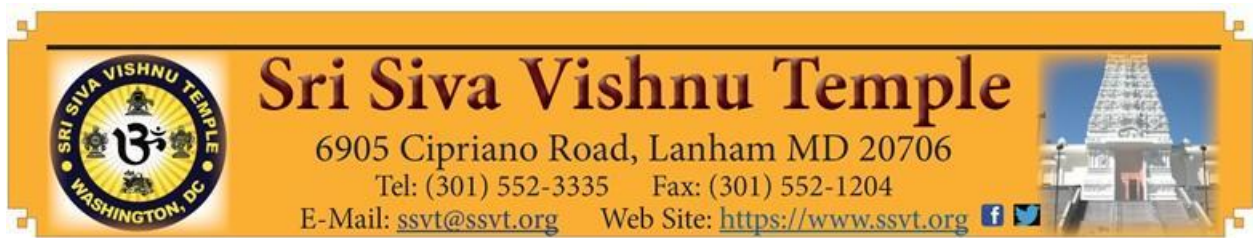


4.1 ENGINEERING COMMITTEE

The Engineering Committee plans, organizes, coordinates, and supervises all phases of design, construction, and improvements to SSVT buildings and grounds. Supervises installation of HVAC, electrical, plumbing, communication, and drainage systems. It recommends architects, design engineers, and contractors and negotiates their contracts and bids. It obtains the necessary City, County, and State permits.

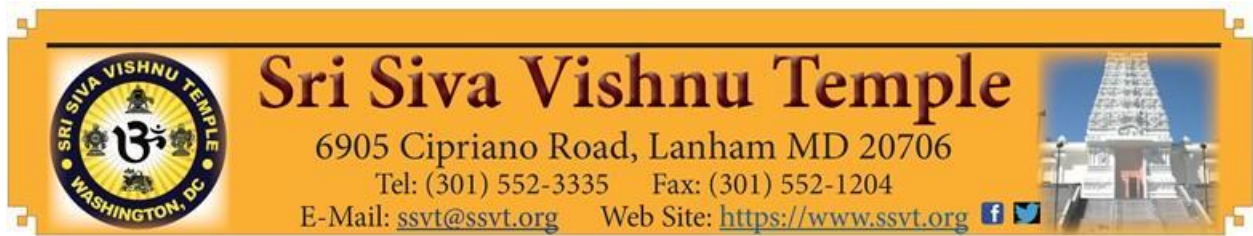
Engineering Committee provides technical advice on all matters relating to the construction, installation, remodeling, and maintenance of the Temple's buildings, utilities, and grounds, for example, replacing old HVAC system with a new one, renovating old Balalaya into Sai Aradhana Center, or replacement of Ayyappa's eighteen holy steps etc.

1. The BOT appoints a coordinator for the Engineering Committee, who is a current trustee. The coordinator inducts devotees with expertise in construction, engineering, procurement, or maintenance to be members.
2. This committee reports to the Board and has no specific budget but gets funds from the BOT for preliminary design and costing of planned projects. Engineering committee recommends final payment for finished projects to the BOT for their approval.
3. Committee responsibilities include but not limited to, providing engineering and enabling building permit support for new construction, improvements, and maintenance of the Temple's facilities, establishing construction standards and performance criteria, and guaranteeing availability of such permits in a timely manner.
4. Engineering Committee Interacts with the Sthapathi regarding religious aspects of expansion and other changes to the Temple's buildings.
5. For large projects to cost in excess of \$0.5 million, the Engineering Committee should recommend that the BOT appoint a Trustee as a Project Manager for all capital projects who will manage all required tasks to bring major projects to completion and shall appoint an oversight group of 3-5 individuals to handle the project design, the awarding of contracts, approval of change orders, processing of payment requests, project supervision, and reporting to the BOT. The oversight group should include the Temple Manager, Trustee as Project Manager, Engineering Committee Coordinator, Treasurer, Architect.
6. Where appropriate the BOT should appoint a paid Construction Manager. In addition, the BOT should use legal counsel to review contracts.
7. All Board approvals for capital projects should be on the basis of the project report/ feasibility report prepared by the oversight group referred to in (1) above.
8. The Engineering Committee meets monthly or as needed and its coordinator will prepare an agenda prior to the meeting and will provide minutes of active projects discussed in the meeting to the Secretary of the BOT. Submits a final report to the BOT upon completion of each major project.



4.2 IT COMMITTEE

1. The BOT appoints a coordinator for the IT Committee, who is a current trustee. The coordinator inducts devotees with expertise in Information Technology crucial for Temple Operations.
2. The IT Committee plans, organizes, maintains and supports all aspects of the Temple's IT infrastructure (SSVT servers, software, networks, physical security, information security, audio, video, website, cloud database).
3. The IT systems at the Temple includes but not limited to Computers/Servers/Printers/Copier/FAX machine used by Temple employees and volunteers to conduct Temple operations, Local Area Network that connects all computers, Internet/Broadband access, Telephone / Data Communications Network, and various applications (E-mail, Accounting software, SSVT.ORG Website, Point Of Sale Web Application, MS Office application, and GSuite),
4. Temple Security/CCTV systems, Live-Streaming equipment/setup, and Audio/Video Systems
5. When the new EC is inducted, ensure smooth transition of prior EC's SSVT domain accounts to the new officers. Train the new EC members as needed.
6. The IT Team is also responsible to periodically update the Voice Mail system with accurate information as relevant at that time.
7. This committee reports to the Board and has no specific budget but gets funds from the BOT for preliminary design and costing of planned projects. IT committee recommends final payment for finished projects to the BOT for their approval.
8. IT Committee members will ensure systems are maintained and configured properly so that Temple operations can be carried out smoothly. The IT Committee is responsible for establishing IT protocols and System Security protocols to protect devotee and donor's personal information from cyber threats, and security breaches. The IT Committee will also provide training and support to other Temple committees which require the use of Temple IT services.
9. Regular maintenance of the IT infrastructure includes implementing system enhancements, application upgrades, and ensuring compliances with various software and system license agreements.



4.3 FINANCE COMMITTEE

The Finance Committee is tasked with overseeing the finances of the Temple in coordination with the Treasurer and the BOT. Its term is from January 1 to December 31 of the year. The FC advises the BOT on financial policies including sources of borrowing when required and terms thereof and reviews annual budgets and financial (quarterly, annual, and external auditors) reports. Makes recommendations to the BOT on all issues that have a bearing on SSVT's financial viability.

The FC is headed by the Treasurer, an officer of the BOT and includes select current trustees, past treasurers, and a few from GB and devotees, who have some financial expertise. This committee has no specific budget at its disposal; funds if required are allocated by the BOT.

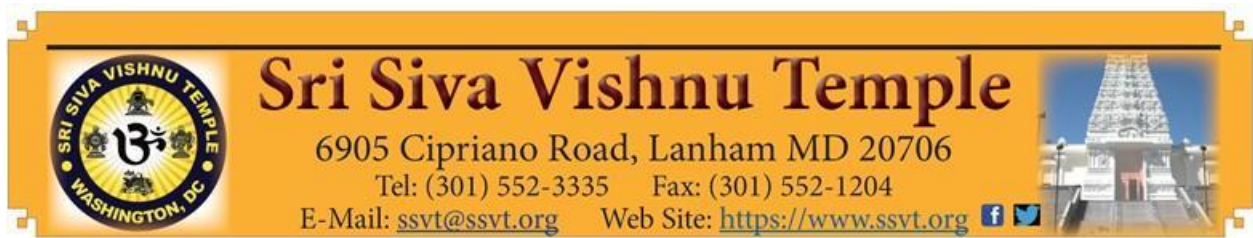
1. Meets quarterly or as needed.
2. The Treasurer prepares an agenda prior to each scheduled meeting.
3. The Treasurer sends minutes of the meeting to the Secretary prior to the BOT meeting
4. The FC reports to the BOT.

4.4 ENDOWMENT INVESTMENT MANAGEMENT SUB-COMMITTEE (INDEPENDENT COMMITTEE)

1. Maintains all long-term and short-term investments of the Temple and makes recommendations regarding the investment portfolio of the Temple.
2. Provides a report to the Finance Committee on the status of investments on a regular basis.
3. The Investment Management comprises four Trustee-Emeriti, two investment experts and the SSVT Treasurer who acts as a liaison between the BOT and the investment management committee. All the members of the Investment Management Committee are appointed by the BOT.
4. The members of the Investment Management Committee act independently, and its investment decisions are not subject to review either by the Finance Committee or the BOT. The Investment Management Committee shall be guided in its investment strategies and decisions by one or more investment management firms, depending on the size of the endowment funds. The BOT has the authority to replace members of the Investment Management Committee and the selected investment management firms.

4.5 FUNDRAISING COMMITTEE

The Fundraising Committee is tasked with developing long and short-term fund-raising goals that will ensure continuity beyond the term life of trustees, officers, and volunteers. This committee will ensure that fundraising in SSVT is solicited using a two-pronged approach –



strategic and systematic which will fulfill both long- and short-term fund-raising needs of SSVT. This committee is jointly managed by BOT and GC. GB president and BOT Chair collaborate on this together.

The focus of the Fundraising Committee is to permit funds to be generated for the following capital-intensive areas:

1. Endowment – Stability & Safety, Cultural & Educational
2. Capital projects – As need arises,
3. Special Functions – incl. Annual Dinner, Annual Puja and other special events, and
4. Normal Operations

The function and duties of the committee are two-fold:

1. Advisory – set up goals, policies and procedures and monitor progress, and
2. Functional – engage in actual solicitation and collection including follow-up with devotees.
3. The Terms of Reference (ToR) shall be documented and sent to the Secretary for record-keeping.

4.6 OUTREACH COMMITTEE /HUMANITARIAN COMMITTEE

1. Act as the public face of the Temple for outside entities, Temples, mandir organizations.
2. Advise BOT on outreach efforts for the Temple including the Temple's role in the interfaith organizations, Temple collaboratives.
3. The Chairperson is the de facto ambassador of the Temple and also the coordinator of the committee. Any member of the congregation is eligible to join the committee upon approval from the BOT.
4. The committee will respond to the community in times of need in situations such as natural disasters, public health etc, by addressing needs by either raising funds, providing in-kind help via food drives or emotional support via organizing counselling support.

4.7 OPERATIONS COMMITTEE

The OC has the overall responsibility of coordinating operations of all the other committees and task force activities:

1. The OC is headed by the VC-Operations, who is appointed by the BOT



Sri Siva Vishnu Temple

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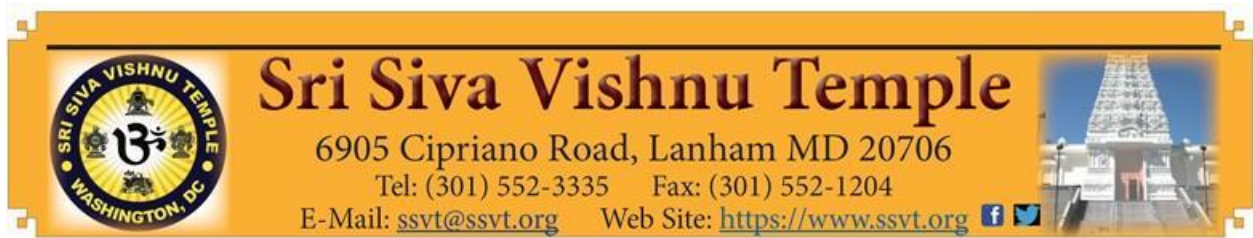
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2. Other members include the Coordinators of each devotee committee, sub-committees, and task forces (e.g. cultural, prasadam, maintenance, publications, public relations, religious, flower, decorations and youth).
3. The BOT may appoint additional members to serve on the OC as and when needed.
4. The OC meets once a month or more often as needed. The VC- prepares an agenda for the meeting, and invites all the committee coordinators and Trustee Liaisons. He provides meeting minutes to the BOT and all the coordinators.
5. Prepares and reviews the annual budgets for the operations of the Temple based on estimates submitted by the Devotee Committees and task forces.
6. Assists in the planning and organizing important religious/cultural/Food Bazar etc.
7. Approves expenses and authorizes payment of outstanding bills in accordance with the priorities established by the BOT.

5. COMMUNITY GROUPS

The following groups provide community programs and other activities for the benefit of the congregation who would like to introduce programs of interest to a group of people with similar interest so they can gather at the Temple regularly and share their ideas in those areas or teach, provide service at the gift shop or clean the Temple premises and beautify the Temple, maintain a flower garden etc. The education group interacts with VC-Ops through the Education committee and other groups interact with VC-Ops on a need basis. Where pertinent, these groups choose their own leaders. For example, the Senior Citizen Group has its own coordinator and does attend OC meetings. Other classes have teachers who guide the Abhyasis. Cleaning and Seva groups have their own leads.



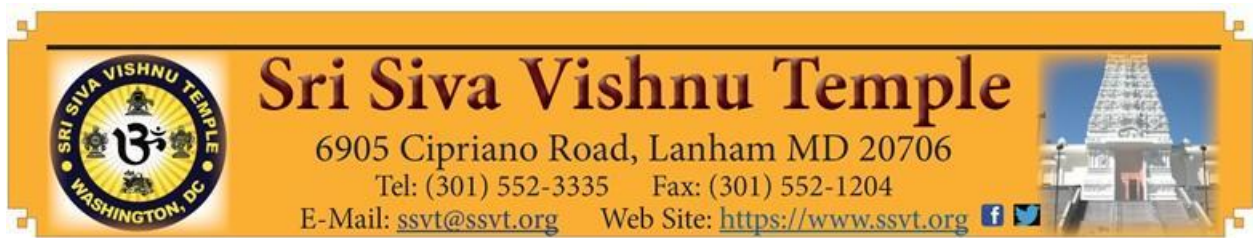
5.1 EDUCATION GROUP

These groups plan and implement long term educational programs of interest to the congregation. Before such groups start the classes at the Temple, they have to go through the Education Committee for appropriateness and get it approved by the VC-Ops. Some possible groups are shown in the figure above.

1. Vedic studies
2. Sanskrit classes
3. Yoga classes
4. SAT classes
5. Other classes as required by the congregation and community.

5.2 SENIOR CITIZEN GROUP

Involves Senior Citizens to maintain a healthy, happy, active and independent life by sponsoring enrichment activities at the Temple.



1. Organizes discussing groups addressing successful aging, family support.
2. Conducts other classes such as music, devotional songs, meditation, etc. as required by the congregation and community.

5.3 GIFT SHOP GROUP

1. Gets supplies of gifts and other articles from India for sale to devotees.
2. Procures puja articles / religious artifacts from India and elsewhere for sale to devotees.
3. Works in conjunction with the Temple Manager to maintain an account of the items bought and sold, including CDs and DVDs..
4. Coordinates agreements with vendors who can display their merchandise on special events like Food Bazaar day etc., at Temple's premises for sale to devotees. The task force is responsible for coordinating the schedule for such vendor sales with the OC.

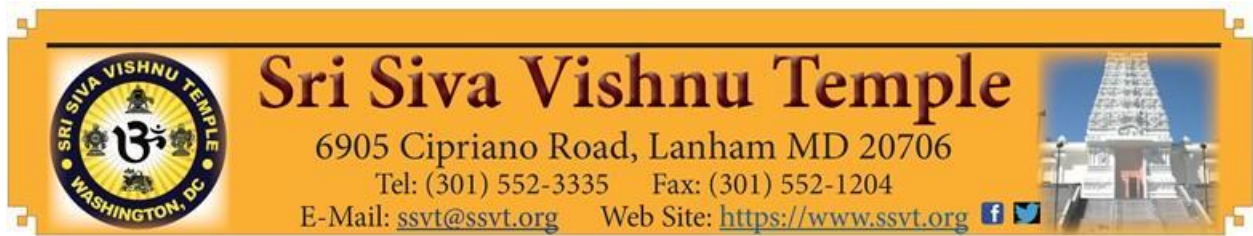
5.4 GARDEN TASK FORCE

This group does not meet routinely (weekly or monthly) but assembles on an as needed basis and cleans the outside prakaram, children's playground, on need basis. Some members have also painted the outside prakaram area, cleaned up the flower beds and done other activities for the benefit of beautifying the Temple's appearance.

5.5 SEVA TASK GROUP

This group like the above group comes together on an as needed basis. This group provides community services in the local community including:

1. Cleanup activities of local streets
2. Monthly sandwich making & distribution by youth for the homeless programs, and
3. Volunteers for local homeless kitchens (DC Kitchen) to prepare meals for the homeless
4. Provides contacts to coordinate and assist in times of family distress and other situations for Temple congregation members and non-members.
5. Assistance to (Bhutanese) refugees to settle in the local area by providing assistance with healthcare, job fairs, and other assistance as required.
6. Conducts medical camps and health fairs for local communities
7. Not all the activities take place on a routine basis but as the need arises the groups get together to implement the task at hand.



6. PROCUREMENT PROCESSES & PROCEDURES

SSVT must have a strong, transparent, and efficient Procurement Process to ensure devotee given funds are spent responsibly and effectively. Nonprofit 501(c)(3) organizations like SSVT have a fiduciary duty to their donors and congregation to spend our money wisely, and as a registered charity, there could be a legal obligation as well.

6.1 Spending Authority

Spending authority on behalf of SSVT is vested as follows.

1. Manager has the spending authority to a maximum of \$500/- within one calendar month
 - a. This spending authority is specific to emergency items to cover urgent needs. However, the policy on documentation still applies for these purchases
2. VC Operations has the spending authority to a maximum of \$2,000/- in a calendar quarter
 - a. This spending authority is specific to emergency items to cover urgent security, safety or similar urgent needs. However, the policy on documentation still applies for these purchases.
3. Please refer to the table for EC's spending limit
4. All spending above \$ 10,000 needs the approval of the BOT

One may not break-up a purchase order into smaller parts to circumvent the spending authority.

6.2 Procurement Process

A robust controls environment dictates that:

1. There should be separation of duties. Same person should not be responsible for any two steps, like a person requesting should not be the approver or purchaser.
2. Only the Treasurer can sign all the checks for purchases below \$25,000 and above that limit both the treasurer and the Secretary should sign the checks. This takes effect from January 2022.
3. All purchase orders above \$10,000 have to be signed by the Chairperson of the SSVT Board of Trustees.

Table below shows the responsibilities of people involved in the procurement process.



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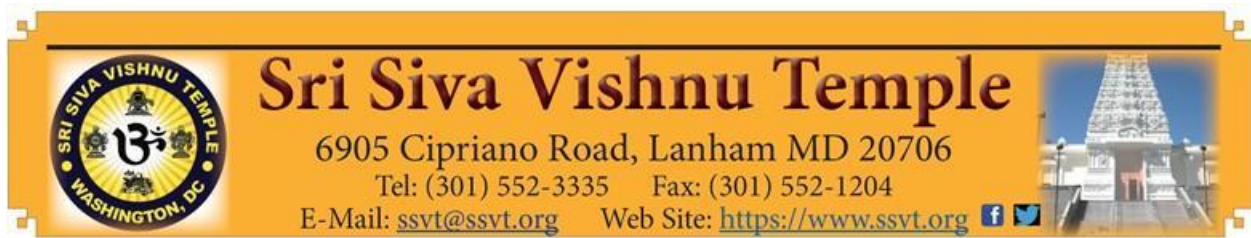
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Person Responsible / Size of Purchase	Small Purchase (Up to \$1,000)	Medium Purchase (\$1,000 to \$10,000)	Large Purchase (\$10,000 to \$25,000)	Contracts Above \$25,000
Requester	Kitchen: Head Cook, Committee Coordinator Religious: Priests	Facilities Supervisor/VC OPS	ManagerFacilities Supervisor/VC OPS	Chairperson
Reviewer	Accounts Asst (AA)	Manager	EC	EC
Approver	Manager	EC	EC	BOT
Procurer	Facilities Supervisor (FS)/Manager	Manager / Facilities Supervisor	Under the guidance of VC.Operations	Under the guidance of EC
Invoice / PO				Accounts Asst
Receive / Inspect	Manager	Manager	VC-Ops	VC Ops & Committee Coordinator
Payment / Sign Checks after verification of all receipts / invoices	Treasurer (AA takes care of the payment)	Payment Prep AA; Sign checks – Treasurer	Payment Prep AA; Sign checks – Treasurer	Payment Prep AA; Sign checks – Treasurer

VC Operations can delegate authority for purchases to Committee coordinators, particularly in case of flowers and vastram. - Facilities Supervisor, Manager and the Treasurer are the only persons who can use the SSVT credit cards. Card use is limited to only small purchase limits except under special circumstances the Treasurer can use for medium purchases.

1. **Also, all purchases using a temple account should only be used for temple purchases. Employees should NOT use a temple account for a purchase for personal use items (even if the temple credit card is not used in this transaction). Failure to adhere to this policy could result in disciplinary actions including dismissal.** Amazon has a built in Purchase Order approval workflow. This has been setup for the temple. All Amazon purchases **should** follow this approval workflow. If other vendors have similar order flow, it should be implemented.
2. All small purchase requests should be made at least one week in advance. All non-perishable recurring orders should be planned in advance and placed utmost once in two weeks.
3. Even though flower / Vastram orders are placed by respective coordinators, the documentation including inventory should be in the same system as other purchases are recorded
4. Perishable foods like fruits and coconuts etc should be ordered on a weekly basis but attention should be placed on any special religious events.
5. A weekly consultation via email should be held with the manager, VC-Ops and all requesters so proper planning goes into placing the request, order, receipt etc.
6. Every effort should be made to get supplies mostly delivered to our temple to minimize the trip made to the stores by the employees. Sometimes it is not prudent to save a few dollars by going to the store but spend an employee's valuable time that costs three times the amount saved.



6.3 Small and Medium Purchases

Small purchases usually require some flexibility and leeway compared to larger purchases. The office manager, for example, is allowed to approve purchases below \$500. Purchases between \$500 and \$1,000, for example, would require three oral

quotations to negotiate the best price. Purchases above \$500 need to be documented by the person doing the purchasing, including the two quotes that were rejected.

Purchases between \$5,000 and \$10,000 would require written quotations from at least three vendors. If three vendors do not reply, this should be documented by the purchaser.

Credit Cards can be used only for small and medium purchases. However, all of the procurement process presented above applies to credit card purchases also.

6.4 Large Contract Procurement Types

For larger contracts we may encounter three categories of procurement processes depending on the type of work that needs to be done and cost of the contract. We describe the following three categories.

6.4.1 Competitive Sealed Bids

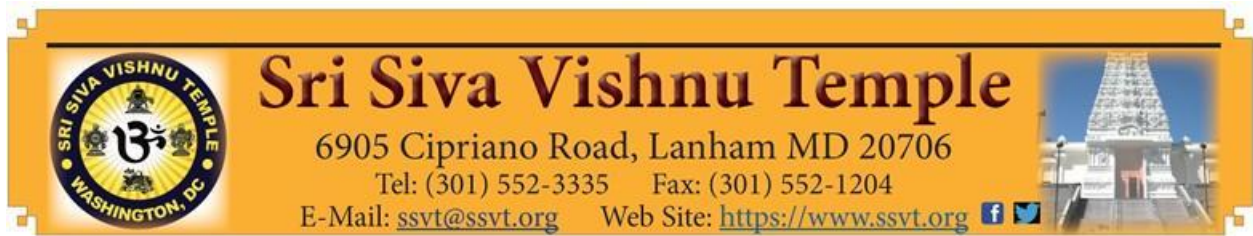
When the cost of a purchase is more than \$20,000, SSVT should follow a competitive process for procurement by getting written bids. . An invitation for bids (IFB) notice should be written by the Committee coordinators, signed by the VC-Ops and distributed to known participants and contact suppliers to invite them to bid. /the committee along with VC-Ops are responsible for managing this process.

The IFB should include:

- Complete and accurate specifications and descriptions of the goods or services required
- payment bond and bond performance if needed
- Whether the contract will be awarded on the lowest price or the value for money
- Where the bid forms and specifications can be accessed
- The time and location for opening bids
- Temple's (Agamic ritual) restrictions in the work area and time during daily pujas should be written to the extent possible.

6.4.2 Competitive Negotiations

Competitive negotiations should be used when it is determined that bidding on a set of specifications isn't feasible or when we require professional services. In this case, a request for



proposal (RFP) should be issued instead of an IFB. The process should be followed like that for an IFB. An RFP should always use cost as one of the selection factors regardless of what the other factors may be. For some professional services, a request for qualifications may be preferable to an RFP, such as accounting services or consultant services.

6.4.3 Noncompetitive Negotiations

There are times when bids or proposals just are not feasible, and when SSVT requires goods or services immediately or from only one supplier. This is often the case in an emergency, like when we have to book an emergency flight for someone, or our building's roof is leaking. There are also occasions when only one vendor has what we require.

In this case, we need to ensure that our organization remains impartial toward all suppliers. SSVT should only accept bids from suppliers who have proven their ability to provide what is needed. In the case of contractor work, like plumbing or heating services, contractors should have proof of liability insurance.

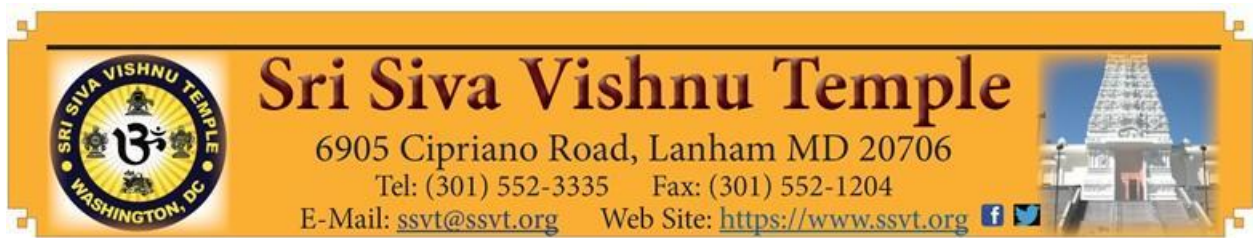
6.5 Policies on Contracts

Contracts specify the spending threshold that requires SSVT to have a written contract with a supplier. All contracts should contain language giving SSVT the ability to cancel with cause. Cause should include things like a) Demonstrated inability to perform the required work, b) Unwillingness to complete work in a timely manner, c) Cancellation of liability insurance or workers' compensation, d) Failure to pay suppliers or workers, e) Failure to keep accurate records and make them available on request.

All contracts should have a well-defined time component and a well-defined cost component. If necessary, a range can be specified. However, if they exceed the upper limit of either, temple should have unconditional right to cancel and where applicable recover costs from the contractor. If these are conditional (such as the temple's obligation to do certain things - such as provide the temple plan for HVAC), they should be explicitly provided to the BOT while asking for BOT approval. This way, BOT knows the rights and obligations before approving. If these are missed BOT cannot make informed decisions and the result is that the process suffers.

6.6 Policies on Documentation

Supporting documents for procurement transactions, including purchase orders, receipts, invoices, bids and proposals as well as supporting documentation should be filed with the Accounting Asst. Documentation used internally that records why the purchase was necessary and how the supplier was selected should also be saved. Not only are these important should



there be a problem with goods or services purchased but it will serve as a paper trail that can be used for auditing.

6.7 Procurement and Our Code of Conduct

No one in our organization should be involved in awarding procurement contracts when there is an apparent conflict of interest. This can include, for example, family members who own a business or someone who has invested in a business. No one from the SSVT organization should ever accept gratuities, favors, discounts or anything else of monetary value from potential suppliers. When there is an appearance of conflict of interest or when in doubt, feedback can be sought from the “Ombudsperson”.

SSVT policy should detail the code of conduct on procurement and state the penalties for violations by employees and potential suppliers. Deviations from this policy would be grounds for disciplinary actions including dismissal of the employees, and suppliers would be banned from further contracts with SSVT.

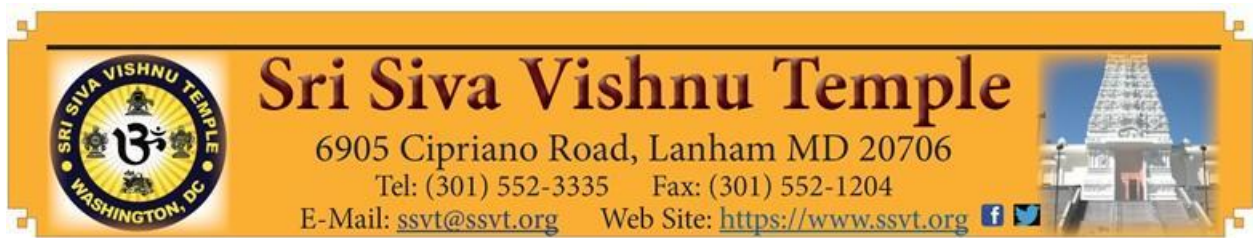
7. GRIEVANCE PROCEDURE

1. SSVT has a grievance procedure for any issues related to its volunteers, committee members, committee coordinators and even among BOT members.
2. If any SSVT volunteer has difficulty carrying out their duties and/or difficulty contributing to committee activities, the procedure to be followed for the redressal of the grievance is specified in SSVT Bylaws (Section 4.B.3).
3. The position of Ombudspersons have been established to make available the services of two impartial and independent persons to address certain types of problems and grievances described in items A and B, that various stakeholders have faced over the years. For details see Appendix section A.1, and SSVT Bylaws (Section 4.B.3).

8. AUTHORIZED SIGNATORIES FOR BANK ACCOUNTS

Every year in January, the organization's leadership (BOT) designates and approves the authorized signers in its board meeting, and the signers are expected to manage any of the organization's checking/savings account transactions that may arise.

In its first meeting of the year, the Board of Trustees must pass a resolution adding or removing the authorized signatories to its bank accounts. The name and designation of



the signers are part of the resolution and shall be signed by the Secretary of the Board of Trustees on the Temple's letterhead.

Only officers of the Board of Trustees may be signatories on a bank account. Generally the Treasurer, Chairperson, Vice Chair Operations, and Vice Chair HR & Policy are designated as the authorized signatories. This year (2022) however, only three signatories were presented and approved by the Board. They are Treasurer, Chairperson, VC-OPs. From 2023 all the four officers mentioned above will be the signatories. Immediately after a signatory is no longer the officer of the Board of Trustees, the Board must initiate action to remove that individual as an authorized signer on the bank account.

For payments to all vendors under \$10,000, only one signature is required for the payment to be valid. For payments of \$10,000 or more, there must be a minimum of two signatories.

The dual signature requirement is also required for bank to bank transfers for more than \$25,000.

The Chairperson or the Treasurer may communicate the decision of the Board of Trustees to the appropriate bank and coordinate the bank representative to make the changes effective immediately.

If there is no change in signers required, the Board may authorize the Treasurer to communicate its decision to the banks.

A sample resolution is appended herewith.

RESOLUTION OF THE BOARD OF TRUSTEES
OF
Sri Siva Vishnu Temple (Tax ID # 52-1179969)



Sri Siva Vishnu Temple

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E-Mail: ssvt@ssvt.org Web Site: <https://www.ssvt.org>  



Dated 9th February, 2022

The following resolution was passed at a duly convened meeting of the Board of Trustees of Sri Siva Vishnu Temple on the 9th day of February 2022

It was resolved that the following officers of the Board are hereby appointed as authorized signatories of the temple effective 01 January, 2022.

- 1) Treasurer (Name)
- 2) Chairperson (Name)
- 3) Vice Chair Operations (Name)
- 4) Vice Chair (HR& Policies) (Name)

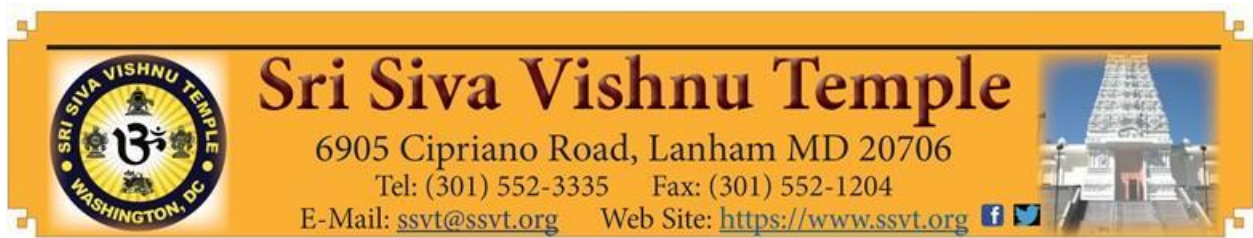
Further resolved, that effective immediately, any other signatories other than the above mentioned officers cease to exist as authorized signatories. The Treasurer is the authorized person who can access the accounts.

(Name)

Secretary, Board of Trustees

9. THE MANAGERIAL STAFF

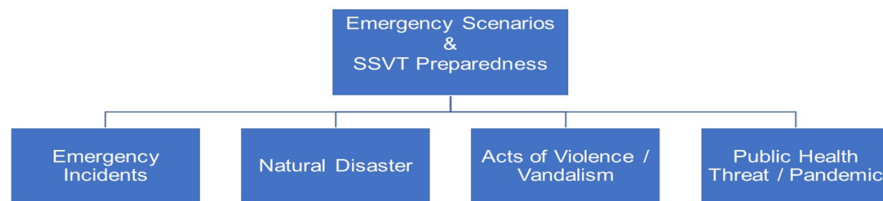
The Managerial staff are responsible for the routine functions of the Temple. The managerial staff includes the Operations Manager, and other supervisory staff depending upon the workload at the Temple. The managerial staff also may have two part time clerical staff to assist the Operations Manager and a bookkeeper to assist the Treasurer.



Detailed job descriptions and functions of each staff position are maintained in the Employee Handbook.

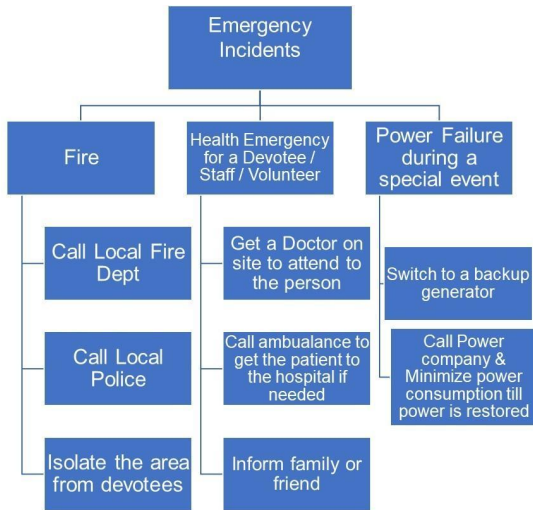
10. EMERGENCY SITUATIONS - SSVT OPERATION AND PREPAREDNESS

Fires, severe snowstorms, hurricanes and resulting floods, vandalism / theft, hate crime and active shooters / weapons threat can all affect houses of worship like SSVT. With incidents occurring with little to no warning, we need to develop and update plans and procedures to



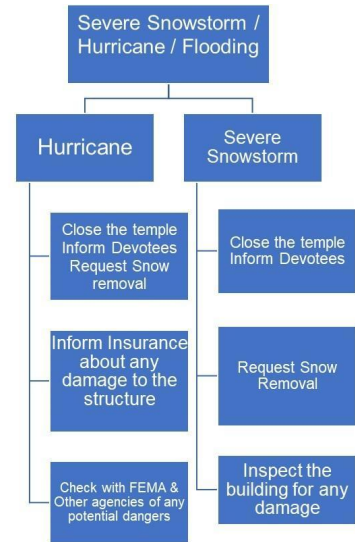
ensure the safety and security of the congregation, staff, and facilities. Additionally, training and planning exercises may enhance our emergency preparedness – and response. Various Emergency Scenarios are shown in the figure above.

Emergency incidents not related natural disaster, acts of violence, or a pandemic requires actions shown in the figure here:



SSVT should keep an ongoing partnership with federal agencies like DHS, FBI, FEMA along with state and local governments. Keeping close relationships with local police, first responders will help them train us, keep informing us of possible threats and in getting quick help when a situation arises. For details please refer to a separate document on this topic in the Temple manager's office and also see the references given at the end of this section

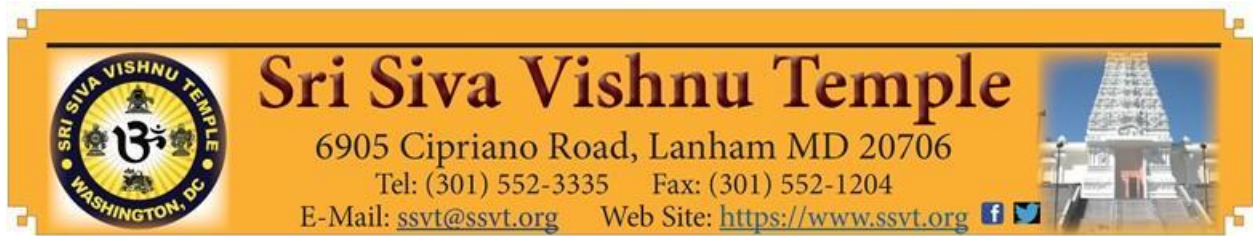
The figure below shows how we prepare for Natural disasters like hurricanes or severe snowstorms. We do not expect earthquake or forest fire that one finds in the western states:



When SSVT collaborates in partnership with our local government, first responders, emergency managers and public health officials, we can better plan for potential emergencies by creating an emergency operations plan. State / Federal alert information will be available in a timely manner.

Figure here depicts emergency situations that can result from human acts such as Vandalism or Active Shooting in our premises. Both will cause panic among our devotees & employees. An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and other populated area. In most cases, active shooters use firearms and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly.

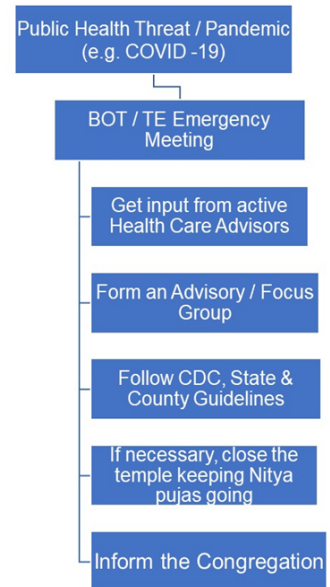




All employees in the Temple can help prevent and prepare for potential active shooter situations. But to prepare to respond to an active shooter situation a few must undergo training from the Emergency Management Institute.

Another emergency that must be considered is the public health threat due to a pandemic as experienced by us all in 2020 and the first half of 2021. Next figure describes what we need to consider urgently.

During a pandemic CDC offers general considerations to help communities of faith discern how best to practice their beliefs while keeping their staff and congregations safe. For many faith traditions, gathering for worship is at the heart of what it means to be a community of faith. But if gatherings present a risk for increasing spread of the pandemic during a Public Health Emergency, we may be asked to consider any guidelines by CDC. It may require us to limit the number of devotees visiting the Temple or completely shut down devotee visits for some period of time. Key to doing these is to communicate to the congregation what we are doing and why we are doing. Emphasize that it is for the safety of the priests, staff, volunteers, and devotees.



Establish and maintain communication with local and State authorities to determine current mitigation levels in your community.

Provide protections for staff and congregants at higher risk for severe illness from COVID-19. Offer options for staff at higher risk for severe illness (including older adults and people of all ages with certain underlying medical conditions) that limit their exposure risk. Offer options for congregants at higher risk of severe illness that limit their exposure risk (e.g., remote participation in services).

SSVT should create an emergency plan and carry out drills twice a year. Additionally, our IT team should come up with a system using social media (email, FB, Twitter, WhatsApp etc) to alert our congregation about any emergency. This is similar to how the state alert system works (using Radio & Television etc)

The DHS Center carries out the policies and program priorities of the White House Office of Faith-Based and Neighborhood Partnerships, DHS and FEMA for faith and community-based organizations related to all-hazards preparedness; emergency and disaster response and recovery; and human trafficking. DHS officials five years ago made a site visit to evaluate our preparedness and recommended installing cameras and this action is being completed. DHS promotes whole community participation in disaster emergency response and recovery. They leverage emergency management tools, experts, and resources to ensure faith leaders, houses of worship and community organizations are ready when disaster strikes.



SSVT should create a Safety Response Team that should include Building Coordinator, Incident Coordinator, Medical Response Team Members and Safety Response Team Members.

An incident coordinator typically is the Operations or General Manager. He should report any incident to the building coordinator, Chairperson, VC-Ops, and the building coordinator. He also reports to the Safety Response Team and Medical Response Team. **A building coordinator** is a staff member or volunteer trained to know the floor plans of each building and the emergency evacuation procedures for any emergency—medical, fire, tornado, etc. This can be Facilities Supervisor, current or past Operations Vice Chair. He will be responsible for: a) Receiving status reports from the Incident Coordinator, b) Relaying status report information to the emergency agency/agencies involved (e.g., fire department, police, paramedics, emergency management, etc.) and c) Coordinating with the emergency agency/agencies any needed evacuations or other emergency actions.

EMERGENCY TELEPHONE NUMBERS that should be kept with incident and building coordinators all the time.

For All Emergencies Dial 9-1-1—If your community is not served by 9-1-1, call your local emergency contact number.

OTHER IMPORTANT NUMBERS

(Provide names and contact numbers for both daytime/business hours as well as night time /24 hr emergency contact)

Building Maintenance /Trustees: _____

Managers / Facilities Supervisor: _____

Building Coordinator: _____

Medical Response Team Members: _____

Emergency Response Team Members: _____

Other Emergency Contacts: _____

Medical Response Team members are members of the emergency response team who have been trained in medical emergencies. These should be doctors from our congregation. We should include doctors who live near the Temple also so a quick response will be available. Responsibilities include the following:



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1. Providing First aid to those incurring a medical emergency until medical personnel with higher training arrive on scene.
2. Conducting a primary assessment of the medical emergency situations and reporting this assessment to appropriate personnel.
3. Providing medical assistance and support until professional help arrives.
4. Remaining In charge of a medical emergency situation until professional help arrives.
5. Medical Response Team members should immediately identify themselves as such to any personnel responding to the incident.

Safety Response Team Members

The Safety Response Team Members are staff members or Board, GC or OC members who understand and are prepared to facilitate a safe and effective response to any emergency situation. Safety Response Team Members should know the location of all cameras and approved shelter areas in the building. Responsibilities include the following:

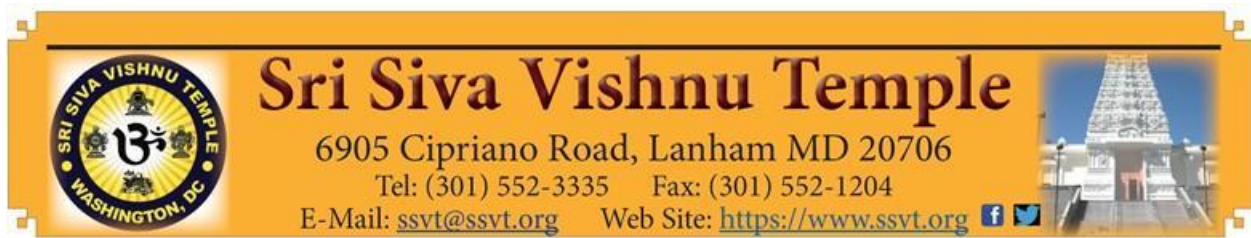
1. Building evacuations—responsible for reporting to the incident coordinator that their assigned section has been cleared during an evacuation.
2. Lock down/shelter in place procedures
3. Other intervention procedures as the situations dictate.
4. Work in coordination with the building maintenance/trustees to minimize hazards.
5. If available, maintain hand-held radios to coordinate with the incident coordinator or other team members.

Safety Response Team members should immediately identify themselves as such to any personnel responding to the incident.

The SSVT Response team should create a detailed emergency plan and the team should meet once a quarter to go over with their plans. The Temple should carry out emergency drills to make sure everyone in the team is on the same page.



This team should ensure items such as first aid kits, fire extinguishers, emergency exit plans are maintained to a schedule. Defibrillators, devices that restore a normal heartbeat by sending an electric pulse or shock to the heart, should be kept in the Temple premises. They are used to prevent or correct an arrhythmia, a heartbeat that is uneven or that is too slow or too fast. Defibrillators can also restore the heart's beating if the heart suddenly stops.



Training and planning exercises may enhance the disaster preparedness – and response and recovery capabilities and capacity – of the voluntary, faith-based, and community partner organizations, staff and volunteers.

References:

1. Faith-Based Community Preparedness | FEMA.gov

(<https://www.fema.gov/emergency-managers/individuals-communities/faith-preparedness>)

This reference describes situations that FEMA would respond to? What is the FEMA plan? How do you develop an emergency management plan? What is included in an emergency operations plan? What are the four steps of emergency response? and What is the most important part of emergency planning?

2. <http://media.mobaptist.org/public/pastoral-ministry/FaithBasedEmergencyPlanTemplate22410.pdf>
3. [DHS Center for Faith-Based and Neighborhood Partnerships | FEMA.gov](#)
4. [Disaster Information | FEMA.gov](#)
5. [Guide to Developing High-Quality Emergency Operations Plans for Houses of Worship \(fema.gov\)](#) [When houses of worship collaborate in partnership with their local government, first responders, emergency managers and public health officials, they can better plan for potential emergencies by creating an emergency operations plan.]
6. [FEMA - Emergency Management Institute \(EMI\) Course | IS-907: Active Shooter: What You Can Do; <http://www.dhs.gov/activeshooter>](#)
7. [FEMA - Emergency Management Institute \(EMI\) Course | IS-360: Preparing for Mass Casualty Incidents: A Guide for Schools, Higher Education, and Houses of Worship](#)

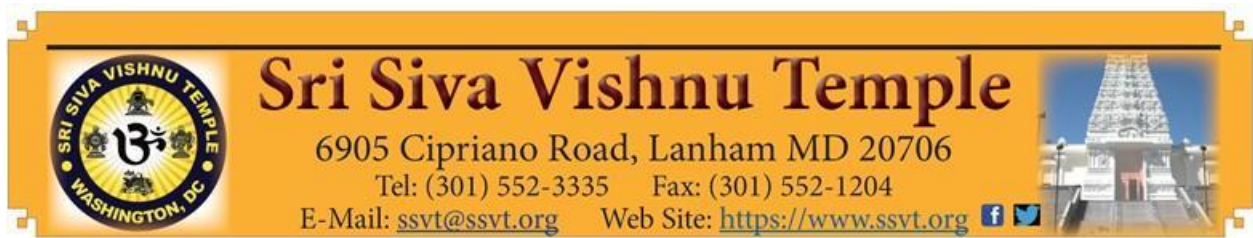
11 APPENDIX

11.1 TRANSITION POLICY

Here transition practices are specified at different levels of the organization. It will help the new person to transition effectively following a formal procedure. A template is shown below that can help in the process.

For EC :

As EC members change every year, the Officers who are in a new role for the year should receive formal Transition briefings from the Officers from the previous years.



For Trustee Liaisons:

When a new Trustee Liaison comes in, there should be a transition briefing by the previous Trustee Liaison.

For Committee coordinators:

When a new Committee coordinator comes in, there should be a formal transition briefing by the previous Committee coordinator.

Transition Plan can include a format like this to make sure that no items are left out. This document can be stored in the archive folder of the group

Transition Plan:

Item Transitioned	Details	Status/Comments
Email addresses	Any Official email addresses used. Transfer the email/password to the new person.	Additional details available in this deck
Any Documents used, Templates for Meeting minutes etc	Any documents used for meeting minutes, budgets, etc	
Any archived documents, Electronic folders etc		
Any applications, websites used by group	Relevant for financial documents, websites etc	
Any contracts managed by the person	Any contracts documents	
Best Practices used	Any informal Best practices and ways of working used by the group can be communicated to the new person	



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11.2 CONFLICT OF INTEREST POLICY

Following is the SSVT's conflict-of-interest (COI) policy and the restrictions are proposed as a matter of prudence and to encourage wider participation by volunteers in decision-making positions:

1. Immediate family members (spouse, children and siblings) should not be called to service at the same time on either the BOT or the GB. As per present practice and the SSVT By-Laws, there are no restrictions to close relatives serving as members of Devotee Committees or close relatives of GB members, trustees and devotee committee coordinators being appointed as part-time or full time employees.
2. On major capital projects (exceeding \$500,000) a clear separation between Owner's Representative and Builder should be observed.
3. When real or perceived COI situations arise the concerned individual should recuse themselves or in some cases may be requested to abstain from volunteering in that specific activity .
4. With regard to participation of Trustee Emeritus members of the GB in various Administrative / Devotee committees, they will be governed by the same procedures laid down for BOT members in the Operations Manual, with the proviso that GB members will not serve as members of the Audit Committee or Finance Committee in view of the financial oversight functions entrusted to the GB under the By-Laws.
5. In all matters relating to COI the GB will be the authority to determine whether a COI exists and how to resolve it.

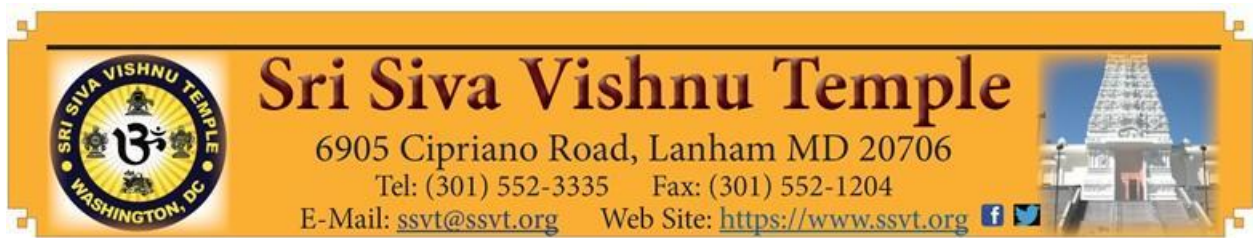
11.3 TEMPLE CREDO (नित्य तत्वाः)

SSVT core values encapsulate some of the important values and principles that guide all of us at SSVT, including Acharyas, Leadership team, employees, volunteers, and devotees. We use these values in our everyday actions, service to devotees and service to the Lord.

श्री गुरुभ्यो नमः । हरिः ॐ । शम्भवे नमः ।
अभेद दर्शनं ज्ञानं (Unity Consciousness is wisdom)

Sri Siva Vishnu Temple
Core Values-Credo (नित्य तत्वाः)

- भक्तजनसेवा हि भगवत्सेवा |
bhaktajana-sevaa hi bhagavat-sevaa |
Serving devotees is surely serving God
- निर्गर्विणः भवाम । न वयं कर्तारो भगवान् कर्ता इति भावयाम ।
nir-garvinaH bhavaama | na vayaM kartaaro
bhagavaan kartaa iti bhaava-yaama |
Let us be humble. Let us practice "We are not the doers, Bhagavan is the doer"
- श्री शिवाविष्णुदेवालयं आदर्शदेवालयं करवाम ।
Shri sivavishNu devaalayaM aadarsha devaalayaM
karavaama |
Let us make SSVT to be an ideal temple
- परस्परं भावयन्तः श्रेयः परं अवाप्स्यामः ।
parasparaM bhaava-yantaH shreyaH paraM
avaapsyaa-maH |
By respecting each other, we reach greater heights
- Principle of mutual respect and love - (Bhagavad Gita 3.11)
- संगच्छध्वं संवदध्वं सं वो मनांसि जानताम् ।
Sangaccha-dhwaM sam-vadadhvaM samvo
manaaMsi jaanataaM |
Let us move in harmony, speak in one voice; let
our minds be in agreement (Rig Veda 10.192.2)



11.4 CODE OF CONDUCT

Serving devotees should be of utmost importance for the employees and volunteers and as such the Board of Trustees expect all the employees, volunteers and devotees to adhere to the following:

1. **Mutual Respect and Courtesy**
 - 1.1. Devotees, Volunteers, will treat each other, devotees and SSVT employees (staff & Priests) with respect, trust and dignity.
 - 1.2. Employees will also treat each other and the devotees & Volunteers with respect, trust and dignity.
2. **Use of Respectful Language**
 - 2.1. All volunteers will abide by the following creed, "I am a volunteer and I will be C(courteous). A (attentive). R(responsive) and. E(empathetic)." while working with devotees, volunteers, and employees.
 - 2.2. Anger, and abusive behavior are a poison for spirituality; such unbecoming behavior will not be tolerated in the Temple, and by the Board of Trustees
3. **Reporting Protocols**
 - 3.1. All employees should follow the reporting structure established by the Temple
 - 3.2. All employees report to General Manager, who in turn functionally reports to the Vice Chair of Operations and administratively reports to the Chairperson
 - 3.3. Differences of opinion shall be resolved with mutual and cordial discussions and by following appropriate reporting protocols.
 - 3.4. If any employee does not follow this code of conduct, first a notice of warning regarding this unacceptable behavior will be sent by the General Manager.
 - 3.5. A second incidence of such behavior by the same employee will lead to disciplinary action by the General Manager in consultation with the Vice Chair of Operations and the Chairperson as deemed necessary.
 - 3.6. If any volunteer does not follow this code of conduct, first time a notice of warning regarding this unacceptable behavior will be sent by the Vice Chair of Operations or the Chairperson
 - 3.7. A second incidence of such behavior by the same person will lead to a referral to OMBUDSMAN by the Chairperson.

ALL OUR ACTIONS SHOULD BE FROM DEVOTEE SATISFACTION PERSPECTIVE

Based on this, a code of conduct form for employees and volunteers including the BOT has been prepared and approved by the BOT in 2020. We attach a typical form here.



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Sri Gurubhyo namaH || HariH Om || Shambhave namaH

SSVT VOLUNTEER CODE OF CONDUCT

Volunteers are at the heart of SSVT. Outstanding Volunteerism is what makes SSVT a Temple that is loved by all its devotees. SSVT’s volunteers exemplify the sentiments in Bhagavad Gita 5.8 that talks about humble and selfless Karma Yogi. SSVT Management appreciates the time volunteers put in to serve the Temple and acknowledges that their selfless service all these years has sustained the Temple operation and make it one of the leading Temples in the DMV (DC, MD, VA) area. We thank you for your great service. ≈ We request the volunteers to abide by the Temple code of conduct and sign this form for our record.

I, _____, want to serve the Devatas at SSVT, and the devotee community at SSVT as a seva and devotion to the Devatas and to the community. I recognize that my primary responsibility is to project a positive, professional image and provide the best possible assistance and information to the devotees, public, staff and other volunteers. I understand that I will be held to each of the following:

1. Mutual Respect and Courtesy

1.1. As a Volunteer, I will treat each other, devotees and employees (staff & Priests) of SSVT with respect, trust and dignity.

2. Use of Respectful Language

2.1. I will abide by the following creed, “**CARE**” - C (Courteous). **A** (Attentive). **R** (Responsive) and. **E** (Empathetic).” while working with devotees, other volunteers, and employees

2.2. I understand Anger, Outburst, and abusive behavior are a poison for spirituality; such unbecoming behavior will not be tolerated in the Temple, and by the Board of Trustees

3. Reporting Protocols

3.1. Differences of opinion shall be resolved with mutual and cordial discussions and by following appropriate reporting protocols.

3.2. If the differences cannot be resolved with mutual discussions, then I will escalate the issue to the General Manager or Vice Chair of Operations.

3.3. Any violation of the code of conduct by the volunteer will result in a warning notice that will be sent by the Vice Chair of Operations to the volunteer.

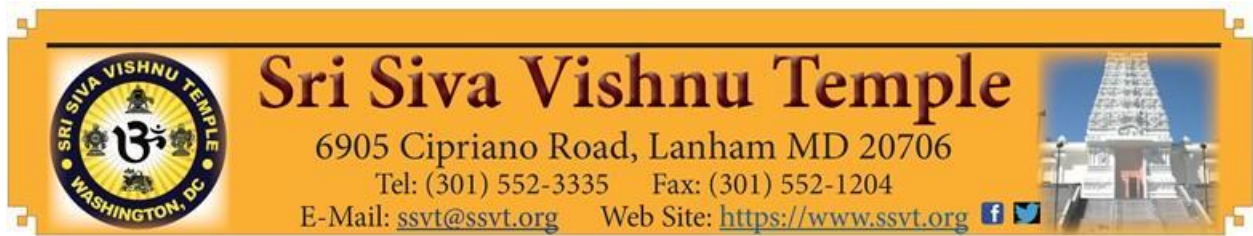
3.4. Second such incident will result in a referral of the incident to the Ombudsperson by the Chairperson.

I have read the SSVT volunteer code of conduct and understand that I will be held accountable for my actions.

Accepted: _____

Please print your name: _____

Date: _____



11.5 OFFICE OF THE OMBUDSMAN AND GRIEVANCE ADDRESSING

Ombudsman services are available to any member of the SSVT congregation or staff. The position of Ombudspersons has been established to make available the services of two impartial and independent persons to address certain types of problems and grievances that various stakeholders have faced over the years. The principal aim is to provide assistance in resolving problems or grievances in a manner that contributes to transparency in the conduct of Temple affairs while preserving the ability of the BOT to act efficiently in the interest of the Temple.

Any individual who has any grievance or complaint should try to resolve the issue through normal Temple channels. For instance, for a devotee having any grievance about services provided by the Temple, the first point of contact would be the Coordinator of PR Committee or a message by email to the SSVT website (ssvt@ssvt.org). For a staff member or contract worker, the first point of contact is the General Manager. For members of Devotee Committees, the first person to be approached is the Vice Chairperson (Operations); and for trustees, it is the Chairperson of the BOT. The Office of Ombudsperson should be invoked only when the contacts indicated above do not lead to a satisfactory resolution of the issue.

Other than criminal proceedings, the Office of Ombudsperson may not be called to offer testimony either as a witness or otherwise be required to provide information in similar proceedings, or in any other administrative or judicial proceedings inside or outside the SSVT organization.

An Ombudsperson will keep all dealings with persons who seek his or her services strictly confidential, except to the extent that the person seeking assistance consents to disclosure for the purpose of the performance of the duties.

The goal of this office is to provide improvement to the working environment in the Temple, thus promoting better management of relationships of various stakeholders in the Temple. Further it aims to facilitate greater organizational and operational efficiency by providing appropriate lessons-learned from experience and better fulfill the Temple's mission to the larger community.

1. Up to Two Ombudspersons will be appointed by the Governance Board (GB) typically in its first meeting of the year. The term of appointment as Ombudsman is one year, with provision to extend the term for another year.
2. These Terms of Reference for Office of Ombudsperson also apply to Special Ombudsperson appointed by GB to address a specific issue.
3. In exercising their duties, the Ombudspersons will be independent with no interference from BOT or GB. However, GB may designate one of its own members or anyone else as a point of contact to Ombudspersons to facilitate their work by providing needed facts or initiating contacts with such individuals who Ombudspersons may have to contact in the course of performance of their functions.



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4. The Ombudspersons shall have the right on any matter pertaining to the exercise of their duties, to have direct access to any staff or contractual employee, volunteers, committee members and coordinators, and officers and trustees of the Temple.
5. All officers, trustees, former trustees and employees, and contractual employees are expected to cooperate with the Ombudspersons and to make available all information pertinent to matters being reviewed.
6. The Ombudspersons shall have access to all records and documents relevant to the exercise of their duties. In the event of a dispute regarding access to records or documents GB's disposition is final

Duties of the Ombudsperson

1. In dealing with any dispute/grievance, the Ombudsperson's primary objective is to amicably resolve disputes and complaints and will exercise his or her judgment using mediation and conciliation or other appropriate means.
2. When a problem cannot be resolved, the Ombudsperson will present to the President of GB recommendations for the resolution of the problem.
3. The Office of Ombudsperson shall submit an annual report to the President, GB, specifying the number and general nature of all the problems brought to their attention and describing in general terms the extent to which the problems were or were not resolved, together with the reasons for the lack of resolution. If, in the view of the Office of Ombudsperson, certain cases have revealed broad issues of personnel management, administration, or devotee services, the report may discuss and make recommendations on the issues involved. The annual report shall be circulated to the General Council
4. An Ombudsperson shall bring to the attention of the GB any systemic issues, or specific to Temple activity or governance that become apparent from individual cases.

For more details on the Term of Reference for The Office of the Ombudsperson please refer to the SSVT website.

11.6 IMPORTANT RELIGIOUS EVENTS AT THE TEMPLE

Categories of Religious Services

Nithya Puja (Daily Puja) + weekly abhishekams

Naimitika Puja (like pradosham etc) Rituals Based on Nakshatra / Tithis (monthly)

Kamiya Pooja (On special occasion) - Special annual pujas and utsavams eg: Brahmotsavam, Pavitrotsavam, Ayyappa Mandalam etc; Kalyanotsavam

Other Devotee related events Vishu / Ugadi etc



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Devotee sponsored Personal Services – any of the 16 samskaras, abhishekams, wedding, upanayanam etc

Naimitika Puja - Rituals Based on Nakshatra / Tithis (monthly)

Ganesha

Chaturthi (Monthly)

Sankatahara Chaturthi

Ganesha Chaturthi

Siva

Maha Pradhosham

Sani Maha Pradosham

Maha Sivaratri

Ardra Darshanam

Kartika Somavaram

Subramanya

Sashti

Krittika

Vishaka

Anantha Padmanabha

(Ekadasi, Vaikunta Ekadasi)

Anjaneya (Moola & Hanumat Jayanti)

Krishna (Rohini)

Rama (Punarvasu), (Rama Navami)

Sudarsana / Yoga Narasimha (Swati)

Ayyappa (Uttara Phalguni) & Padi Puja (Monthly)

Andal (Purva Phalguni)

Satyanarayana (Poornima)

Kamiya Pooja (On special occasion)



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Samvatsara Mahotsavam	Rama Navami Festival – Sundarakanda Parayanam
Siva Brahmotsavam	Sankara Jayanti Celebrations– Outside group
Siva Pavithrotsavam	Sudarsana Jayanti
Venkateswara Brahmotsavam	Madhva Navami
Vishnu Pavitrotsavam	Bhagavathi Seva – during Karthika masam
Srinivasa Kalyanam (Monthly)	Raghavendra Swami Aradhana – new
Celestial Kalyanams –Andal Kalyanam* Srinivasa, Sita - Rama, Meenakshi, Valli, Devasena, Venkateswara, Tulasi	Durga Ashtami – during Navratri
Murugan Utsavams – Thai Pusam, Panguni Uttiram, Vaikasi Visakham, Skanda Sashti*	Navagraha (Maha Sankaranthi)
Chandi Homam,	Lakshmi (Varalakshmi Vratam, Deepavali)
Navagraha Abhishekam (Monthly)	Venkateswara (Venkateswara Jayanthi)
Sarpa Bali	Narasimha Jayanthi
Ayyappa Mandalam*	Krishna (Janmashtami)
Varalakshmi Vratam	Ayyappa (Mandala Puja)
Upakarma	
Vasantha Panchami – Vidyarambham	
Vijaya Dasami – Vidyarambham	

Celestial Kalyanams



Meenakshi Kalyanam

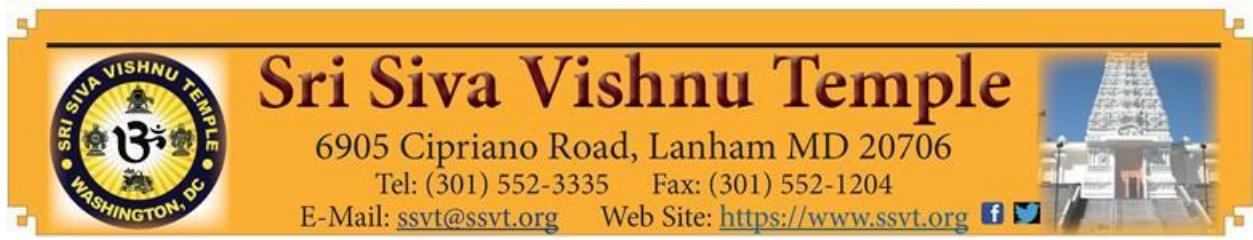


Valli Kalyanam



Srinivasa Kalyanam - Ugadi





Other special Events

New Year's Day

Ugadi – Venkateswara Abhishekam / Archana

Deepavali – Mahalakshmi Puja

BYOG during Ganesha Chaturthi

Personal Services (both at devotee's house or at the Temple) include:

Graha Pravesam (only at Devotee's house)

Seemantham (Pumsavana)

Namakaranam

Annaprasanam

Chowlam (only at the Temple?)

Vidyarambham

Upanayanam

Vivaham

Mahanyasa Poorvaka Ekadasa Rudrajapam

Chandi Homam

Other Homams

Akshaya Vata

Funeral Service

10-day Aparakarya

Annual Shraddham (Personal) (Parvana or Hiranya)

Mahalaya Paksha (Hiranya Shraddha)



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11.7 CULTURAL COMMITTEE FUNCTIONS

The Cultural Committee organizes programs that complement religious events. We provide opportunities for many in our congregation to showcase their talents while we promote young and upcoming artists. Through the years, we can proudly say that many local talents have attained national recognition and many of them continue their art even after they graduate from high school and go to higher studies outside of our region. The committee organizes every year the following programs:

#	Program	When	Details
	Tyagaraja Aradhana	January (around 20 th)	Two-day event with Unchavritti, Pancharatnam and Utsava Sampradaya kriti rendition, individual and group singing, miniconcerts, LecDems, Quiz, a Youth Event and two main concerts
	Andal Kalyanam/Sankranti		Work with Namasankeertana Task Force to identify a singer for the Kalyanam
	Maha Sivaratri all night dance	Feb or March	Local Dance Teachers arrange this under the leadership of Deepti Mukund
	Ugadi	March or April	Local Dance Teachers arrange this under the leadership of Lakshmi Babu
	Sri Rama Navami	March or April	A day of individual singing, mini-concerts and a main concert when possible.
	Sri Annamacharya Festival	March	Day long program with individual and group singing, mini-concerts, dances and a main concert.
	Nadatarangini	April	Done in association with Smt Usha Char's Nadatarangini.



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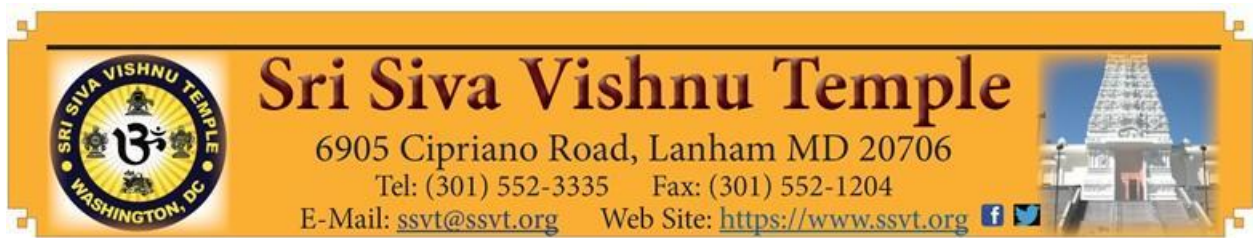
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	Sri Papanasam Sivan Festival	May	Day long program with singing around prakara Ganapathi, individual and group singing, mini-concerts and a main concert. Usually another composer who is not celebrated by a festival is also added.
	Sri Bhadrachala Ramadas Festival	June	Day long program with individual and group singing, mini-concerts, dances and a main concert. A second composer is also celebrated sometimes.
	DC Youth Music Festival	June	Two-day festival done in association with SRGMPDN featuring mini-concerts, creative manodharmam events and main concerts.
	Dance Program	August	Part of Krishna Janmashtami
	Sri Swati Tirunal Festival	September	Day long program with individual and group singing, mini-concerts, dances and a main concert.
	Navaratri/Music Competition/Dandiya	September or October	Youth singers singing during the evening of the nine days
	Haridasa Day	October	One day event with individual and group singing, mini-concerts and a main concert.
	Fund Raiser Concert	November	Done as necessary
	MDSS	November	Done in association with Smt Nirmala Ramawamy's Geetamrutha School of Music.

Bi-weekly program at Vasantha Mandapam where upcoming and local talent present a mini-concert.

In addition, as allowed by the budget, the Cultural Committee features visiting artists from India in concerts. A few of them are ticketed events.



Once a year, typically around July/August, a marquee concert is held at an outside venue either for purposes of fund-raising or as part of a Mahotsavam that the Temple performs.

11.8 ARCHIVAL OF SSVT SPONSORED CONCERTS

Starting in 1978 and through 2020 SSVT has sponsored approximately 500 concerts. Temple has the recording of these concerts for archival purposes. Where agreed upon by the artists, CD copies of individual concert recordings are made available to Temple devotees on-demand for a nominal donation. Currently the Temple has digital recording of these concerts in a hard disk and one physical CD copy each of individual concerts in wave and mp3 formats.

With waning interest in CDs and the effort required to manage in the physical form, the Temple has decided on the following approach:

Archival: Archive the ~300 GB of recording to Cloud backup

Physical Copy: Offer the existing physical CD copies (with no plans to replenish) of individual concerts at Temple gift shop for devotees for a nominal donation

Digital jukebox: A digital jukebox will be created where devotees can choose to listen to a specific track within a specific concert. The following are the aspirational features of this digital jukebox:

1. Ability to enable/disable availability of specific concert to devotee users
2. Ability to listen only at the Temple using Temple equipment
3. Ability to listen online with SSVT devotee login privilege
4. Ability to download a track/concert with SSVT devotee login privilege by donating to SSVT

Future devotee access to recorded concerts: Once the digital jukebox is set up, possibility of annual devotee subscription will be explored to facilitate devotee access to these recorded concerts for online listening from the Temple website.

Future concerts: After each concert or a special program, the cultural committee coordinator will have the responsibility to upload the recording to both the archival digital backup and to the digital jukebox. The IT coordinator will have the initial responsibility to set up these upload capabilities.



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11.9 EDUCATION COMMITTEE FUNCTIONS

1. Leadership, innovation and planning: Committee management, BoT/OC engagement; includes management/updating of annual schedules and plans/roadmaps,
2. Curriculum, Classes/Courses, Programs and Events: Multidisciplinary Dharmic, religious and spiritual curriculum for all ages, genders and communities. Class facilitation (e.g., Sunday Family Dharma Classes, Sanskrit, Upanishads, SAT, Ramayana, Bhagavatam, Narayaneeyam, others). Discourses, quarterly and monthly events (e.g., include Yoga Event, Women and Dharma, Summer Camp, Dharma Symposiums, Town halls, and scholarly discourses). After these are adapted by the new committee formally then they may be considered as traditional educational events.
3. Content Development: Responsibility for organizing and maintenance of the education room and the library, Website content management and development, Education Committee Google Drive for administrative artifacts and data, Social Media platform scaling/maintenance, Education YouTube Channel scaling/maintenance, and Virtual Library and Education Portal Development and Maintenance. This portal, although is a stand-alone entity, will be folded into the SSVT website and maintained by the IT administrator with inputs from the education committee.
4. Special programs: Lectures / town halls and workshops on special topics can be arranged to raise awareness of special topics including Social Activism. Young Professionals (from Young Adults & Young Professionals Committee) may want to be involved in social justice causes.
5. Community and staff Development: Teacher training, mentorships, internships and support, Mental Health advocacy, wellness and food
6. Partnerships: Partnership with other Education programs at other Temples, Dharmic organizations, Interfaith organizations
7. A few years ago Yoga conf, Women in Dharma conference, Summer camp, and education symposium. Once the new coordinator gets selected / elected and when these events have been adopted by the committee then they may be considered as traditional educational events.

11.10 PRASADAM / KITCHEN COMMITTEE

The Prasadam / Kitchen committee organizes and plans for preparing, packaging and distribution of Prasadam during each weekend (Friday evening, Saturday & Sunday) throughout the year. Additionally, on special occasions like New Year, Sivaratri, Ugadi, Ayyappa Mandala, Mahotsavams etc they do special items and cater to the devotees. We provide opportunities for many in our congregation to volunteer in these activities. During Cultural Aradhana days volunteers prepare prasadam / packs and take care of the participants. We can proudly say that many youth / high school students are allowed to volunteer and get credited for their community service. On special weekends, or during the Food Bazar our volunteers prepare special items like Dosa, Uttapam, Bajji, Rabadi, Chaat etc showcasing their talent. The committee organizes every year the following programs:



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#	Program	When	Details
1	New Year's Day	January 1	<p>Typically, several thousand devotees visit the Temple and Kitchen committee works 9 AM to 9 PM taking care of their needs</p> <p>Lot of planning and organization goes behind the scenes Lot of planning and organization goes behind the scene from deciding on the menu for Dec 31st as well as for Jan 1st., making sure enough helpers and cleaning person(s), procuring all materials (both prasadam preparation and packaging), streamline devotees at prasadam pick up and at the POS payment areas.ne from deciding on the menu for Dec 31st as well as for Jan 1st., making sure enough helpers and cleaning person(s), procuring all materials (both prasadam preparation and packaging), streamline devotees at prasadam pick up and at the POS payment areas.</p>
2	Andal Kalyanam	Second / third Sunday in January	<p>Annadanam for this event sponsored by a devotee and requires a special sweet suggested by the sponsor (Madhu Murthy or any new sponsor)</p> <p>Confirm the usual practice that Annadanam is provided only to those who sponsored the kalyanam.</p>
3	Maha Sivaratri all night dance	Feb or March	<p>Prasadam distribution will be from 9 AM to 11 PM. A few thousand devotees visit this auspicious day and planning is needed to feed them.</p>
4	Ugadi	March or April	<p>Special lunch (Kalyana Bhojanam) is usually planned for the celebration day (or Ugadi day if it falls on a weekend). Assigned volunteers make special sweets (Kaaja, Mysore Pak, etc).Ugadi Pachadi is also prepared on that day. Those who sponsor Kalyanam or all pujas get 2 tokens for free Kalyanam bhojanam and a</p>



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			Thamboolam bag and Other Devotees buy this lunch at a cost set by the Task force.
5	Food Bazaar	August / September	Kitchen Volunteers and others prepare dishes like Dosa, Uttappam, Chaat, Rabadi, Bajji and other items. Take care of the stalls, and Coupon sales etc.
6	Deepavali	November	Volunteers make Deepavali Puja and help the cooks to pack a set of sweets. Special Thali is also prepared
7	Ayyappa Mandala	November 15 through Jan 14	Every Weekend during the Mandala season special lunch box has to be prepared for the Irumudi devotees

11.11 SPECIAL EVENTS TASK FORCE DETAILS

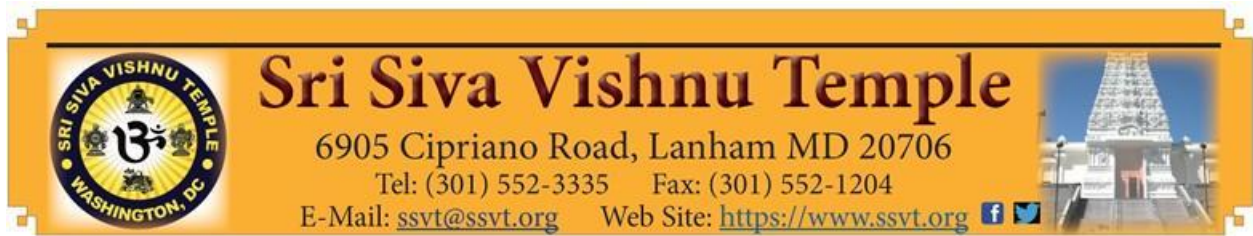
During the year there are a few routine task forces set up with operations vice chair leading it to address special events such as New Year's Task force (meet during December) to plan for New Year's Day, Sivaratri Task force that meets one month before Sivaratri Day, Ugadi Task Force (meets one month before Ugadi day) etc. While there are a few more like Deepavali & Vaikunta Ekdashi task forces are also led by Operations Vice Chair, this section gives details of these three task forces

11.11.1 NEW YEAR'S DAY

TASK FORCE RESPONSIBILITIES

Operations VC will be in-charge of the entire event.

He will be assisted by the priests, his management team, kitchen employees, facilities supervisor and the cleaning crew. Make sure all team leads provide their detailed plan including assignment of volunteers (as shown for RC) and plan B before the second week of December and communicate the details with all the coordinators and activity leads by the third week of December so that all of us will be on the same page.



Devotee satisfaction should be our singular goal

New Year's Day celebration is the busiest day in devotee attendance and participation. Nearly 8 to 10 thousand devotees visit the Temple that day. In fact, the New Year's Eve also needs our attention since many devotees visit the Temple and participate in the events held the night before New Year's Day and the lower level of the Temple remains open till midnight. This will be even more busy if Vaikunta Ekadasi happens to fall at this time.

Every year SSVT manages to put up a great effort thanks to all the volunteers. While this is routine to many of the senior volunteers some newcomers need to go through the details. For us to operate as a well-oiled machine and work in unison we need to attend to even minute details. The task force should have plan B for most of the activities. For example, if it rains heavily or snows what do we do with parking. With more than a few thousand devotees visiting during each interval what alternate parking arrangements do we do? What do we do if we run out of bananas? Etc.

We need specific teams with clearly identified team leaders (usually respective committee coordinators) and their back up in place well before December first week. The following teams should be in place:

1. Management
 2. Religious
 3. Public Relations
 4. Cultural
 5. Kitchen
 6. Decoration
 7. Flowers
 8. Saree Sales
 9. Education
 10. Information Technology
 11. Logistics and Traffic Control – Team a for upper level; Team B for lower level
 12. Parking and Security
 13. Safety
-
1. Each team should come up with their details and present it to the operations VC. All teams should come up with a list of items they need and email GM (copy VC-Ops with their needs by Dec 15th.
 2. Priests should submit their requirements for decoration by Dec 20th to the procurement coordinator through GM.
 3. Coordinators' should present their needs to OP.VC, with copy to GM and other appropriate committee coordinators. For example, if RC needs microphones contact the GM, IT coordinator or IT lead. If RC needs flowers, contact the GM and Flower coordinator. All these requirements should be submitted by December 15th.



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4. Decision should be made if we are going to distribute the Temple Calendar on New Year's Day. Do we print 5000 copies? Do we give only to those families who sponsor archana or abhishekam? Do we start giving it from Christmas?
5. All the volunteers should be urged to be patient, polite with devotees and make them feel happy on the first day of the year.

Responsibilities of Various Teams

1. **Management Team** – VC-Ops, GM, Scheduling Manager, Facilities Supervisor, BOT Chair and BOT members
 - 1.1. Supervising, coordinating and helping various teams. Do we need and have volunteer badges?
 - 1.2. Traffic & Parking – Valet? Policeman?
 - 1.3. Keeping the Temple clean – Do we have enough cleaning crews?
 - 1.4. Procurement for all the teams and general operation – Can we get this done well in advance? Have a back up plan if we run out of items?
 - 1.5. Procurement for kitchen needs
 - 1.6. Providing all facilities needed as requested by all the teams. What happens if we do not have power?
 - 1.7. Safety – First Aid at both levels – Do we have a team of Doctors assigned on a rotation basis? Do we have a first aid box with emergency needs in both levels?
 - 1.8. Communication systems – Do we have Bull horn, Walkie Talkie etc.? Do we have a public address system to inform devotees from one central point so devotees at either level can hear? Or do we have another way of communicating throughout the entire Temple?
 - 1.9. How to encourage devotees signing up for Annual Puja / One day puja etc
2. **Religious Team** – RC members, liaison, additional volunteers who signed up at the task force meeting
 - 2.1. Mostly, priests will schedule amongst themselves all programs (archana, Abhishekam etc.) but RC must provide volunteers to help them distribute raisins and manage crowd control. Usually there will be a task force set up for this and logistics, crowd control etc., will be handled by them.
 - 2.2. An example of assignment of RC members is given below:
 - 2.2.1. Need to provide at least 2 volunteers for Dec.31st night also
 - 2.2.2. Any need for flowers, microphones, fruits etc should be addressed two weeks in advance with respective teams and GM. Get inputs from Priests about their needs and pass it on to GM
 - 2.2.3. Make sure the front desk volunteers know the religious programs clearly like if there is an abhishekam for any deity. What are the archana schedules and that no car pooja will be done. But if a devotee wants their car key to be placed in the sannidhi of the deity of their choice and an archana will be done for a fee decided by the task force and informed in the December or certainly January newsletter. Need to work with Publications in this regard.



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- 2.2.4. Are we giving any prasadam other than raisins and bananas for devotees sponsoring archana (s)?
- 2.2.5. Where and when sarva devata Arati(s) is done?
- 2.2.6. Do we provide devotees any new year slokas or important functions for the year handouts as in the past?
3. **PR & Handling front desk:** PR committee with coordinator and front desk volunteers
 - 3.1. Make sure the front desk volunteers know religious programs clearly like if and when there is an abhishekam for any deity. What are the archana schedules and that no car pooja will be done. But if a devotee wants their car key to be placed in the sannidhi of the deity of their choice and an archana will be done for a fee. Check with RC lead and look at the latest newsletter.
 - 3.2. PR volunteers along with RC volunteers should follow the direction from the logistics team in controlling the traffic in the upper level.
4. **Cultural Team:** Cultural committee and volunteers
 - 4.1. Decide what program is planned for Dec.31st or it can be left to volunteers who want to manage the New Year's Eve program themselves.
 - 4.2. Is there any program on Jan 1? The auditorium will be occupied by the devotees eating their prasadam. – The answer should be No.
 - 4.3. We can play music in the background at a low level in the auditorium.
5. **Kitchen Team:** Kitchen coordinator, team leaders and other volunteers
 - 5.1. Decide on the menu for Dec 31st as well as for Jan 1st.
 - 5.2. Do we need additional cleaning person(s) for cleaning the vessels?
 - 5.3. Coordinator in consultation with the cooks make sure all the materials are procured ahead of time.
 - 5.4. Make sure all the packing boxes, plastic utensils are all procured well ahead of time.
 - 5.5. What about providing coffee and tea to the devotees?
 - 5.6. Do we have a plan on how to provide food for various volunteers?
 - 5.7. How do we minimize the confusion at the POS counter and prasadam distribution counter? Are we limiting choices? Are we providing lunch boxes?
 - 5.8. Do we have enough paper cups for water stations?
6. **Decoration Committee:** Decoration committee along with additional volunteers are responsible for all the decorations near sannidhis, vasantha mandapam in the upper level and in the lower level where necessary.
7. **Flowers Team:** Flower coordinator and other volunteers
 - 7.1. Make sure all the flowers / garlands requests from the priests and coordinators are received well in advance.
 - 7.2. Order the flowers well in advance.
 - 7.3. Have a Plan B if flowers do not arrive on time or not enough.
8. **Saree Sales:** Sarees coordinator and their volunteers
 - 8.1. Where do you put up your sales table?
 - 8.2. How do you handle any devotee who wants to sponsor sarees on Jan1? Is there any provision for this?
 - 8.3. Do you need a means to accept credit cards or can the front desk accept their cards?
9. **Education Committee:** Education coordinator and their volunteers
 - 9.1. They plan to use the Ed class room for an open house



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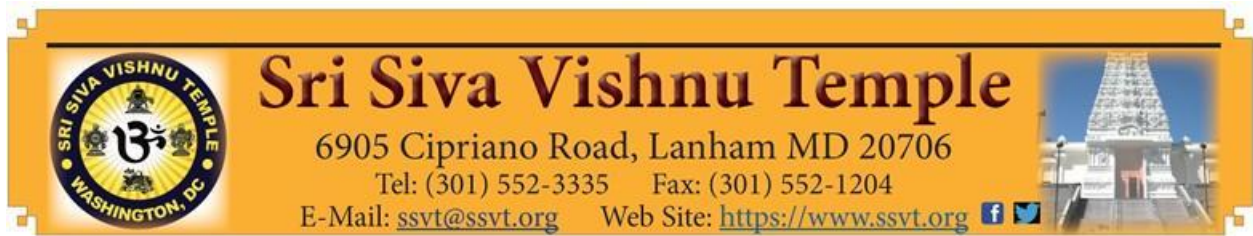
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- 9.2. They plan to use the desk setup outside the home kundam room to display community resources
- 9.3. They plan to setup display of Ed programs on the long table against the ed room wall
- 9.4. They plan to use the monitor & table upstairs in vasantha mandapam for display of flyers for Yoga day & Ed services - optionally staffed by a volunteer.
10. **IT Team:** IT coordinator and their volunteers
 - 10.1. Collect all details and have a web blast one week before the first. Also update the SSVT website with these information(s)
 - 10.2. Make sure all microphone needs are met at both levels
 - 10.3. Do we have all TV monitors operational? Will they all have the same messaging both at upper and lower levels?
 - 10.4. Do we have all communication equipment(s) available?
 - 10.5. Can we make announcements from one place in the upper level and reach devotees through both levels?
 - 10.6. If Live-streaming option is decided, place cameras in appropriate locations.
11. **Logistics & Traffic Control:** Team leads and their volunteers, VC-Ops / GM
 - 11.1. We need two teams one for the upper level controlling devotee traffic as they visit various sannidhis
 - 11.2. Decide how the devotees enter this level and where do they exit from?
 - 11.3. How do you communicate with the devotees about what is going on and what do you want them to do?
 - 11.4. Team B controls the devotee traffic where they enter, where they buy their tickets for prasadam and where do they collect prasadam, where do they eat and how do they exit?
 - 11.5. Where do the devotees leave their foot wear and jackets? What happens if it rains heavily or snows?
12. **Parking and Security:** Parking lead and volunteers, Facilities manager / GM
 - 12.1. Do we have an outside facility for excess parking? Will there be directions available for there?
 - 12.2. Will there be a shuttle?
 - 12.3. Do we have parking attendants who will guide and direct devotees where to go? Parking attendants or volunteers should be present from 7:30 AM till 7 PM.
 - 12.4. Do we open the gate at the new parking lot? Will there be a policeman guarding the entrances and exits? How do the devotees parked in the lots on the side of the Temple be directed to exit the Temple?
 - 12.5. Do the parking attendants or volunteers have walkie talkies to communicate amongst themselves and to the OP.VC in the event they want the cars blocking parking space to be moved?
 - 12.6. How do we control our devotee's entry and exit without creating a traffic jam on the Cipriano Road near our Temple?
 - 12.7. Do we need additional security personnel from private security companies to monitor the site?
13. **Safety Response Team:** Team leaders and Volunteers
 - 13.1. Assign Doctors on a rotational basis. Each doctor for 2 hours. At least two doctors to be present from say 8 AM till 4 PM so one manages upper level and the other takes care of the lower level



- 13.2. Do we have enough items needed for first aid in both levels?
- 13.3. For the kitchen area we need burn medication?
- 13.4. Do we need to inform ambulance folks as a precautionary reason?

Things to do and Responsibilities:

1. Make sure all Coordinators are fully informed (VC-Ops)
2. Make sure web blast is given twice in the last week of December (RC/VC-Ops/IT)
3. Order materials needed (Procurement incharge with input from all team leads, cooks and priests)
4. Order flowers, fruits etc (GM/Mahajanam/Prabha Pippala with input from RC/priests)
5. Make sure audio/video requirements are taken care off (GM / Alagu Raja / IT)
6. Make sure Ashwani Ramamurthy or Manju is informed so he can take pictures before the decorations are removed. This means they have to be there by 8 AM. Check with the priests when Ayyappa, Siva, Ananthapadmanabha abhishekam takes place. (OP.VC)
7. Check with Kitchen for readiness (VC-Ops)
8. Parking arrangements (VC-Ops) [GM to contact transport company if we have shuttle]
9. Security Arrangements (VC-Ops) [GM to take care of this]
10. The Scheduling Manager should be reminded that no leave or outside service be given to any priest on Jan 1. (Scheduling Manager)
11. Despite all our plans and these details, we will miss something for sure and that is why we should have plan B for rapid reaction.
12. Let us all work together to make this even a great success like we have always done in the past.

11.11.2 ANDAL KALYANAM

ANADAL KALYANAM

#	Topic Description	Responsibility	Remarks
1	General Info (Who, Where, When etc)	<p>Sri Radha Krishna Uncle & Party</p> <p>In the past several years Charu & Priya Narayanan have taken over the responsibility</p>	<p>2nd Sunday in January (unless there is a conflict); At Vasantha Mandapam.</p> <p><i>Note: If Sankaranthi happens to fall on this day then one has to consider day change because on Sankaranthi the Ayyappa Mandala crowd will need use of Vasantha Mandapam</i></p>



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2	Religious	Religious committee	See Details Below. Work with Namasankeertana Task Force (TF Lead, CC & RC coordinators & Liaisons Plus two outside members) to identify a singer for the Kalyanam
3	Flowers / Garlands	Flowers Committee	Fill flower requirements per the priests' request
4	Kitchen	Kitchen committee	<p>Kitchen committee should be informed about Annadanam for this event, paid in perpetuity to do the Annadanam in the name of their daughter. The Devotee's name is Madhu and Rangamani Murthy who will do Annadanam in the memory of their beloved daughter Nandini Murthy. There may be other sponsors and we should recognize them also</p> <p>This should continue every year without any interruptions.</p> <p>Madhu and Rangamani Murthy who paid will be the contact person for Annadanam. The devotee Should be requested to send an email may be 3 weeks before to the VC. Of Operations and or Chairperson reminding that the Annadanam should be arranged.</p> <p>As requested by the devotee: Annadanam is only to those who sponsored for the kalyanam and they should be given a token or a ticket so that the annadanam can be given to them. The Devotee should take care of serving or arrange few volunteers to serve.</p> <p>Temple should provide water bottles and paper products.</p>
5	Prasadam?	Devotee sponsoring Annadanam	There's a special sweet which needs to be made and it can be made by the devotee in the Temple kitchen or show SSVT cooks



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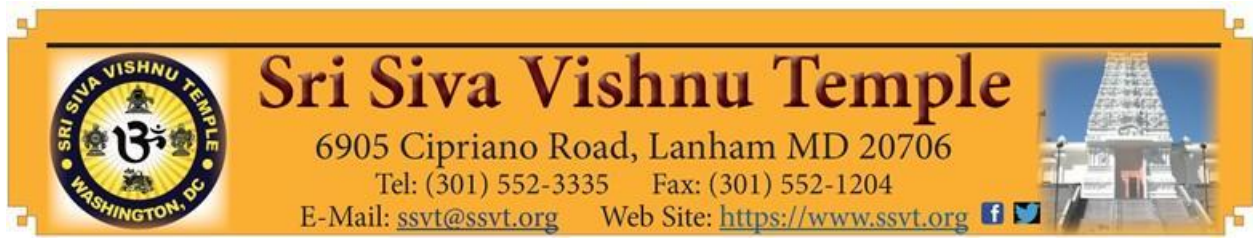
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			how to make it. Devotees can request one or 2 rice items which are already made at the Temple for Annadanam.
6	Cultural	Cultural Committee	Vice Chair Operations or GM should contact Cultural committee to arrange cultural program for this day
7	Publications	Publications committee	News letter should carry details of this event
8	Web Blast	IT committee	At least two web blasts should go prior to this event
9	New Trustee Inductees, honoring out-going trustees	New Chairperson of BOT, OP. VC	<p>There is always a big confusion whether it should be done in the beginning of the Kalyanam or just before Mangala Harathi.</p> <p>Doing it just before Mangala Harathi allows for good crowd to witness this honoring.</p> <p>Certificates are distributed to the retiring trustees. This should be taken care of by the VC of operations and Or Chairperson at least a week before the Andal function. Rajashekar usually prints the certificates and the GM needs to get it framed to keep it safe.</p>
10	Parking	GM	Should not be an issue because it is a Sunday. But GM has to make tactical decision based on the information for this day every year
11	Security	GM	Do not see any special need but have to decide every year.

Andal Kalyanam: Day, Date, Year

Goddess Andal, after observing the Paavai Nombu (vows) during the Dhanus month, merged with Lord Ranganatha in Srirangam. This union is celebrated as Andal kalyanam, which will be observed on Day, date, year in our Temple. Participating in this event is considered auspicious, especially for those in search of good life partners.



8.00 AM Suprabhatam, Andal Abhishekam, Tiruppavai recitation, Archana, Deeparadhana.

10.30 am Andal Kalyanam Utsavam

12:30 pm Theerthaprasadam Distribution

1:00 pm Cultural program in the auditorium

Sponsorship (includes both Abhishekam & Kalyanam): \$35 or any new charge suggested by the management

11.11.3 MAHA SIVARATRI

Maha Sivaratri (Day / Date):

Maha Shivaratri morning Puja will start with a Ganesha Puja & Rudra homam at 9:30 AM. The evening Special Pujas to Lord Siva will commence at 2:30 PM (yaagashaala), 3:15 PM (siva sannidhi) and continue till 6:30 am the following day. A sanctified Siva Linga will be available for devotees to personally offer their Abhishekam throughout the night starting from 12 noon on 24th. Entrance to the Temple in the evening will be through the lower level. Dinner will be available from 6:00 PM onwards. Coffee and Tea will be available throughout the night. Details of the religious program are given below.

Maha Shivaratri Morning Puja

9:30 AM Ganesha Puja, Mahaganapati Homam, Rudra Homam, Vasordhara Homam (Homa Havis: a priest will be bringing it from his home)

11:00 Am Abhishekam to Siva, Archana, Deeparadhana

12 noon: Sanchaara linga puja beginning, initiated by the priests at Vasanta mantapam

Naivedyam: Naivedyam Acharya will provide naivedyam for all kaalas as prescribed by the priests

Prepare abhishekam material in this order for the first kaalam:

Abhisheka materials (Forms of Shiva) - Attributed Blessings

1) Rice flour (Shiva) - Wealth from dhaarmic sources



- 2) Turmeric powder (Mahadeva) - Mangalam in all spheres of life
- 3) Whole milk (Rudra) - Mental peace; shaanthy
- 4) Yogurt (Shankara) - Health and well-being
- 5) Panchamritam (Vijayo) - Ishvara bhakti (Devotion to the Lord)
- 6) Honey (Ishana) - Sweet voice; musical talent
- 7) Ghee (Neela Rohita) - Happy and comfortable livelihood
- 8) Fruit juice (Bheema) - Praise and acclaim
- 9) Young coconut water (Devadeva) – Longevity
- 10) Vibhuthi (Bhavothbhava) - Gnanam (Spiritual Wisdom)
- 11) Sandal paste (Kapalisha) – Moksham

The same sequence is followed for other kaalas but in smaller quantity

- RC-C will have to get this list for this year from the priest at least one day before

Excess materials will be used for other kaalams.

Milk from all cans to be added a bit to the abhishekam vessel; rest moved to the refrigerator; moved back for the rest of the kaalams. Assign one lead for this.

First Kaala Puja

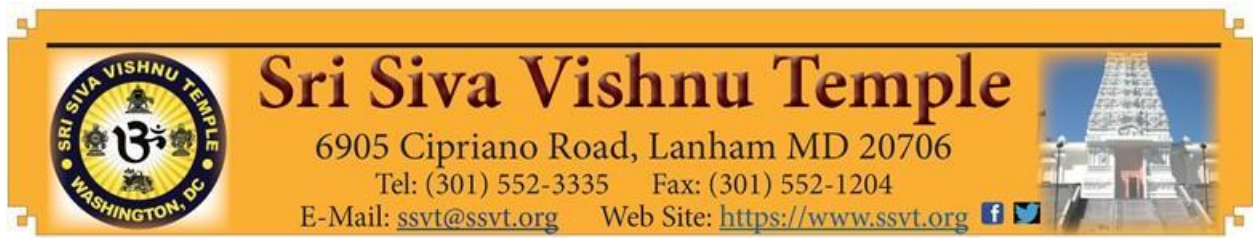
BOT chair (with spouse) or some other couple with authority (adhikaara) will initiate the puja by giving sanction to the priests to conduct the puja and taking sankalpam. Have them present by 2:30 PM at the latest

2:30 PM Ganesha Puja, Kalasa and Shanka Sthaapanam, Abhishekam to Nandi

3:15 PM Trishati archana to kalasa in front of shiva, Mahaanyaasam

5:00 PM to ~7:00 / 7:15 PM Ekadasa Rudra Abhishekam (Abhishekam with 11 different ingredients to Lord Siva with recitation of Rudram 11 times)

Children's Bhajan for 10 mins followed by Rudra Krama Parayanam by devotees during Alankaram. Starts from ~7:00 / 7:15 PM and ends before 7:45 PM so that we can start Trisati archana.



Screen can be opened only after Kramam stops, so everyone should be informed. If this gets delayed, priests would get delayed towards the end and mantrapushpam /Upacharams will be affected

MAKE SURE TEMPLE NAIVEDYAM IS IN AT THE TIME GIVEN BY THE PRIEST IN-CHARGE. PRIEST WILL DO NAIVEDYAM WITH THE TEMPLE NAIVEDYAM FIRST.

7:45 to 9:30 PM: Trishati Archana (300 Names Archana) Deeparadhana, Mantrapushpam, Shodasoupacharas.

9:30 PM Prasadam distribution

10:00 to 10:55 PM Bhajans.

Pointers: at 10:50 PM inform the bhajan group to wind up by 11:00 PM sharp

Second Kaalam Puja

In the absence of vilvam, arasa patram can be used, Or Silver vilvam. Check and arrange

Have volunteers ready for shanka transport from yaagashaala to sannidhi steps and for receiving the empty ones for proper clean-up and storage; Please have volunteers wear dhothies or kurta pyjama

11:00 pm Rudra Abhishekam, Shankha Abhishekam, Alamkaram

Make Sure Temple Naivedyam Is In On Time

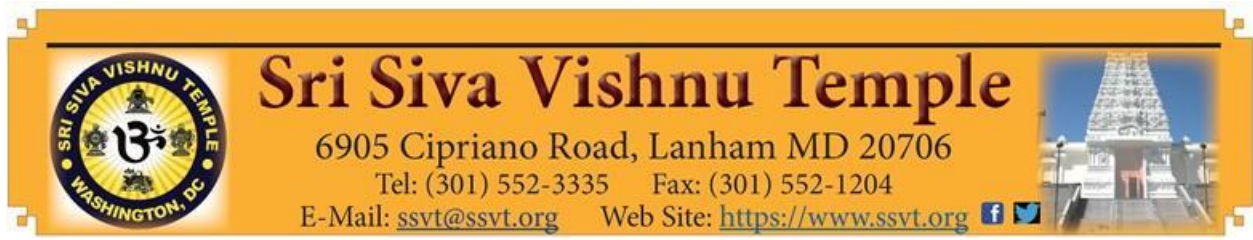
12:15 am Vilwa Ashtotharashata Archana (108 Names Archana to the recitation of Vilwa Stotram) Have volunteers ready with vilwa ashtothara booklets in different languages [Check with Charu]

1:00 AM Deeparadhana and Bhajans.

Third Kaalam Puja

Have volunteers ready for kalasa transport from yaagashaala to sannidhi steps and for receiving the empty ones for proper clean-up and storage

1:30am AM Rudra Abhishekam, 108 Kalasa Abhishekam, Trishati Archana (300 Names Archana)



Make sure Temple naivedyam is in on time

3:30 AM Deeparadhana and Bhajans

Fourth Kaalam Puja

Have vilwa patra (silver and leaves) ready.

4:30 AM Abhishekam to Chandikeswara, Parvati, Rudra Abhishekam

MAKE SURE TEMPLE NAIVEDYAM IS IN ON TIME

5:30 AM 108 Silver Vilwapatra Archana

6:30 AM Deeparadhana and Prasadam distribution

NOTE: Scheduling manager should be reminded that no leave or outside service be given to Vaishnava priests and Nambudri because all Saiva priests will be off on Saturday; No outside services should be arranged for Saiva priests on Friday and Saturday.

RC Coordinators Responsibility

Morning Puja: Assign one or two persons to take care of Homam, abhishekam and naivedyam.

Evening Activities:

Overall In-charge for religious activities: RC Coordinator & in his absence Deputy Coordinator or any one RC-C assigns will be responsible.

Need to be at the Temple from 2:30 PM till at least 2 AM; Make all decisions after discussing with senior BOT members and priests; Keep devotees informed.

Priests will take sankalpams at the start of Mahanyasam, beginning of first kaala abhishekam, before 7th namaka parayanams and 11th avarthi for first kaala; Also before beginning of each kaala sankalpam will be taken. Need to assign two priests during the first kaala and one priest during the other kaalas

- Get Naivedyam List for all kaalams from the priests and give it to Neivedyam acharya
- Request one or two to sing or do Bhajans from 10 to 11 PM: We should bring Children in to this activity
- We need woolen thread for tying the kalasams (Priest provided the requirements and has been given to Sanjeev Mahajanamto procure the same)



- Make sure we have 230 quarters for putting inside the kalasams and shankus [These quarters will be taken by the priests as Acharya hiranya dhanam] Email GM for this
- Priest will ask for Tall brass lamp with Nandi, we only have one with Anna Pakshi (RC POC to make sure they have this)
- Get silver bilwa patram out and get it cleaned. Also, Ramani (Krishnaswamy will contact this year will the source to get ~300 Bilva leaves).
- The 4th kaalam starts at 4:30 AM with Sivagni Homam. Also, Nandikeswara and Parvati abhishekams are done simultaneously.
- BOT chair (with spouse) or some other couple with authority (adhikaara) will initiate the puja by giving sanction to the priests to conduct the puja. Have them present by 2:30 PM at the latest.
- Prepare and distribute assignment sheets; make sure volunteers from both inside and outside RC. RC-C is preparing a master assignment.
- Assign volunteer(s) for helping priests during Mahanyasam & Rudraabhishekam RC_C and POC 1st kaala will take care of this.
- Assign Volunteers at the Vasantha Mantapam for guiding devotees in the Vasantha Mantapam and make sure milk is available for devotees to offer to sanchara Sivalinga (PR Volunteers should be assigned for this)

RC POCs' Responsibilities

First Kaalam

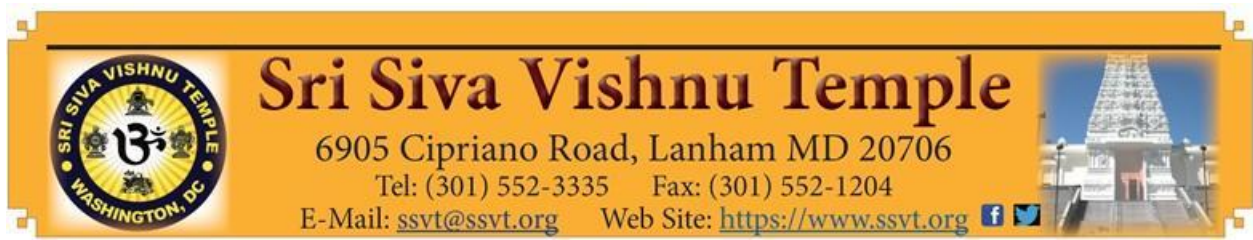
- Prepare abhishekam material in this order provided for the first kaalam:
- Milk from all cans to be added a bit to the abhishekam vessel; rest moved to the refrigerator; moved back for the rest of the kaalams. Assign one lead for this.
- Make sure two priests are available for taking sankalpam during the first kaala and one priest for taking sankalpam for the other kaalas.

Second Kaalam

- Prepare abhishekam material
- Have volunteers ready for shanka transport from yaagashaala to sannidhi steps and for receiving the empty ones for proper clean-up and storage

Third Kaalam

- Prepare abhishekam material



- Have volunteers ready for Kalasa transport from yaagashaala to sannidhi steps and for receiving the empty ones for proper clean-up and storage

Fourth Kaalam

- Prepare abhishekam material; Need these at Chandikeshwaraa and Parvati Sannidhis also
- Have vilwa patra (silver) ready

Team for the following Activities:

1. Collect Abhishekam Materials & Neivedyam from devotees,
2. Take small quantity from each devotee's carton and then move excess to the refrigerator,
3. Cut fruits to make panchamritam, (Need knives, utensils, ladles etc)
4. Arrange tables near Nadikeswara and arrange prasadam brought by devotees according to kaalams,
5. Break coconuts
6. Collect empty cartons,
7. Help devotees with their needs like providing stotram book etc
8. Temple prasadam will be distributed near Rama Sannidhi and devotees are requested to go downstairs and collect other prasadam if any. RC-C and RC-POCs will set up the table near Rama Sannidhi
9. Take devotee prasadam if any downstairs and distribute (Decide the place and set Tables)

11.11.4 UGADI CELEBRATION

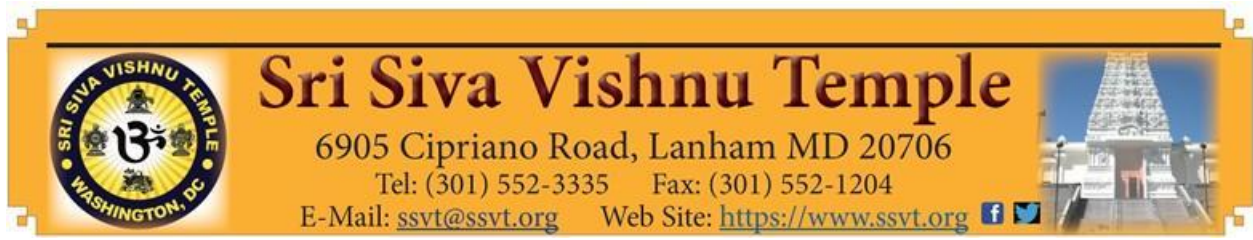
Day, Date, year

Depending on whether Ugadi falls on a weekday or weekend, religious programs will be adjusted each year by RC in consultation with the priests. It is given here only as a representation.

Religious

UGADI DAY

Example: Friday, April 5, 2019



9:30 am MahaGanapati Homam, Utsava Ganesha & Utsava Srinivasa

Abhishekam. Anantapadmanabha Abhishekam

9:15 am Sivagni

10:00 am Siva Abhishekam

7:00 pm Vishesa Arati to all Deities, Panchanga Patanam (Reading the Almanac)

UGADI CELEBRATION

Example: Saturday, April 6, 2019

7:00 am Suprabhatham

8:00 am MahaGanapati Homam

8:00 am Ananthapadmanabha, Ayyappa Abhishekams. Sri Venkateshwara Abhishekam

8:15 am Sivagni

9:00 am Ganesha & Siva Abhishekam

9:00 am Vishnu Sahasranama Parayanam, Archana, Deeparadhana

10:15 am Panchanga Patanam (Almanac Reading)

11:00 am Srinivasa Kalyanam Utsavam

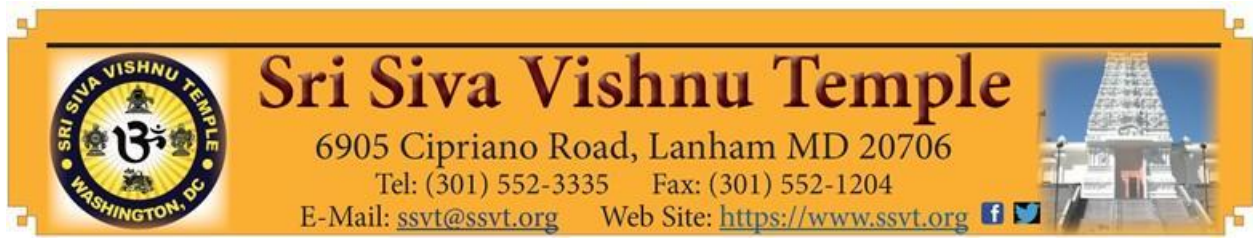
1:00 pm Prasadam Distribution

2:00 pm Special Cultural Program

5:00 pm Soundarya Lahari Recitation by devotees

Sponsorship: One Abhishekam \$31, One Homam \$31, Kalyana Utsavam (these prices are current ones but may change in the future)

To serve the devotees better Car pujas will be performed after 2 pm on Ugadi celebrations Day



On both Ugadi day and celebration day Priest are willing to put Gold Kavacham. But they want a security person to be present during the time the kavacham is adorned. OPVC has to make arrangements.

Ugadi Celebration In-charge: RC POC

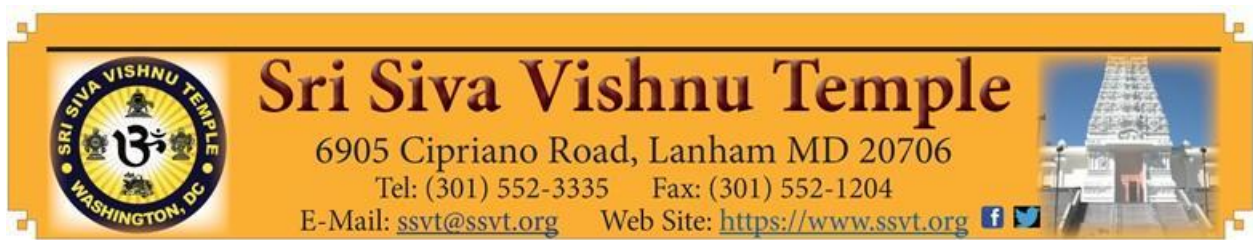
Volunteers will be provided for the following:

1. Venakteswara Abhishekam :
 - a. We need plates, pictures of venkateswara, padmavati, Andal,; ~ 250 blouse pieces;
 - b. Two paruppu thengai should be prepared for the Kalyanam
 - c. Flower committee should be aware of need for extra flowers
2. Panchanga Patanam:
 - a. Tell the priests to make the panchaga patanam short and not a prolonged one so the Srinivasa Kalyanam starts on time.
3. Srinivasa Kalyana Utsavam:
4. During Kalyanam Vijaya Golumudi's group or some assigned group will sing
5. Logistics for movement of devotees: Uma Potrazu / PR
6. Prasadam Distribution: Temple prasadam (Kesari) will be given in the assigned area. Rest of prasadam brought by devotees will be distributed downstairs.

For Kalyanam: We need Laddu; Cooks should be informed through Kitchen coordinators or Neivedyam Acharya may help in this.

Cultural:

1. Special Cultural Program: Cultural Coordinator: Do we need to give Laddu prasadam for the dance teachers? [suggestion: instead of Laddu as a whole we may choose to give Boondhi]



Prasadam / Kitchen:

1. Kitchen coordinator – Assign Volunteers
2. Assigned volunteers make special sweets (Kaaja, Mysore Pak, ...).

Special lunch (Kalyana Bhojanam) is usually planned for the celebration day (or Ugadi day if it falls on a weekend).

A typical menu [2018]:

2 curries, sambar, rasam, one sweet, one vada, kosumbari, Tamarind rice, plain rice, papads, One pickle, Gongura Pachadi, one small banana

3. Ugadi Pachadi – Shobha Prasad is usually responsible
4. Those who sponsor for Kalyanam or all pujas get 2 tokens for free Kalyanam bhojanam and a Thamboolam bag
5. Other Devotees buy this lunch set by Task force (for 2018 it is \$10)

PR:

1. Coordinator; need front desk volunteers from 8 AM. We may need someone to relieve the managers during their break.
2. Volunteers may have to prepare Thaboolam bag (see item 4 in the Prasadam section)

VC-Ops:

1. Parking :
 - a. Do we need additional parking space?
 - b. Do we need parking attendants? We do need parking attendants if Ugadi falls on a weekend or during week end Ugadi celebration
 - c.
2. Security
 - a. Do we need security?
3. Medical help :
4. Janitorial Service



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- a. Do we need additional help more than usual this weekend?
5. Set 5 microphones where Kalyanam will be done (typically in the Vasantha Mantapam)
6. Web Blast: RC-C will provide the material