

MUSLIM COMMUNITY CENTER

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Spring 2026 Annual Activities Report

Annual General Body Meeting • Saturday, March 28, 2026

This report is an update of activities, accomplishments, and future plans of the MCC committees and leadership for the period covering FY2025–2026. It is prepared for distribution at the Annual General Body Meeting.

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INTRODUCTION

The Muslim Community Center Board of Trustees and Board of Directors are pleased to share the Spring 2026 MCC Annual Activities Report. This report covers activities, accomplishments, and future plans of MCC's committees and leadership for FY2025–2026, and is presented at the Annual General Body Meeting on Saturday, March 28, 2026.

Board of Trustees

- Najma Khan, Chairperson
- Ishtiaq Chughtai, Secretary
- Mohammed Shamim
- Sabir Rahman
- Habib Ghanim

Board of Directors

- Abdalla Elamin, President
- Hassan Idris, Vice President
- Mariam Khan, Secretary
- Kursat Acar, Vice Secretary
- Khady Fall, Treasurer
- Usman Sarwar, Vice Treasurer
- Nur Shaina Ayers
- Junaid Shah
- Fuad Saif

Staff

- Sheikh Mohamed Abdullahi, Imam
- Sr. Gulshan Nazeer, Administrative Assistant
- Br. Abdullah Peterson, Administrative Assistant
- Br. Sadruddin, Accountant
- Sr. Rakhi Hayat, Weekend School Principal
- Mr. Jorge Bonilla, Custodian

PRESIDENT'S REPORT

Opening

As-Salaamu Alaykum wa Rahmatullahi wa Barakatuh. On behalf of the Board of Directors, welcome to the MCC Spring 2026 Annual General Body Meeting.

FY2025–2026 was a productive year. Programs grew, operations improved, and our long-term strategic projects advanced. The committee reports that follow speak for themselves. This overview highlights what they reflect collectively.

Programs & Community Life

Religious programming remained strong under our Imam and Religious Committee. Ramadan 2025 was well-coordinated and well-attended. The Brothers Committee launched formally with monthly events and a community fitness partnership. MYO and YAP both ran consistent programs throughout the year.

Education expanded: Weekend School continued with stable enrollment; Mommy & Me relaunched; the Homeschool Learning Hub launched in September 2025; and Al-Hidaya Institute grew its Arabic and Qur'an offerings. The Sisters' Committee and Seniors' Program ran strong programming across the year.

On the community services front: Social Services & Food Pantry distributed over 101,000 lbs of food and launched the Refugee English Program (40–45 students). Zakat disbursed \$214,008 to 295 families and administered Zakat al-Fitr totaling \$60,306 to 411 households. MCC also helped prevent over 300 evictions at the Enclave Apartments—work the Montgomery County Council formally recognized with a proclamation.

Facilities & Operations

Building & Facilities addressed a significant backlog: gazebo repair, full LED upgrade across campus, tankless water heater replacement, parking lot paving, fire inspections, and pest control. The Phase 2 roof replacement is the next major capital project—bids have been received. See the Building & Facilities Report that follows for full detail.

Operationally, the organization made significant strides: ADP integrated for payroll (70–80% time reduction expected), RAMP corporate card launched, Saasant implemented to resolve a prior audit finding, Sandy Spring bank accounts connected to QuickBooks, and a strategic investment review completed with Saturna.

Strategic Direction

Four major initiatives are underway: the MPYF Task Force, the Full-Time School Committee, the Ghusl Facility Construction Committee, and the Strategic Land Acquisition. Progress on all four has been substantive. Please review the Strategic Initiatives section for full detail—these represent where MCC is investing for the long term.

Closing

My sincere gratitude to our volunteers, committee leaders, staff, and the Board of Trustees. May Allah place barakah in our efforts and keep this community united. Thank you.

BUILDING & FACILITIES REPORT

Chair: Br. Javed Khan · **Liaison:** Usman Sarwar

Committee Members: Br. Sahamadeen Hoosein, Br. Raja Javaid, Br. Mahmood Kureshi, Br. Sohail Akhtar, Br. Mahmood Toor

FY2025–2026 Accomplishments

The Building & Facilities Committee addressed a significant backlog of deferred maintenance this year, completing the following:

- Gazebo repair and reinforcement near the Food Pantry — rotting wood planks replaced with galvanized steel
- Full LED lighting upgrade across campus, improving energy efficiency and reducing long-term operating costs
- Phase 1 building water heater replaced with a tankless unit, including new gas line installation
- Parking lot paving completed at a fraction of the original \$5,000 estimate
- Pathway repair between the shed and Food Pantry
- Pest control: monthly service contract established with a local provider
- All fire safety inspections completed and passed: fire alarm system, sprinkler system, extinguishers, exit lights, fire alarm control panel, and elevator machine room
- ARK Systems monitoring contract renewed

Current Challenge: Phase 2 Roof Replacement

The roof on the Phase 2 building (main hall and classrooms) has reached end of lifecycle. Recurring leaks and active mold growth require full replacement. Two bids have been received: \$117,000 and \$194,000. A third quote is pending. This is the committee's primary capital priority for 2026 and will require BoD/BoT approval and budget allocation.

Planned Projects for FY2026–2027

- Execute Phase 2 roof replacement — the major capital project for 2026
- Interior painting project: hallway, executive office, senior lounge, bathrooms, and breezeway (\$2,200 estimated)
- Carpet repair and upgrade with commercial-grade padding (\$7,000 estimated)
- Exterior lighting improvements: pole height increase and additional installations, pending Pepco funding
- Storm drainage improvements and continued regular maintenance schedule

FINANCIAL STATEMENTS

Muslim Community Center, Inc. — Prepared by KatzCohen, CPAs | January 30, 2026

Statement of Financial Position — As of December 31, 2025

ASSETS	
Current Assets	
Bank Accounts	\$254,583
Accounts Receivable	\$8,619
Investment Accounts	\$3,202,239
Prepaid Insurance & Other	\$125,746
Total Current Assets	\$3,591,187
Fixed Assets	
Land	\$113,387
Land Improvements	\$645,456
Building & Building Related	\$6,522,295
Machinery & Equipment	\$184,033
Vehicles	\$51,437
Accumulated Depreciation	(\$4,388,885)
Total Fixed Assets	\$3,127,723
TOTAL ASSETS	\$6,718,910
LIABILITIES AND EQUITY	
Liabilities	
Credit Cards	\$5,759
Total Liabilities	\$5,759
Equity	
Restricted Funds (Zakat/Fitra)	\$120,034
Unrestricted Fund	\$5,047,740
Permanently Restricted — Endowment Fund	\$1,302,111
Permanently Restricted — Special Project Fund	\$50,000
Net Revenue (Current Year)	\$193,266
Total Equity	\$6,713,151
TOTAL LIABILITIES AND EQUITY	\$6,718,910

Statement of Activity — January through December 2025

REVENUE	Jan–Dec 2025
Center Income	
General Donations	\$221,158

Weekend School	\$166,421
Ramadan Programs	\$118,124
Fund Raising	\$258,165
Membership Dues	\$45,507
Body Washing Facility Project	\$100,000
Other Center Income	\$161,128
Total Center Income	\$1,071,503
Charitable Funds Income	
Zakat Revenue	\$287,384
Sadaqa Revenue	\$153,514
Zakat al-Fitr Revenue	\$67,198
Total Charitable Funds	\$508,096
Education Initiative Income	\$870
TOTAL REVENUE	\$1,580,469
EXPENDITURES	
	Jan–Dec 2025
Services (Staff, Accounting, Legal, Outside)	\$158,675
Weekend School	\$139,974
Functions & Programs (incl. Ramadan, Zakat)	\$869,355
Building Related (Utilities, Maintenance, Ins.)	\$303,938
Supplies & Services	\$18,574
Bank Charges & Fees	\$13,427
Employee Benefits	\$8,181
Other Expenses	\$12,456
TOTAL EXPENDITURES	\$1,524,580
NET OPERATING REVENUE	\$55,889
Other Revenue / Expenditures	
Investment Income (Market Value Adjustments)	\$327,738
Depreciation Expense	(\$190,361)
Net Other Revenue	\$137,377
NET REVENUE	\$193,266

Prepared by KatzCohen, CPAs. Full statements available from the MCC Treasurer.

BUDGET

Muslim Community Center, Inc. — FY2026 Operating Budget

Approved March 25, 2026 | Prepared by the MCC Finance Committee

Income

INCOME	2026 Budget
General Donations	\$350,000
Membership Dues	\$45,000
Book Store, Calendar & Advertising	\$15,000
Programs	
Hall Rental Income	\$20,000
Ramadan Programs	\$100,000
MYO Income / Donations	\$10,000
MCC Young Adults Program	\$20,000
Brothers Committee Program (New)	\$5,000
Weekend School	\$175,000
Religious Committee	\$15,000
Summer Camp	\$10,000
Al Hidayah (Maktab, Hifz, Adult Quran, Arabic)	\$60,000
Sisters Alliance	\$5,000
Mommy and Me	\$3,000
Homeschool Co-Op (New)	\$5,000
Social Services & Food Pantry	\$40,000
Other Programs	\$26,500
Other Income	
Fundraiser (Ramadan & Fall)	\$321,000
Eid Parking Income (New)	\$5,500
Other Income (CFC, Weekend School Fundraiser, etc.)	\$35,000
MCC CENTER OPERATING INCOME	\$1,303,000
Grants Receivable	
Multi-Purpose Youth Facility (MPYF)	\$400,000
MOCO Security Grant	\$15,000
MOCO Body Washing Facility Grant	\$100,000
TOTAL GRANTS RECEIVABLE	\$515,000
TOTAL INCOME (incl. Grants)	\$1,818,000

Expenses

EXPENSES	2026 Budget
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Center Staff (Salaries & Taxes, excl. Education)	\$200,000
Audit Fees	\$10,000
Building Utilities, Insurance & Maintenance	\$150,000
Building Repair & Maintenance	\$100,000
Building Cleaning Services	\$40,000
ADP Payroll Fees	\$10,000
Other Maintenance, Legal & Accounting	\$30,000
Programs	
Ramadan	\$100,000
MYO	\$10,000
Weekend School (Salaries, Taxes, Supplies)	\$175,000
Religious Committee	\$15,000
Al Hidaya (Maktab, Hifz, Adult Quran, Arabic)	\$74,000
Sisters Committee	\$5,000
Mommy and Me	\$3,000
Homeschool Co-Op (New)	\$5,000
Brothers Committee (New)	\$5,000
MCC Young Adults & Professionals	\$20,000
Social Services & Food Pantry	\$35,000
Other Programs	\$22,500
Other Expenses	
Fundraising	\$25,000
Security (Ramadan, Jumu'ah)	\$40,000
IT Equipment & Software	\$25,000
Supplies, Office & Calendar	\$22,500
Employee Benefits, Bank Charges & Other	\$35,000
Capital Projects	
Roof Replacement	\$150,000
Body Washing Facility Project	\$100,000
Multi-Purpose Youth Facility (MPYF)	\$400,000
MCC CENTER OPERATING EXPENSES	\$1,818,000

Prepared by the MCC Finance Committee. Full budget available from the MCC Treasurer.

AUDITOR'S REPORT

| DRAFT — This report has not been finalized. Subject to revision.

MUSLIM COMMUNITY CENTER, INC.

December 31, 2025

Independent Auditors' Report

(With comparative results for 2024)

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ITEM A — Independent Auditors' Report

6301 Ivy Lane, Suite 419 | Greenbelt, MD 20770 | 301-474-1040

To the Board of Directors, Trustees and Members Muslim Community Center Inc.

We have audited the accompanying Statement of Financial Position for Muslim Community Center Inc. (A nonprofit organization), as of December 31, 2025, and 2024, and the related Statement of Activities and Cash Flows for the years then ended. We have separated the two operating units, "Center" and "Clinic" in the financial statements. Both operating units have been audited by us.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no

such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the Statement of Financial Position, of the Muslim Community Center Inc. as of December 31, 2024, as well as the Statement of Activity and its Cash Flows for the years then ended in conformity with the accounting principles generally accepted in the United States of America. The schedules of Functional Expenses for Muslim Community Center Inc. and Clinic, on pages 10–11, are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting procedures applied in the audit of the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Greenbelt, Maryland March 13, 2026

ITEM B — Statement of Financial Position

As of December 31, 2025 (with comparative figures for December 31, 2024)

The Muslim Community Center, Inc.						
	Center 2025	Clinic 2025	Total 2025	Center 2024	Clinic 2024	Total 2024
Assets						
Current Assets:						
Cash and Cash Equivalents	\$ 351,991	\$ 128,637	\$ 480,628	\$ 304,786	\$ 101,092	\$ 405,877
Accounts Receivable	8,119	12,404	20,522	500	7,068	7,568
Grants Receivable	—	56,331	56,331	—	61,684	61,684
Due from Officers	3,000	—	3,000	—	—	—
Investments and Marketable Securities	3,202,239	1,006,624	4,208,863	2,874,501	800,000	3,674,501
Other Current Assets	18,442	3,311	21,753	30,313	—	30,313
Total Current Assets	3,673,790	1,707,307	5,381,097	3,210,100	1,509,844	4,719,944
Fixed Assets						
Property and Equipment	3,127,723	418,876	3,546,598	3,318,083	408,189	3,726,272
Total Non-Current Assets	3,127,723	418,876	3,546,598	3,318,083	408,189	3,726,272
Total Assets	6,801,513	2,126,183	8,927,695	6,528,183	1,918,033	8,446,216
Liabilities and Net Fund Balance						
Current Liabilities:						
Accounts Payable	5,759	101,782	107,541	8,481	40,906	49,387
Deferred Revenue	—	222,942	222,942	—	208,641	208,641
Total Current Liabilities	5,759	324,724	330,483	8,481	249,547	258,029
Net Fund Balance	6,803,474	1,801,459	8,604,933	6,519,702	1,668,486	8,188,187
Total Liabilities and Net Fund Balance	\$ 6,809,233	\$ 2,126,183	\$ 8,935,415	\$ 6,528,183	\$ 1,918,033	\$ 8,446,216

See accompanying notes to financial statements.

ITEM C — Statement of Activities — Combined

For the year ended December 31, 2025 (with comparative figures for 2024)

The Muslim Community Center, Inc.						
	Center 2025	Clinic 2025	Total 2025	Center 2024	Clinic 2024	Total 2024
Contributions and Support						
Direct Public Support	\$ 387,579	\$ 66,841	\$ 454,420	\$ 225,046	\$ 52,695	\$ 277,741
Grants	—	1,069,576	1,069,576	—	1,281,159	1,281,159
Membership Dues	45,507	—	45,507	37,425	—	37,425
Ramadan Program	118,124	—	118,124	84,514	—	84,514
Zakat and Fitra Contributions	354,582	—	354,582	440,215	—	440,215
Sadaqah Contributions	153,514	—	153,514	167,772	—	167,772
Fundraising — Other	258,165	—	258,165	248,807	—	248,807
Grant Revenue	15,000	—	15,000	40,052	—	40,052
Food Pantry	18,932	—	18,932	12,171	—	12,171
Total Contributions and Support	1,351,403	1,136,417	2,487,820	1,256,003	1,333,854	2,589,857
Earned Revenue						
Educational Programs	8,765	—	8,765	129,734	—	129,734
Medical Clinic Receipts	—	1,307,816	1,307,816	—	1,205,381	1,205,381
Insurance Reimbursements	—	137,214	137,214	—	172,531	172,531
Book Store Income	1,100	—	1,100	9,838	—	9,838
Calendar/Poster Sale	1,989	—	1,989	900	—	900
Parking Fee	4,168	—	4,168	3,873	—	3,873
Hall Rental Income	8,860	—	8,860	18,325	—	18,325
Other Earned Revenue	204,184	—	204,184	24,777	30,308	55,085
Total Earned Revenue	229,066	1,445,030	1,674,096	187,447	1,408,219	1,595,666
Total Direct Support and Earned Income	1,580,469	2,581,447	4,161,916	1,443,449	2,742,073	4,185,523
Income/(Loss) from Investments						
Interest	—	11,104	11,104	—	—	—
Capital Gains and Change in Market Value	327,739	75,601	403,340	360,151	—	360,151
Dividends	—	20,318	20,318	—	—	—
Total Income/(Loss) from Investments	327,739	107,024	434,763	360,151	—	360,151
Total Revenue before Release of Restrictions	1,908,208	2,688,470	4,596,679	1,803,601	2,742,073	4,545,674
Total Support and Revenue	1,908,208	2,688,470	4,596,679	1,803,601	2,742,073	4,545,674
Expenses						
Programs / Functional Services	1,039,480	2,338,012	3,377,492	764,124	2,201,011	2,965,134
General and Administrative	337,440	210,021	547,462	452,458	203,083	655,541
Occupancy	277,966	—	277,966	283,626	—	283,626
Total Expenses	1,654,886	2,548,033	4,202,920	1,513,295	2,404,094	3,917,389
Changes in Net Assets						
Net Fund Balance, Beginning of Year	6,519,702	1,668,486	8,188,187	6,224,388	1,293,243	7,517,631
Adjustments to Net Fund Balance	30,450	(7,464)	22,986	5,008	37,263	42,271
Net Fund Balance, End of Year	\$ 6,803,474	\$ 1,801,459	\$ 8,604,932	\$ 6,519,702	\$ 1,668,486	\$ 8,188,187

See accompanying notes to financial statements.

ITEM D — Statement of Activities — MCC Center

For the year ended December 31, 2025 (with comparative figures for 2024)

MCC Center						
	W/D Rest. 2025	W/ Rest. 2025	Total 2025	W/D Rest. 2024	W/ Rest. 2024	Total 2024
Contributions and Support						
Direct Public Support	\$ 387,579	\$ —	\$ 387,579	\$ 225,046	\$ —	\$ 225,046

Membership Dues	45,507	—	45,507	37,425	—	37,425
Ramadan Program	118,124	—	118,124	—	84,514	84,514
Zakat and Fitra Contributions	—	354,582	354,582	—	440,215	440,215
Sadaqah Contributions	153,514	—	153,514	167,772	—	167,772
Fundraising — Other	258,165	—	258,165	248,807	—	248,807
Grant Revenue	15,000	—	15,000	40,052	—	40,052
Food Pantry	18,932	—	18,932	—	12,171	12,171
Total Contributions and Support	996,821	354,582	1,351,403	551,330	704,672	1,256,002
Earned Revenue						
Educational Programs	8,765	—	8,765	129,734	—	129,734
Book Store Income	1,100	—	1,100	9,838	—	9,838
Calendar/Poster Sale	1,989	—	1,989	900	—	900
Parking Fee	4,168	—	4,168	3,873	—	3,873
Hall Rental Income	8,860	—	8,860	18,325	—	18,325
Other Earned Revenue	104,184	100,000	204,184	24,777	—	24,777
Total Earned Revenue	129,066	100,000	229,066	187,447	—	187,447
Total Direct Support and Earned Income	1,125,887	454,582	1,580,469	738,777	704,672	1,443,449
Capital Gains and Change in Market Value	184,599	143,140	327,739	360,151	—	360,151
Total Income/(Loss) from Investments	184,599	143,140	327,739	360,151	—	360,151
Total Revenue before Release of Restrictions	1,310,486	597,722	1,908,208	1,294,464	704,672	1,803,600
Release of Restrictions	407,107	(407,107)	—	219,997	(219,997)	—
Total Support and Revenue	1,717,593	190,615	1,908,208	1,514,461	223,511	1,737,972
Expenses						
Programs / Functional Services	1,039,480	—	1,039,480	764,124	—	764,124
General and Administrative	337,440	—	337,440	452,458	—	452,458
Fundraising	—	—	—	13,087	—	13,087
Occupancy	277,966	—	277,966	284	—	284
Total Expenses	1,654,886	—	1,654,886	1,229,953	—	1,229,953
Changes in Net Assets	62,707	190,615	253,322	(57,481)	347,787	290,305
Net Fund Balance, Beginning of Year	3,531,467	2,988,235	6,519,702	3,583,940	2,640,449	6,224,388
Prior Year's Adjustments	30,450	—	30,450	5,008	—	5,008
Net Fund Balance, End of Year	\$ 3,624,624	\$ 3,178,850	\$ 6,803,474	\$ 3,531,467	\$ 2,988,235	\$ 6,519,702

See accompanying notes to financial statements.

ITEM E — Statement of Activities — MCC Clinic

For the year ended December 31, 2025 (with comparative figures for 2024)

MCC Clinic						
	W/D Rest. 2025	W/ Rest. 2025	Total 2025	W/D Rest. 2024	W/ Rest. 2024	Total 2024
Contributions and Support						
Direct Public Support	\$ 66,841	\$ —	\$ 66,841	\$ 52,695	\$ —	\$ 52,695
Grants	—	1,069,576	1,069,576	—	1,281,159	1,281,159
Total Contributions and Support	66,841	1,069,576	1,136,417	52,695	1,281,159	1,333,854
Earned Revenue						
Medical Clinic Receipts	1,307,816	—	1,307,816	1,205,381	—	1,205,381
Insurance Reimbursements	137,214	—	137,214	172,531	—	172,531
Total Earned Revenue	1,445,030	—	1,445,030	1,408,219	—	1,408,219
Total Direct Support and Earned Income	1,511,871	1,069,576	2,581,447	1,460,914	1,281,159	2,742,073
Interest	11,104	—	11,104	—	—	—
Capital Gains and Change in Market Value	75,601	—	75,601	—	—	—
Dividends	20,318	—	20,318	—	—	—

Total Income/(Loss) from Investments	107,024	—	107,024	—	—	—
Total Revenue before Release of Restrictions	1,618,895	1,069,576	2,688,470	1,460,914	1,281,159	2,742,073
Release of Restrictions	1,069,576	(1,069,576)	—	1,281,159	(1,281,159)	—
Total Support and Revenue	2,688,471	—	2,688,470	2,742,073	—	2,742,073
Expenses						
Programs / Functional Services	2,338,012	—	2,338,012	2,201,011	—	2,201,011
General and Administrative	210,021	—	210,021	203,083	—	203,083
Total Expenses	2,548,033	—	2,548,033	2,404,094	—	2,404,094
Changes in Net Assets	140,437	—	140,437	337,980	—	337,980
Net Fund Balance, Beginning of Year	(293,133)	1,961,619	1,668,486	(668,377)	1,961,619	1,293,242
Prior Year's Adjustments	(7,464)	—	(7,464)	37,264	—	—
Net Fund Balance, End of Year	\$ (160,160)	\$ 1,961,619	\$ 1,801,459	\$ (293,133)	\$ 1,961,619	\$ 1,668,486

See accompanying notes to financial statements.

ITEM F — Statement of Cash Flows

For the year ended December 31, 2025 (with comparative figures for 2024)

The Muslim Community Center, Inc.						
	Center 2025	Clinic 2025	Total 2025	Center 2024	Clinic 2024	Total 2024
Cash flows from operating activities						
Change in net assets	\$ 245,602	\$ 140,437	\$ 386,039	\$ 290,305	\$ 337,980	\$ 628,285
Adjustments to reconcile net income to net cash						
Depreciation	190,361	41,457	231,818	179,496	38,187	217,683
Unrealized return on investments	(327,739)	(107,024)	(434,763)	(360,151)	—	(360,151)
(Increase)/Decrease in accounts receivable	(7,619)	(165,335)	(172,954)	5,500	(8,039)	(2,539)
(Increase)/Decrease in grants receivable	—	205,353	205,353	—	(164,951)	(164,951)
(Increase)/Decrease in other current assets	11,872	(3,311)	8,561	43,284	4,461	47,745
Increase/(Decrease) in accounts payable	(2,723)	(60,876)	(63,598)	(1,593)	(1,799)	(3,392)
Increase/(Decrease) in accrued expenses	—	—	—	—	(27,467)	(27,467)
Increase/(Decrease) in deferred grant revenue	—	14,301	14,301	—	56,890	56,890
Net cash provided in operating activities	109,754	65,002	174,756	156,841	235,262	392,103
Cash flows from investing activities						
Fixed Assets	—	(29,993)	(29,993)	(104,737)	(164,416)	(269,153)
Fund Balance Adjustment	30,452	(7,464)	22,988	5,009	37,263	42,272
Investments	—	—	—	—	(100,000)	(100,000)
Loan to Officer Balance	(93,000)	—	(93,000)	—	—	—
Net cash used in investing activities	(62,548)	(37,457)	(100,005)	(99,728)	(227,153)	(326,881)
Cash flows from financing activities						
Other Financing Activities	—	—	—	—	1,868	1,868
Net cash provided by financing activities	—	—	—	—	1,868	1,868
Net increase/(decrease) in cash	47,206	27,545	74,751	57,113	9,977	67,090
Cash at beginning of period	304,785	101,092	405,877	247,672	91,115	338,787
Cash at end of period	\$ 351,991	\$ 128,636	\$ 480,628	\$ 304,785	\$ 101,092	\$ 405,877

See accompanying notes to financial statements.

ITEM G — Schedule of Functional Expenses — Center

For the year ended December 31, 2025 (with comparative figures for 2024)

Center — 2025					
	Program Exp.	Mgmt & General	Fundraising	Occupancy	Total 2025
Salaries & Wages	\$ 287,054	\$ 60,853	\$ —	\$ —	\$ 347,907
Donations	645,408	—	—	—	645,408
Depreciation	—	190,361	—	—	190,361
Maintenance	5,362	—	—	106,708	112,070
Food Items	44,462	—	—	—	44,462
Supplies	12,545	13,651	—	—	26,196
Professional Fees	—	38,473	—	—	38,473
Utilities	—	14,987	—	127,187	142,173
Insurance	—	—	—	38,380	38,380
Bank Charges	—	13,427	—	—	13,427
Communication	—	—	—	5,691	5,691
Other Expenses	44,649	5,688	—	—	50,337
Total	\$ 1,039,480	\$ 337,440	\$ —	\$ 277,966	\$ 1,654,886

Center — 2024					
	Program Exp.	Mgmt & General	Fundraising	Occupancy	Total 2024
Salaries & Wages	\$ 168,439	\$ 111,459	\$ —	\$ —	\$ 279,898
Donations	503,990	—	13,087	—	517,077
Depreciation	—	179,496	—	—	179,496
Maintenance	7,761	736	—	104,374	112,871
Food Items	44,517	—	—	—	44,517
Supplies	16,066	29,444	—	—	45,509
Professional Fees	—	45,129	—	—	45,129
Utilities	—	8,723	—	130,118	138,842
Insurance	—	—	—	40,891	40,891
Bank Charges	—	13,515	—	—	13,515
Communication	—	—	—	3,720	3,720
Other Expenses	21,731	63,956	—	4,522	90,209
Total	\$ 764,123	\$ 452,458	\$ 13,087	\$ 283,626	\$ 1,513,293

See accompanying notes to financial statements.

ITEM H — Schedule of Functional Expenses — Clinic

For the year ended December 31, 2025 (with comparative figures for 2024)

The Muslim Community Center, Inc. — Clinic						
	Program Exp. 2025	Mgmt & Gen. 2025	Total 2025	Program Exp. 2024	Mgmt & Gen. 2024	Total 2024
Salaries and Wages	\$ 1,731,364	\$ —	\$ 1,731,364	\$ 1,696,902	\$ —	\$ 1,696,902
Laboratory Services	296,436	—	296,436	209,602	—	209,602
Professional Fees	45,473	47,603	93,076	45,078	44,715	89,793
Dental Supplies	48,872	—	48,872	41,749	—	41,749
Insurance	43,401	—	43,401	48,677	—	48,677
Outside Services	11,112	—	11,112	8,227	—	8,227
Office Expenses	—	20,504	20,504	—	19,734	19,734
Repairs and Maintenance	450	14,077	14,527	1,193	13,871	15,064
Supplies	3,900	—	3,900	6,190	305	6,495
Depreciation	—	41,457	41,457	—	38,187	38,187
Dental Services	91,491	—	91,491	72,652	—	72,652
Bank and Credit Card Charges	24,334	—	24,334	26,804	90	26,894

Occupancy	8,003	—	8,003	13,200	—	13,200
Vehicle Expenses	20,032	—	20,032	12,614	—	12,614
Communication	—	76,267	76,267	—	80,246	80,246
Other Expenses	13,005	10,113	23,118	17,207	5,934	23,142
Dues and Subscription	139	—	139	808	—	808
Total	\$ 2,338,012	\$ 210,021	\$ 2,548,033	\$ 2,201,011	\$ 203,083	\$ 2,404,094

See accompanying notes to financial statements.

ITEM I — Notes to Financial Statements

Muslim Community Center, Inc. and Clinic Year ended December 31, 2025

NOTE 1 — Nature of Activities and Significant Accounting Policies

A. Nature of Activities

The Muslim Community Center (“MCC” or “Center”) is dedicated to serving all people, regardless of faith, color, origin, or creed.

The mission for MCC’s Medical Clinic (“Clinic”) is to provide affordable and high-quality medical care to both insured and uninsured, indigent adult residents of the community, regardless of race, religion, ethnicity, or national origin.

History

The idea of the Center was conceived in September 1976 and was subsequently dedicated and opened to the public in May 1981. Since its inception, the Center has grown to become a nationally recognized Islamic center. The Center has become prominent by offering a variety of services and programs for the benefit of the community at large. It is a volunteer-managed, non-profit, religious organization established under the laws of the State of Maryland.

In the late 1990s, the Muslim Community Center initiated a project to provide basic medical care to the uninsured segment of the DC Metro area. The Clinic opened its doors on June 14, 2003, with the commitment to provide high-quality basic healthcare services to uninsured individuals aged 18 and above. The Center provided the initial funding, clinic space, and matched funds for any grants received when needed.

The Board of Trustees is responsible for overall oversight and strategic planning for both the Center and Clinic. Likewise, the Center and Clinic are managed separately by the President, the BOD, and the Executive Director of the Clinic, respectively. The Center and Clinic, for operational and grant tracking reasons, operate their own accounting systems and staff members, but everything is under operation of the Center.

B. Summary of Significant Accounting Policies & Basis of Accounting

The Center financial statements are presented based on an accrual basis of accounting. The Clinic records grants using an accrual basis of accounting and records medical insurance company payments and patient receipts on a cash basis. Therefore, the Clinic uses a hybrid method of accounting.

(i) Financial Statement Presentation — Generally Accepted Accounting Principles (GAAP) provide a codification standard for the external financial reporting of non-profit organizations. These principles require that resources be classified for accounting and reporting purposes into two net asset categories, according to the existence or absence of externally (donor) imposed restrictions: (1) without donor restriction net assets and (2) with donor restriction net assets.

(ii) Cash — The Center and Clinic consider short-term, highly liquid investments with an original maturity of three months or less to be cash equivalents.

(iii) Investments and Endowment Fund — Investments in marketable securities are recorded at fair market value. The Centers’ policy is in the event of withdrawals from the Endowment fund; all funds must be redeposited back into the Endowment fund within one year.

(iv) Property and Equipment — Property and equipment purchased or donated with a value in excess of the Center’s capitalization threshold are capitalized when acquired and depreciated using the MACRS method over the estimated useful life of the asset. Costs of repairing and maintaining equipment and amounts below the capitalization threshold of \$2,000 is not capitalized and is included in expenses.

(v) Revenue Recognition — Center — The Center records contributions and revenues based on the donor’s restricted or unrestricted designations. The Center recognizes contributions from organizations and individuals when funds are received. Donations designated as “Zakat-al-mal” or “Zakat-al-Fitr” are tracked in their own chart of account and deposited into a separate bank account exclusive for distributed “Zakat,” disbursed in adherence with Islamic guidance. Grants are recognized when earned or when the grant conditions have been met.

(vi) Revenue Recognition — Clinic — MCC Clinic records grants as deferred revenue when money has been received in advance. Revenue is recognized when the obligation to perform is accomplished. The amounts billed to health insurance companies are recognized as revenues when funds are received. A hybrid method of revenue recognition is used by the clinic.

(vii) Donated Goods and Services — Products and services donated to the Center are recognized as contributions in accordance with codification standards if the service (a) creates or enhances non-financial assets or (b) requires specialized skills. Many in-kind donations are contributed to the Clinic, including the building space supplied by the Center at no rent or utility charge.

(viii) Income Taxes — MCC is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code, except to the extent of any unrelated business income. MCC had no reportable unrelated business income for the audit period.

(ix) Functional Expense Allocation — Directly identifiable expenses are charged to programs and supporting services. Management and general expenses include those expenses not directly identifiable with any other specific function but contributing to the overall support and direction of the Center.

(x) Concentrations of Credit Risk — Financial instruments that potentially subject the Center to significant concentrations of credit risk consist primarily of cash, investments, and receivables. The Center invests in a professionally managed portfolio containing marketable equity and mutual funds.

NOTE 2 — Revenues

2025 MCC Religious and Community Programs — Performance by religious and community programs (Non-Grant Income):

Program	Receipts	Payments	Under/(Over)
Ramadan & Eid	\$118,124	\$110,726	\$7,398
Zakat & Fitra	354,582	452,164	(97,582)
Fund Raising	258,165	14,204	243,961
Membership Dues	45,507	900	44,607
Sadaqa	153,514	71,715	81,800
Social Services	6,219	8,357	(2,137)
Senior Programs	—	864	(864)
Food Pantry	18,932	37,978	(19,046)
Calendar/Card/Poster	1,989	3,558	(1,569)
Weekend School	166,421	1,664	164,757
Total	\$1,123,453	\$702,129	\$199,126

Center historical performance over 6 years:

	2025	2024	2023	2022	2021	2020
Revenue/Receipts						
General Donations	\$221,158	\$222,625	\$277,790	\$227,714	\$324,931	\$154,517
Ramadan Programs	118,124	84,514	83,278	81,885	34,071	21,435
Fund Raising	258,165	248,807	246,067	165,921	125,904	75,415
Membership Dues	45,507	37,425	30,580	24,552	29,775	21,600

Weekend School	166,421	129,734	140,967	68,427	53,325	103,676
Grant Income	15,000	10,000	5,000	23,000	149,679	177,821
Zakat & Fitr Collection	354,582	440,215	205,265	193,366	217,116	190,160
Sadaqa Collection	153,514	167,772	139,778	136,964	124,500	89,680
Center's Other Income	575,736	102,357	176,264	43,626	452,418	89,930
Total Revenue	\$1,908,208	1,443,449	1,304,989	965,455	1,511,718	927,814
Expenses/Payments						
Weekend School	139,768	106,867	113,498	101,354	77,374	109,094
Fund Raising	14,204	13,585	5,300	11,641	20,350	1,500
Ramadan/Eid	110,726	79,740	114,311	81,839	36,511	12,090
Zakat and Fitr Disbursement	452,164	359,959	161,032	236,416	147,837	131,923
Sadaqa Disbursement	71,715	53,673	60,287	66,563	59,156	58,410
Other Expenses	874,030	897,371	753,387	756,882	665,143	602,402
Total Expenses	1,662,606	1,513,125	1,207,815	1,255,999	1,006,370	917,174
Net Assets Increase/(Decrease)	\$245,601	\$(69,676)	\$97,175	\$(290,545)	\$505,349	\$10,640

The Clinic remits \$1,100 per month to offset Center utility bills.

Investment Performance (6-year history):

	2025	2024	2023	2022	2021	2020
Investment Income/(Loss)	\$327,738	\$360,151	\$432,983	\$(418,613)	\$458,703	\$375,428

Market Index Changes — 2025 vs. 2024:

Index	2025 Change	2024 Change
Dow Jones	12.97%	12.88%
S&P 500	16.39%	24.54%
Nasdaq	20.36%	28.09%
Russell 2000	11.29%	10.68%

The major U.S. markets rebounded positively in 2025 and 2024, explaining why the investment accounts have increased during both years.

MCC Investment Balance (Year-End):

	2025	2024	2023	2022	2021
Investment Balance	\$3,202,239	\$2,874,501	\$2,514,350	\$2,081,367	\$2,543,980

Weekend School Results — 2025 and 2024:

2025				
	Weekend School	WS PTA Fundraising	Summer Camp	Book Store
Revenue	\$166,421	\$2,557	\$0	\$8,765
Expenditures	139,768	\$0	\$0	\$0
Surplus/(Deficit)	\$26,652	\$2,557	—	\$8,765
2024				
	Weekend School	WS PTA Fundraising	Summer Camp	Book Store
Revenue	\$129,743	\$0	\$0	\$9,838
Expenditures	106,867	0	0	7,664
Surplus/(Deficit)	\$22,867	\$0	\$0	\$2,174

Weekend School Enrollment History:

	FY 2026-25	FY 2025-24	FY 2024-23	FY 2023-22	FY 2021-22	FY 2020-21
Sunday School Enrollment	250	247	246	215	141	130
% Change	1.21%	0.41%	14.42%	52.48%	9.00%	-70.00%
School Cash Collection	\$166,421	\$129,734	\$140,967	\$68,427	\$53,325	\$103,676
Average \$/Student	\$666	\$525	\$573	\$318	\$378	\$798

Fee Schedule: First Child: 1 Subject \$300 / 2 Subjects \$500 — Second Child: \$250 / \$450 — Third Child: \$200 / \$400 (fourth child and beyond: same as third child).

Clinic Historical Performance (5 Years):

	2025	2024	2023	2022	2021
Patient Revenue	\$1,273,275	\$1,191,655	\$1,033,687	\$787,183	\$794,342
Grant Revenue	\$1,102,600	1,281,159	1,037,319	1,086,161	960,103
Govt & Private Insurance Reimbursements	\$137,214	172,531	306,979	106,007	94,443
Sadaqa Donations	\$66,841	35,423	41,136	41,072	42,082
Miscellaneous Revenue	\$108,540	61,256	29,988	9,361	0
Total Support and Revenue	\$2,688,470	2,742,024	2,449,109	2,029,784	1,890,970
Operation Expenses	\$423,598	587,872	567,818	606,749	551,958
Payroll Expenses	\$1,746,285	1,705,129	1,580,619	1,360,057	1,169,613
Other Expenses	\$378,150	111,093	78,245	117,709	59,820
Total Expenses	\$2,548,033	\$2,404,094	\$2,226,682	\$2,084,515	\$1,781,391
Surplus/(Deficit)	\$140,437	\$337,930	\$222,427	\$(54,731)	\$109,579

NOTE 3 — Investments

The Center has maintained investment accounts that are permanently restricted. Year-end balances for the past 5 years:

Fund	2025	2024	2023	2022	2021
Folio Int'l Azzad Fund	\$786,685	\$738,819	\$663,935	\$553,157	\$673,953
Satuma Amana Endowment Fund	926,725	833,585	728,975	913,454	1,163,222
Amana Income Fund	1,438,829	1,302,097	1,121,439	614,756	706,806
Total	\$3,152,239	\$2,874,501	\$2,514,349	\$2,081,367	\$2,543,981

Investment portfolio transactions over the past 6 years:

	2025	2024	2023	2022	2021	2020
Value at beginning of year	\$2,874,501	\$2,514,350	\$1,957,809	\$2,420,276	\$2,049,276	\$1,930,848
Investments	—	—	—	—	231	—
Withdrawals	(50,000)	—	—	—	(18,203)	(257,000)
Increase/(Decrease) in Value	327,738	360,151	432,983	(462,659)	389,165	375,428
Other Adjustments	123,558	—	—	—	—	—
Value at end of year	\$3,152,239	\$2,874,501	\$2,514,350	\$1,957,617	\$2,420,469	\$2,049,276
Change in value of investments	10%	14%	-19%	-19%	18%	22%

NOTE 4 — Property and Equipment

Fixed assets and leasehold improvements are depreciated according to MACRS depreciation method.

Center Fixed Assets		
	2025	2024
Furniture, Fixture and Equipment	\$294,044	\$294,044
Vehicles/Trailers	51,437	51,437
Building Center	1,067,672	1,067,672
Building Masjid	1,457,672	1,457,672
Building Masjid Expansion	2,807,648	2,807,648
Building Other	516,238	516,238
Building Clinic	563,054	563,054
Leasehold Improvements	82,363	—
Land and Land Improvements	758,843	758,843
Total Cost Basis	7,598,970	7,516,608
Accumulated Depreciation	(4,388,885)	(4,198,524)
Book Value	\$3,210,085	\$3,318,084

Clinic Fixed Assets		
	2025	2024
Leasehold Improvements	\$82,363	\$81,463
Furniture, Fixture and Equipment	596,496	568,683
Software	3,750	3,750
Vehicles/Trailers	91,274	66,943
Total Cost Basis	773,883	720,839
Accumulated Depreciation	(355,007)	(313,550)
Book Value	\$418,876	\$407,289

NOTE 5 — Lease and Other Commitments

The Organization has no contractual leases or other long-term commitments.

NOTE 6 — Restricted Funds

The following table represents the accumulative restricted and unrestricted accounts as of 2025:

Total Restricted Funds	2025	2024
Restricted — Zakat/Fitra	\$41,836	\$120,034
Permanently Restricted — Endowment Fund	1,438,805	1,302,097
Permanently Restricted — Special Project Fund	150,000	50,000
Total Restricted Funds	\$1,630,641	\$1,472,131

NOTE 7 — Contingencies

There are no known contingencies.

NOTE 8 — Related Party Transactions

During the year ended December 31, 2025, the organization made a loan of \$100,000 to an official. As of December 31, 2025, the loan is outstanding and recorded as a receivable. The loan is non-interest-bearing and is payable under agreed terms.

NOTE 9 — Subsequent Events

The Center and Clinic has evaluated its December 31, 2025, financial statements for subsequent events through March 13, 2026, the date the financial statements were available to be issued. There are no subsequent events that would materially affect the accompanying financial statements.

CLINIC REPORT

MCC Medical Clinic Report

Submitted by: Azad Ejaz, MCC Medical Clinic

Assalamu Alaikum.

Our story is a powerful reminder that even the smallest seeds of compassion can grow into something truly extraordinary.

It began with a vision—one held by someone we all know well, Dr. Asif Qadri—who recognized a critical need in our community and chose to act. Years ago, we established this clinic with a simple yet profound mission: to provide quality, compassionate healthcare to all, regardless of their ability to pay.

Our journey started humbly, in the basement of this very building, with just a single room and an unwavering commitment to serving the underserved.

Where We Are Today

Today, by the grace of Allah and with the continued support of Montgomery County, we have grown far beyond those modest beginnings. What was once a small initiative has become a comprehensive healthcare home for our community. This year, we are proud to be approaching a remarkable milestone—over 20,000 patient visits—each representing a moment of care, dignity, and service.

Our services have expanded significantly beyond internal medicine. We now offer a wide range of specialties under one roof, including a thriving Eye Clinic, a busy Dental Clinic, and expert care in Cardiology, Dermatology, Urology, Gastroenterology, Physical Therapy, Orthopedics, Gynecology, Podiatry, and Mental Health, among others. We are now able to address the holistic healthcare needs of our community in ways we once only envisioned.

This extraordinary growth—from a single room to a multi-specialty clinic serving thousands—is a testament to the strength of our mission, the clarity of our vision, and the enduring power of community support.

Gratitude & Looking Ahead

We extend our deepest gratitude to our Board of Directors and Board of Trustees for their unwavering guidance and leadership. We are equally thankful to our community for their continued trust and support. Their collective dedication and belief in our mission have made all of this possible.

As we look ahead, let us continue this journey together—striving for excellence, expanding our impact, and finding ever greater ways to serve those in need.

STRATEGIC INITIATIVES

The following represent MCC’s major strategic initiatives—multi-year, cross-functional projects with transformational impact on the community. These are overseen jointly by the Board of Directors and Board of Trustees.

Initiative: Multi-Purpose Youth Facility (MPYF) Task Force**Oversight:** Board of Directors / Board of Trustees**Chair:** Sr. Shabnom Khan**Members:** Abdalla Elamin, Hassan Idris, Ishtiaq Chughtai, Mariam Khan, Najma Khan, Soulihe Nida, Usman Sarwar**Background**

The Multi-Purpose Youth Facility (MPYF) is a long-term strategic project to develop a dedicated facility for MCC's youth and community programs. The MPYF Task Force was established to advance this project from planning through construction.

Approach & Key Activities

- Revised the Request for Proposal (RFP) for an updated MCC Master Plan and provided a review period to both the BoD and BoT
- Solicited proposals from multiple local architectural and engineering firms through community and internet outreach; answered firm questions and provided on-site tours of MCC
- Received and reviewed four proposals from Nolker Hull, Studio 7 Design, Hord Coplan Macht, and McCoy Architects
- Provided community updates at the August 2025 Town Hall and December 2025 General Body Meeting

Current Status

Four architectural proposals have been received and are under evaluation. The committee is preparing a scored recommendation report for the BoD, which will then forward to the BoT for final contract authorization.

Next Steps

- Evaluate all proposals using a structured scoring system and submit a recommendation report to the BoD with all proposals and scorecards
- BoD to review and forward recommendation to the BoT; BoT to authorize a contract with the selected firm to conduct the updated Master Plan
- Upon Master Plan completion, draft a Request for Proposal for the design of the Multi-Purpose Facility and submit to BoD and BoT for approval
- Solicit, score, and recommend design quotes for the MPYF construction phase

Initiative: Full-Time School Committee (FTSC)**Oversight:** Joint BoT / BoD Strategic Initiative**Chair:** Usman Sarwar (BoD) — BoT Representative: Najma Khan**Members:** Zubia Khan (Project Manager), Ishtiaq Chughtai (BoT Member), Abdalla ElAmin (President, BoD), Mariam Khan (Secretary, BoD), Osamah Saeedi, Kareema Asad, Aziz Ahmed, Areeb Quasem, Naila Qureshi, Hassan Idris, Wazhma Saeedat, Dr. Ghulam Dastgir**Background**

The Full-Time School Committee (FTSC) was established following BoT approval in June 2025 to evaluate the feasibility of launching a full-time school under MCC. The committee was tasked with conducting comprehensive research, engaging stakeholders, and developing a structured plan to support informed decision-making by the BoD and BoT.

Approach & Key Activities

- Community Interest Survey: 110 responses reviewed; 93% favorable demand for a full-time school
- Core framework development: finalized mission, vision, principal job description, and K–5 scope
- Legal and compliance research: analyzed Maryland governance structures, licensing requirements, and regulatory pathways
- Financial modeling: developed initial financial model and researched operational requirements
- Partnership exploration: conducted detailed evaluation of a potential private school partnership; concluded that an independent in-house model best preserves MCC's mission and values

Current Status

Phase 1 feasibility study is complete and has been presented to the BoD. BoT presentation is pending. Target school launch has been updated to Fall 2027 due to the extended partnership exploration phase.

Next Steps

- Present feasibility study to the BoT for approval to proceed to Phase 2
- Upon approval, initiate Phase 2: infrastructure planning, hiring, regulatory filings, and operational setup
- Continue community engagement and begin detailed operational planning

Initiative: Ghul Facility Construction Committee (GFCC)**Oversight:** Board of Directors (with BoT guidance)**Chair:** Br. Hassan Idris**Members:** Br. Abdalla Elamin, Br. Usman Sarwar, Br. Syed Husain, Br. Ishtiaq Chughtai, Sr. Shabnom Khan, Br. Sabir Rahman, Br. Jahanzib Khan, Br. Mohsin Khan (Project Manager)

Background

The Ghul Facility Construction Committee (GFCC) was formally established by the Board of Directors on October 25, 2025, to advance the development of a dedicated body-washing facility at MCC—a project that received AGM approval in March 2024 and had been dormant from May 2024 until its restart in July 2025.

Approach & Key Activities

- Secured funding: \$100,000 Montgomery County grant and \$150,000 in community donations
- Identified six candidate site locations on the MCC campus: shed, gazebo, masjid basement, open lot adjacent to the Ukrainian church, open lot near the entrance gate, and the area near the minaret
- Developed a formal site scoring criteria matrix evaluating sewage/plumbing/electrical capacity, construction duration and permit requirements, and impact on existing MCC services
- Feasibility study in progress; committee systematically evaluating each site against the scoring criteria

Current Status

Site feasibility evaluation is underway. The committee will finalize a site recommendation and present it to the BoD and BoT for approval. GBM approval is being sought in March/April 2026.

Next Steps

- Complete feasibility study and present site recommendation to BoD and BoT
- Seek GBM approval (March/April 2026)
- Upon approval, advance to design phase and regulatory compliance
- Progress through construction phase toward facility opening

Initiative: Strategic Land Acquisition**Oversight:** Board of Directors / Board of Trustees**Chair:** Joint BoD / BoT Sponsorship**Members:** [*See committee roster*]**Background**

An adjacent property immediately neighboring MCC's current campus on a corner lot has been identified as a rare strategic acquisition opportunity. The property encompasses approximately 5 acres of contiguous land, is already zoned for religious use, and would open additional access, parking, and expansion capacity for the MCC campus. Estimated market value is \$1.5M–\$1.8M. A prior MCC administration had previously declined an offer on this property; the current Board is committed to ensuring MCC is positioned to act if and when the opportunity arises.

Approach & Key Activities

- June 2025: an independent real estate broker conducted research and outreach to the property owner, confirming estimated street value of \$1.5M–\$1.8M and the owner's awareness of MCC's interest; broker is able to represent MCC independently
- October 25, 2025: Board of Directors unanimously authorized the earnest money deposit and ratification of purchase, should the property become available
- November 23, 2025: Board of Trustees unanimously concurred and authorized on the same terms
- December 6, 2025: Acquisition pathway and strategic rationale presented to the General Body
- Key community members have committed to funding the earnest money deposit (estimated at ~\$180,000 / 10% of purchase price), removing a critical financial barrier to timely action
- Authorization covers acquisition up to \$2M under defined terms; MCC legal and financial counsel will review all terms before execution

Current Status

Pre-approval is complete at both the BoD and BoT level. The broker is standing by. No commitment is made until the property is formally offered and final terms are reviewed. MCC is positioned to act with speed and governance integrity when the opportunity arises.

Next Steps

- Maintain readiness and engage broker to pursue the asset when the property becomes available
- Conduct full legal and financial due diligence upon availability, with representatives from BoD, BoT, and the General Body
- Collect earnest money commitments and execute contract upon agreement on terms
- Upon acquisition, present proposed uses to BoD, BoT, and GBM—potential uses include school facilities, clinic expansion, additional parking, and improved campus access

BOARD OF DIRECTORS COMMITTEES

The following committees operate under the direct oversight of the MCC Board of Directors. Committees are listed in alphabetical order.

Committee: Building & Facilities**BoD Liaison:** Usman Sarwar**Committee Chair:** Br. Javed Khan**Committee Members:** Br. Sahamadeen Hoosein, Br. Raja Javaid, Br. Mahmood Kureshi, Br. Sohail Akhtar, Br. Mahmood Toor**Objectives for FY2025–2026**

- Develop list of facilities-related projects with cost estimates and priorities in relation to approved budget
- Ensure maintenance schedule is followed
- Improve collaboration between Building & Facilities and Front Office

Accomplishments To Date

- Completed gazebo repair and reinforcement near the Food Pantry, replacing rotting wood planks with galvanized steel
- Completed all fire safety inspections: fire alarm system, sprinkler system, extinguishers, and exit lights
- Replaced the Phase 1 building water heater with a tankless unit, including installation of a new gas line
- Completed full LED lighting upgrade across the campus, improving energy efficiency and long-term cost reduction
- Completed parking lot paving at a fraction of original \$5,000 estimate
- Completed pathway repair between the shed and the Food Pantry
- Addressed pest control: established monthly service contract with a local provider
- Fire Marshal inspection passed for fire alarm control panel, sprinkler system, and elevator machine room
- ARK Systems monitoring contract renewed

Challenges

- Phase 2 building (main hall and classrooms) roof has reached end of lifecycle with recurring leaks and mold—two quotes received (\$117,000 and \$194,000); third quote pending; full replacement required

Proposed Activities for FY2026–2027

- Execute Phase 2 roof replacement—this is the major capital project for 2026
- Continue planned interior painting project (\$2,200: hallway, executive office, senior lounge, bathrooms, breezeway)
- Complete carpet repair and upgrade with commercial-grade padding (\$7,000)
- Progress exterior lighting improvements (pole height increase and additional installations pending Pepco funding)
- Address storm drainage improvements and continue regular maintenance schedule

Committee: Bylaws**BoD Liaison:** Mariam Khan**Committee Chair:** Mariam Khan**Committee Members:** Usman Sarwar, Saqib Ashraf, Sanjana Quasem**Objectives for FY2025–2026**

- Review proposed bylaw amendments and document justification and rationale for each change
- Prepare the proposed amendments document for formal presentation

Accomplishments To Date

- Conducted monthly committee meetings from May through September 2025, completing a full review of all proposed bylaw amendments
- Developed written justification and rationale for each proposed change, strengthening the foundation for formal presentation to the membership
- Shared the work completed to date with the BoT Chair in December 2025; a meeting was held to review the proposed changes together

Challenges

- Significant cleanup of the proposed amendments document is still required before it is ready for formal presentation; capacity constraints prevented completion this cycle

Proposed Activities for FY2026–2027

- Incorporate feedback from the BoT Chair's review (comments expected shortly)
- Complete document cleanup and finalize the proposed amendments for formal presentation to the membership

Committee: Brothers Committee**BoD Liaison:** Hassan Idris**Committee Chair:** Zayd Choudhury**Committee Members:** Br. Khalid Abdullahi, Br. Adyan Khan, Br. Selman Abdullahi, Br. Soulihe, Br. Ibrahim Elamin**Objectives for FY2025–2026**

- Build skills and a welcoming atmosphere for Muslim brothers seeking companionship and growth
- Develop a reliable team of brothers taking more initiative at MCC
- Increase brothers' attendance and engagement at the masjid
- Strengthen spirituality across the community

Accomplishments To Date

- Held monthly skill-building events throughout the year: swimming, climbing, bowling, hiking, and more
- Launched Pass the Torch — a structured knowledge-transfer program enabling experienced members to mentor and develop new leadership at MCC
- Partnered with Sabeel Fitness to co-host events drawing hundreds of attendees across multiple sessions
- Strengthened connection between young adult brothers and the masjid; increased confidence and leadership among regular participants

Challenges

- Off-campus and paid events create a barrier for younger or lower-income members
- Standalone intellectual events have lower attendance; more effective when paired with physical or social activities

Proposed Activities for FY2026–2027

- Build a strong, consistent, and reliable volunteer team
- Develop a leadership pipeline within the Brothers program
- Expand programming to serve all brothers across the community
- Introduce more structured Islamic learning events: hadith circles, book studies, and lectures

Committee: Education

BoD Liaison: Usman Sarwar

Committee Chair: Ridwan Rahman & Areeb Quasem

Committee Members: [See committee roster]

Objectives for FY2025–2026

- Maintain operational efficiency across all educational programs
- Recruit and develop leadership
- Expand early childhood and family-based educational offerings
- Continue to improve and develop the AHI full-time Hifz program

Accomplishments To Date

- Weekend School continued operating under established leadership with stable curriculum in Qur’an, Islamic studies, and character development
- Al-Hidaya Institute (AHI): introduced new Beginner and Intermediate Arabic classes in both in-person and virtual formats; Part-Time Adult Qur’an program continued with strong attendance; Full-Time Hifz Program maintained steady enrollment — [PLACEHOLDER: AHI to submit full program update]
- Maktab After-School Program continued with positive parent feedback; enrollment improvement efforts ongoing
- Welcomed Imam Tarif, who joined to deliver educational programs focused on tazkiyah and spiritual development
- Mommy & Me program relaunched: weekly sessions for mothers and children ages 0–4, incorporating Islamic early childhood education, social-emotional development, and community building; sessions run 10:30 AM–12:00 PM with a nominal family fee; program is volunteer-led and community-driven
- Homeschool Learning Hub launched (September 2025): a cooperative program for homeschool families providing structured academic instruction, character development, and socialization; sessions run weekly (Tuesdays, 11:30 AM–2:30 PM) in three 9-week sessions per year; curriculum covers Reading/Language Arts and Mathematics with a rotating theme; morning assembly, congregational prayers, and community service activities are integrated throughout

Challenges

- Maktab enrollment has not yet reached the break-even threshold of 20 students; minimum viable enrollment is 10 students

Proposed Activities for FY2026–2027

- Continue and grow Mommy & Me and Homeschool Learning Hub; evaluate expansion based on demand
- Continue AHI development and strengthen instructor support
- Improve teacher development and curriculum within Weekend School
- Drive Maktab enrollment to sustainable levels

Committee: Funeral Committee**BoD Liaison:** Hassan Idris**Committee Chair:** Jahanzib Khan**Committee Members:** Sh. Mohamed Abdullahi, Br. Jahanzib Khan, Chairman, Br. Tariam Jamshed, Br. Syed Hussain, Br. Hassan Idris, Br. Masood Karzai**Objectives for FY2025–2026**

- Organize a standard operating procedure for coordinating Janazahs efficiently and consistently, regardless of who is on the committee
- Update links on the MCC Janazah Services page to ensure information is current and accurate

Accomplishments To Date

- Coordinated approximately 45–50 funerals; at least 40 included MCC community notifications via WhatsApp or email; several coordinated on short notice without messages due to quick turnaround
- Committee members consistently respond at any time of day to guide families through funeral preparations and logistics, from first questions through final arrangements

Proposed Activities for FY2026–2027

- Complete and publish the Janazah standard operating procedure
- Explore and coordinate educational workshops for the community on Islamic end-of-life planning and Janaza procedures
- Continue supporting efforts related to the ghusl construction project

Committee: Fundraising**BoD Liaison:** Abdalla Elamin**Committee Chair:** Fuad Saif**Committee Members:** [See committee roster]**Objectives for FY2025–2026**

- Leverage digital marketing
- Develop targeted campaigns
- Analyze donation trends; target diverse demographics to sustain MCC

Accomplishments To Date

- Met the Ramadan 2026 fundraising target of \$200,000 via cash, credit card, checks, and pledges
- Fall 2025 Annual Fundraiser: raised approximately \$101,000 on event day, with total contributions reaching approximately \$120,000 through follow-up outreach
- Native plant distribution during the fundraiser: 150 plants distributed with only 5 remaining at end of event, exceeding NWF engagement benchmarks for similar events
- Coordinated a full volunteer team across planning, ticket sales, logistics, pledge collection, and donation tracking
- Transitioned monthly newsletter production from a \$500/month external service to in-house teams, reducing overhead
- Developed formal guidelines for outside organizations that fundraise at MCC, establishing clear expectations and a consistent process

Proposed Activities for FY2026–2027

- Develop digital marketing strategy to expand donor reach
- Launch targeted campaigns aligned with community demographics
- Analyze donation trends to inform future campaign design
- Target diverse donor demographic to diversify and sustain MCC's revenue base

Committee: Membership**BoD Liaison:** Kursat Acar**Committee Chair:** Abdullah Peterson**Committee Members:** Br. Ghulam Dastgir, Br. Mansur Bah**Objectives for FY2025–2026**

- Launch and grow MCC Web-based Membership Portal in collaboration with IT Committee
- Increase Front Office involvement in new member recruitment and renewal
- Drive membership growth through events, outreach, and committee integration

Accomplishments To Date

- MCC Web-based Membership Portal launched October 31, 2025: members can log in, view/update contact info, verify payment and voting status; BoD documents (2024 Audit Report, GBM minutes) uploaded for active member access
- BoD-approved membership reached 501 members — a 14.6% increase from prior year (437); 41 new members approved August 2025, 32 approved February 2026
- Increased online membership payments significantly through active Front Office coordination and targeted outreach
- Improved MCC Newsletter and WhatsApp communications on membership benefits, deadlines, and portal features
- Presented membership information at Fajr congregation on two occasions

Challenges

- Encouraging eligible voters to renew before the February 15 deadline
- Driving consistent adoption of the new Membership Portal among the general membership

Proposed Activities for FY2026–2027

- Identify and transition to a new Membership Committee Chair by June 30, 2026 to enable proper training and handover
- Expand portal with timely uploads of BoD/BoT reports and meeting materials
- Set up membership tables at Weekend School lunches and Jumu'ah to drive recruitment
- Collaborate with other committees to integrate membership outreach into MCC events

Committee: Network / Servers / Website (IT)**BoD Liaison:** Hassan Idris**Committee Chair:** Hassan Idris**Committee Members:** Br. Cheick Diallo, Br. Kamran Sarwar, Br. Hamza Choudhury, Br. Junaid Shah, Br. Ridwanur Rahman, Br. Zayd Choudhury, Br. Ousmane Cisse, Br. Mamadou Barro, Br. Shahnawaz Khan, Br. Kursat Acar, Br. Michael Parchment, Br. Emran Hidar, Br. Ismail Rodriguez**Objectives for FY2025–2026**

- Implement and launch MCC Membership Portal
- Upgrade sound system in Men's musallah
- Improve security camera configuration

Accomplishments To Date

- Launched MCC Web-based Membership Portal on mccmd.org: members can log in, view and update contact info, and verify membership and voting status; BoD documents uploaded for member access
- Implemented Microsoft Office 365 accounts and SharePoint sites for MCC staff and leadership; provided ongoing software and systems support
- Redesigned MCC website: added Events calendar, Membership Portal integration, and a monthly events calendar displaying all reserved MCC programs and events
- Continued security camera repair, configuration, and system improvements
- Replaced aging staff desktops; cleaned up legacy network wiring; strengthened Wi-Fi coverage throughout campus
- Expanded digital signage across campus, integrated with MasjidBox for prayer times, announcements, and events
- Handled all MCC IT support requests throughout the year

Proposed Activities for FY2026–2027

- Upgrade analog security cameras and repair non-functional units
- Upgrade sound systems in Men's musallah and main hall
- Upgrade network cabling infrastructure
- Continue IT volunteer recruitment and development

Committee: Religious Committee**BoD Liaison:** Fuad Saif**Committee Chair:** Fuad Saif**Committee Members:** Imam Mohamed Abdullahi, Shahnawaz Khan, Sukai Sey**Objectives for FY2025–2026**

- Deliver consistent, well-coordinated religious programming throughout the year
- Strengthen community engagement through improved scheduling and communications
- Develop structured programming in partnership with Imam Tarif Shraim

Accomplishments To Date

- Integrated Imam Tarif Shraim as Resident Scholar: led khutbahs, lectures, MYO and YAP programming, and dedicated counseling hours throughout the year
- Delivered Qur'an Nights series in collaboration with REI
- Organized Fiqh of Love program — a high-impact educational event on Islamic marriage and relationships
- Improved khateeb scheduling, live-streaming of events, and cross-platform communications
- Conducted Ramadan 2026 town halls and community surveys; finalized unifying Ramadan theme with early cross-committee coordination underway

Challenges

- Committee needs 2–3 new younger members with the energy and initiative to elevate programming

Proposed Activities for FY2026–2027

- Launch quarterly Community Reflection Night series led by Imam Tarif Shraim: short lecture, open Q&A, and guided reflection for all age groups
- Develop a structured youth-focused religious learning track in partnership with MYO and YAP
- Recruit new committee members

Committee: Seniors' Program**BoD Liaison:** Usman Sarwar**Committee Chair:** Dr. Anwar Goher & Sr. Saeeda Qureshi**Committee Members:** [See committee roster]**Objectives for FY2025–2026**

- Recruit younger members
- Promote collaboration with other committees
- Modernize operations

Accomplishments To Date

- Estate and Family Planning session exploring legal obligations and Islamic values around succession
- Essential First Aid Assistance for Seniors workshop
- Shortness of Breath in the Golden Age: age-related respiratory changes and wellness strategies
- The Magic of Finance: building financial security and using wealth as a force for good
- Scientists of the Islamic Era: intellectual legacy of Muslim scholars
- Missing Events from Popular History: overlooked historical narratives and the colonial shaping of modern Muslim societies
- CPR Bystander Training delivered to Fajr congregation (07/20/2025); additional sessions planned

Proposed Activities for FY2026–2027

- Continue educational and health programming series
- Recruit younger members to expand committee capacity
- Promote cross-committee collaboration in community programming

Committee: Sisters' Committee**BoD Liaison:** Nur Shaina Ayers**Committee Chair:** Zubia Khan**Committee Members:** Wardah Rahman, Eman Shurbaji, Aida Campbell, Sereen Sultana, Zenab Cherif, City Hussien, Rabia Missana, Mushtaq Mohamed**Objectives for FY2025–2026**

- Promote the spiritual, intellectual, mental, physical, social, and financial growth of sisters
- Be a resource and advocate for women's issues in the local community
- Foster connections among sisters and strengthen engagement with the masjid

Accomplishments To Date

- Delivered 11 total events (including 5 co-ed events with brothers); 3–4 recurring weekly programs running since May 2025
- Recurring weekly programs: Sisters-Only Fitness Class — Sundays/some Fridays, up to 15 sisters (revenue-generating after free launch); Thursday Tafseer Class with Sr. Nazish — 40–50 virtual attendees; Monday Halaqa with Alimah Maryam — 25–40 virtual attendees; Tuesday Book Club (Diseases of the Heart series) — 30 attendees
- Ramadan 2025 Fajr Read-Along: 40–50 sisters daily
- Henna/Art Therapy event (May 2025, 35 attendees) — first event with free childcare for children ages potty-trained to 12
- Open Mic Potluck (July 2025): 50–60 attendees including brothers
- Community Organizing event (September 2025, 40 attendees): partnership with Palestinian Youth Movement; brothers included; free childcare provided
- Finger Knitting Workshop (November 2025): up to 30 participants
- Health Advocacy Workshop (January 2026): 40 virtual attendees
- Ramadan Growth Workshop (February 2026): 50–60 attendees; brothers included; free childcare

Challenges

- Difficulty finding or hiring a female Islamic scholar for MCC sisters' programming
- Need for adult volunteers to support free childcare at events

Proposed Activities for FY2026–2027

- Co-Ed Friends & Family Fridays Initiative
- Co-Ed Islamic Financing 101
- Domestic Violence Ambassador Initiative
- Peer-to-Peer Ramadan Mentoring Initiative
- Eid al-Adha Henna Event
- Continue fitness classes, Monday halaqas, and Thursday tafseer classes

Committee: Social Services & Food Pantry**BoD Liaison:** Junaid Shah**Committee Chair:** Sr. Maricel Sinnokrot**Committee Members:** Br. Shabbir Shah (Partner & Strategic Coordinator), Sr. Farah Nageer (Secretary), Sr. Juliana Samsu (Volunteer Coordinator), Sr. Aaisha Salman (Social Services Counselor), Sr. Fariha Bajjwa, Sr. Karen Bashir (REP Coordinator), Br. Rauf (Food Service Coordinator), Br. Idris Sinnokrot (Pantry Preparation & Packaging)**Objectives for FY2025–2026**

- Continue bi-monthly distributions of dry goods and produce to community families
- Provide Halal meat and dates during Ramadan; collect and distribute Qurbani meat
- Expand the Refugee English Program (REP) for Afghan and refugee students
- Incorporate CAFB Neighborhood Intake and Service Insight Initiative

Accomplishments To Date

- From May 2025 to January 2026, distributed over 101,067 lbs of supplemental items and produce to community families and area mosques
- CAFB card scanning launched May 2025: 110 households recorded at launch; peak month (August 2025) served 218 households and 824 individuals; approximately 200+ families served per scheduled Saturday distribution
- Received \$3,400 grant from the Capital Area Food Bank and \$5,000 from the Ready for School Initiative (RFSI)
- Established monthly dry goods drop-off at Randolph Fire Station
- Provided SSL volunteer hours for high school students; immediate food assistance for emergency pantry callers
- Distributed Qurbani meat after Eid al-Adha 2025
- Refugee English Program (REP): 40–45 students attend weekly English classes via Zoom or one-on-one volunteer tutoring; partnership with Social Welfare Activities (SWA) Inc. for lower-proficiency Afghan students (Dari/Pashto-speaking); students have enrolled in community college, secured employment, and report significantly improved English proficiency

Challenges

- Growing demand driven by the government shutdown and elimination of SNAP benefits continues to pressure pantry resources and volunteer capacity

Proposed Activities for FY2026–2027

- Provide cooked Friday lunch for prayer attendees once monthly as a community service offering
- Find a social worker to partner with MCC, the Food Pantry, and Zakat/Sadaqa programs
- Recruit more REP volunteer tutors for one-on-one English tutoring
- Expand pantry storage capacity and replace Food Pantry double doors

Committee: Young Adults & Professionals (YAP)**BoD Liaison:** Shaina Ayers**Committee Chair:** Ibrahim Elamin**Committee Members:** Chimmy Q. (Co-Chair), Ethar Abker, Wissal Ezzaki, Mustafa Ahmed, Lena Elamin, Reem Ali, Soulihe Nida**Objectives for FY2025–2026**

- Increase engagement and consistency in young adult participation through recurring programming
- Provide faith-based and intellectual development opportunities relevant to modern challenges
- Build inclusive spaces that promote connection, leadership development, and community service

Accomplishments To Date

- Tazkiyah Tuesday: weekly spiritual development sessions every Tuesday (7:00–10:00 PM) averaging 46–66 attendees per session with strong year-round retention
- Fiqh of Love (Imam Suhaib Webb, October 30, 2025): marriage education session drawing 57–78 attendees
- YAP Roadmapping series: three-session personal development series on intentional living, faith-based decision-making, and life planning (34–57 attendees/session)
- Developed targeted Sisters Circle programming in response to strong sister engagement
- Continued joint programming with MYO including collaborative events and youth engagement

Challenges

- Gender participation imbalance: strong sister turnout but lower brother attendance — targeted brother outreach needed
- Program length and late-night timing causing fatigue — optimizing toward 90–120 minute sessions with clear agendas
- High attendance straining seating, parking, and volunteers — pre-registration and scalable planning being implemented

Proposed Activities for FY2026–2027

- Launch mentorship and leadership development program for young adults
- Expand educational programming with guest speakers and structured learning tracks
- Recruit additional planning and facilitation volunteers

Committee: Muslim Youth Organization (MYO)**BoD Liaison:** Mariam Khan**Committee Chair:** Omar Khan**Committee Members:** [See committee roster]**Objectives for FY2025–2026**

- Reestablish post-Ramadan programming
- Recruit volunteers
- Focus on mentorship and leadership development

Accomplishments To Date

- Welcome Back Summer BBQ: reconnecting teens and parents after summer break
- International Cultural Night Potluck: celebrating community diversity
- MYO Brothers Game & Chat and MYO Sisters Tea & Talk: gender-specific community-building events
- Youth lecture on The Story of Prophet Yunus
- Fall Fest: games, food, and community energy
- Outdoor Movie Night and Bonfire
- Summer Splashfest for younger youth
- Free back-to-school haircuts for community youth
- Joint events with YAP including Prophetic Love session and Qur'an Night

Proposed Activities for FY2026–2027

- Reestablish consistent post-Ramadan programming
- Strengthen mentorship and leadership development pipeline
- Recruit new youth volunteers and committee members

Committee: Zakat Committee**BoD Liaison:** Kursat Acar**Committee Chair:** Sahamuddin Hossien**Committee Members:** Maricel Sinnokrot (Coordinator), Kemal Musa (Developer), Alie Kassie, Tariam Jamsed, Shanaz Khan**Objectives for FY2025–2026**

- Introduce automation to improve the Zakat process
- Streamline the end-to-end Zakat process to improve turnaround time
- Recruit volunteers to support Zakat operations

Accomplishments To Date

- Zakat & Sadaqa: distributed \$214,008 to 295 families in need through a structured review and approval process
- Zakat al-Fitr 2026: served 411 households (1,587 individuals); \$60,306 disbursed
- Transitioned Zakat al-Fitr to a fully online application process, replacing printed forms — improving efficiency, reducing cost, and enabling batch check printing through accounting
- 226 checks distributed in person; 185 mailed via USPS; entire approval process executed online
- Continued collaboration with Social Services to identify and support eligible families

Challenges

- Manual check signatures still required, causing delays in distribution

Proposed Activities for FY2026–2027

- Implement online Zakat & Sadaqa application process to complement the existing al-Fitr online system
- Replace manual check signatures with electronic signatures to eliminate distribution delays
- Implement direct deposit option for applicants with bank accounts
- Recruit additional volunteers to support case review and distribution