Annual Report on Activities 2024-2025

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1. 0 Executive Committee Report for 2024/2025

The Executive Committee ("EC") members are honored and express deepest gratitude to have had the privilege to serve the term ending September 30th, 2025.

We thank the IMAN community for their help, support, and generous financial contributions towards operational expenses and social services programs.

Alhamdulillah, IMAN community continues its journey to establish a spiritually vibrant caring sharing community in the beautiful Pacific Northwest in its 29th year.

This report outlines progress and activities since October 1st, 2025, made possible by the continued sincere dedication, support, and participation of the community at large.

The following were the IMAN Executive Committee members for 2024/2025:

Mohammad Jawad Khaki	President and Treasurer
Kareem Al Haddad	Vice President
Rahmatullah Faizi (Hamid)	Secretary
Nuri Mansoori	Committee Member
Rizwan Nazarali	Committee Member

The following observations augment sub-committee reports under Section 2.

1.1 Executive Committee Priorities

The following areas had a priority focus from the Executive Committee.

Sunday School

Sunday School for 2024/2025 is running well in person, with solid student enrollment and support from volunteer teachers.

In September 2024, IMAN Sunday School adopted the Kisa Curriculum from the Saba Center of California.

Parental involvement could improve; greater participation would further benefit students and the organization.

Programs

IMAN's 2024/2025 programming, including Ramadhan and Muharram, was held both in person and streamed online with strong attendance.

Kirkland hosted various speakers and pre-recorded presentations for the IMAN Community.

Br. Mohamed Jawad Khaki continues to lead prayers and officiate programs as he has since the beginning.

IMAN seeks a candidate to further develop its supportive and spiritually vibrant community in the Pacific Northwest as it approaches its 29th year.

Social Services

The partnership with St. John's Episcopal Church has reached a significant milestone, entering its ninth year of collaboration. Through this ongoing effort, monthly community dinners continue to be provided, offering

guests the opportunity to enjoy a sit-down meal. In addition, guests are given the flexibility to take their meals to go, ensuring that everyone's needs and preferences are accommodated.

With the generous support of community members, pre-cooked meals have been delivered to several organizations and groups in need. These include residents of Tent City 3 in Seattle, New Bethlehem in Kirkland, and Kirkland United Methodist Church. Furthermore, meals have been provided to individuals participating in Safe Parking programs, helping to address food insecurity within the local area.

IMAN has also extended support to the local food banks, contributing to the well-being of the broader community. On an international level, the organization has participated in refugee relief efforts and supporting Ramadan relief initiatives in Afghanistan and Iraq.

When financial assistance is requested by individuals who are unfamiliar to IMAN, these requests are consistently referred to trusted partner organizations. Notably, MAPS MCRC and Attain Housing are among the organizations that receive these referrals, ensuring that individuals seeking help are connected with appropriate resources and support services.

Facilities

IMAN Center facilities need regular maintenance and repairs. Areas that needed attention this year are described in more detail later in this report.

IMAN Center Remodel

With help from Br. Naeem Iqbal, Br. Hamid Olyaee, Br. Samad Faghih, Br. Jawad Khaki, and architect Paul Wu, our IMAN Center expansion has reached a major milestone: finalizing the site plan for the Kirkland facility, marking key progress toward our long-term vision.

Appendix A features Architect Paul Wu's interpretation and reflection of our aspirations for the project. It is important to note that further changes are anticipated as we move into the Design Development Phase, which will involve greater collaboration with the Project Team.

To advance the proposed extensions, we solicited proposals from four Architecture/Engineering firms for both design and management of the facility upgrades. After thorough review, none of the proposals have yet instilled the level of confidence required for us to proceed.

From the initial pool, two firms were eliminated as the project team determined they lacked sufficient staffing to undertake the project with the reliability we need.

We remain in consideration of two firms. However, one is perceived as prohibitively expensive, while the other has not yet provided a proposal that allows for a direct comparison with the more costly firm.

Our next steps include continuing discussions with the two remaining firms and evaluating additional options if the current candidates prove unsuitable due to cost or other factors.

This ongoing process is essential to identifying the right partner to help us realize the vision for the IMAN Center extensions.

2.0 Sub-Committee Reports

Over the past year we have focused on the sub-committees described below.

2.1 Sunday School Committee

Sunday school Committee Members:

The school year for 2024-2025 began on September 10th, 2023, and closed on May 18th, 2025, with the following individuals serving in the sub-committee:

- Ghadeer Baghai (Principal)
- Kaniz Khaki (Vice Principal)
- Mariam Kamin (Secretary)
- Mumtaz Khin Patail (Treasurer)
- Naushina Esmail (Administrator)
- Mahwish Abbas, Arbia Zainvi, Tehmina Zaidi (Parents Liaison Team)

Sunday school Student Body:

Total	Registered	Withdrawn
Students	77	6

Total	Islamic Studies	Quran	Salaat
Teachers	12	11	6
	Sr. Saeideh Banihashemi **Sr. Noor Fatima** **Sr. Fatema Rassoli** **Sr. Mahdie Seyed** **Sr. Shyma** **Sr. Aliya Juma** **Sr. Heather Ali** **Br. Hossein PourReza** **Sr. Samira Kiyani** **Br. Hamed Esfahani** **Br. Morteza Derakhti** **Br. Zain Khaki**	**Sr. Saeideh Banihashemi** **Sr. Noor Fatima** **Sr. Fatema Rassoli** **Br. Hamed Esfahani** **Br. Parsa Dadfarnia** **Sr. Samira Kiyani** **Sr. Aamena Khaki** **Sr. Fatimeh Najafali** **Sr. Zina Alnoor** **Br. Morteza Derakhti** **Br. Muntader Biram**	**Br. Hamed Esfahani** **Br. Hossein PourReza** **Sr. Zina Alnoor** **Sr. Mumtaz Khin-Patail** **Br. Mohsen Vakilian** **Br. Mohsen Dadfarnia**
TAs	**Br. Pakan Dadfarnia** **Br. Pouyan Dadfarnia** **Sr. Sabaa Esmail** **Sr. Seher Hasan** **Br. Amin Derakhti** **Sr. Rokiya Biram** **Sr. Aliyah Patel** **Sr. Laila Kamin**	**Br. Pakan Dadfarnia** **Br. Pouyan Dadfarnia** **Sr. Rokiya Biram** **Sr. Seher Hasan** **Sr. Russell Alshimari** **Sr. Aliyah Patel** **Br. Amin Derakhti**	**Br. Pakan Dadfarnia** **Br. Pouyan Dadfarnia** **Br. Parsa Dadfarnia** **Sr. Sabaa Esmail** **Sr. Aliyah Patel** **Sr. Laila Kamin** **Sr. Rokiya Biram** **Br. Amin Derakhti**

Budget: TBD

	no. of Student
Total Students Registered	**76**
Withdrawn	-7
Paid in Full Students	-48
Paid in Partial Students	-1
Financial Assistant Students	-8
Full Time-TA	-4
Part Time-TA	-4
Unpaid students	-4
Total:	0

*One student registered late in the year and then withdrew- hence the discrepancy between attendance stats and budget stats.

Key Accomplishments and Highlights:

- **Islamic Studies Curriculum Update:** The school discontinued use of the Tarbiyah curriculum for grades K through 6th/7th and successfully implemented the *Al-Kisa Islamic Studies* curriculum. Feedback from teachers, student engagement levels, and parent responses indicate that the new curriculum has been a strong fit for our community's needs.
- **Quran Program Continuity:** The *Al-Kisa Quran* curriculum, introduced last year, continued to be used across all grade levels. Parents consistently reported it to be more interactive and engaging than previous materials. Teachers and students alike have found it both effective and enjoyable.
- **Salaat Instruction Standardization:** The school adopted the *Al-Kisa Salaat* book as the standard resource for Basic Salaat classes. This change led to more structured instruction and enabled a significant number of students to progress to higher-level Salaat classes.
- **Teaching Assistant (TA) Training Program Launch:** A new TA program was launched to formally train and integrate teaching assistants into classroom support roles. The program tracked volunteer hours and provided training on tasks such as taking attendance and sending parent communications under teacher guidance. TAs took on more active, consistent roles, enhancing classroom support and improving operational efficiency.
- **Open House as a Prerequisite for Registration Completion:** An Open House event was established as a required step for completing student registration. The event had near-universal attendance and proved highly effective in setting expectations, conducting student placement assessments, distributing textbooks, and collecting necessary forms and fees. As a result, the school year launched smoothly, with classes fully organized from the first day - eliminating the delays and confusion typically seen in the opening weeks.
- **Finalization of Student Handbook and Centralized Documentation:** The administration completed and distributed a comprehensive Student Handbook outlining all school policies and procedures. Additionally, all school-related forms and program documents were consolidated and made accessible through the Sunday School SharePoint folder, ensuring streamlined communication and easy access for current and future Admin staff.
- **Consistent Parent Engagement:** The Parent Liaison Team successfully organized monthly school-wide activities throughout the academic year, strengthening community bonds and providing enriching experiences for students.

Key Issues and Concerns:

- **<u>Parent/Student Commitment</u>**: **<u>Challenge in 2023–2024</u>:** Attendance and punctuality were inconsistent, with fewer than half of the 82 registered students attending class regularly. Additionally, attendance at the weekly assembly was notably inconsistent.

Solution Implemented in 2024–2025:

- **Attendance Enforcement:** Registration was restricted to students in good standing with a demonstrated commitment to consistent attendance. The attendance policy was strictly enforced throughout the year.
- **Assembly Accountability:** A new sign-in/sign-out policy was implemented to track attendance and punctuality more accurately. Students with more than three tardies triggered a parent conference.

Outcome:

- Weekly class attendance rose to over 80%, and punctuality improved significantly.
- The sign-in/sign-out system increased accountability and made patterns easier to track.
- However, while the tardy policy showed promise, full effectiveness depends on consistent follow-through by the administration regarding consequences.

- **<u>Behavioral Issues</u>**: **Challenge in 2023–2024:** Despite clear guidelines outlined in the school handbook, behavioral issues persisted, creating strain on teachers and occasionally affecting the safety and learning environment for other students. The school lacked sufficient capacity and expertise to address more complex behavioral challenges.

Solution Implemented in 2024–2025:

- Student behavior guidelines were rigorously enforced.
- Teachers received clearer protocols and consistent administrative support.
- Volunteers and professionals within the school community were engaged to advise on and help manage complex behavior cases.

Outcome:

- Behavioral incidents decreased significantly across all grade levels.
- Teachers reported feeling more supported and better equipped to manage classrooms.
- The learning environment became noticeably more respectful, safe, and conducive to Islamic values.
- **Inconsistent Parent Volunteers**: **Challenge in 2023–2024:** Parent volunteer participation was inconsistent, leading to missed cleaning duties and last-minute cancellations. This created ongoing issues with cleanliness and placed an undue burden on staff.

Solution Implemented in 2024–2025:

- Each family was assigned responsibility for two school sessions, including purchasing, preparing, and serving snacks, as well as cleaning the schoolhouse afterward. Families unable to fulfill their duties were required to arrange their own replacements. The administration clearly communicated that it would no longer manage clean-up or substitute coordination.

Outcome:

- The system has worked effectively, with nearly full compliance.
- Only one or two instances of missed duties occurred, both of which were quickly resolved.
- Overall cleanliness has improved, and staff no longer face the stress of last-minute volunteer gaps.

- Families have responded positively to the shared responsibility and transparency of expectations.

- **Inconsistent Teacher Meeting Attendance: Challenge in 2019–2024:** Teacher meeting attendance has been inconsistent, with the same small group of teachers participating regularly. Efforts to conduct meetings and training often resulted in limited engagement, hindering communication and alignment among the teaching staff.

Solution Implemented in 2024–2025:
Three teacher meetings were held throughout the year using varied formats:
- A virtual meeting via Microsoft Teams at the start of the school year
- A joint teacher-parent meeting, initiated at the teachers' request
- An ad hoc 15-minute in-person meeting during snack time toward the end of the year, which saw the highest teacher turnout

This final meeting format proved particularly effective and inspired the administration to pilot quarterly "snack time" meetings in the upcoming school year.

Outcome:
- Attendance improved compared to previous years, especially with informal in-person format.
- The snack time meeting received the most participation and positive feedback.
- Teachers appreciated the concise format and timing within the school day.
- The administration plans to formalize this approach for sustained engagement and more consistent communication moving forward.
- **Parent/Student Commitment**: There was a significant issue with irregular student attendance and punctuality, with fewer than half of the 82 registered students attending class weekly.
    - **Solution for 2024-2025**: Restrict registration to students in good standing who are committed to attending class. Enforce the attendance policy throughout the year.
- **Behavioral Issues**: Despite the guidelines provided in the school handbook, behavioral problems continued to persist, putting pressure on teachers and compromising the safety of other students. The school currently lacks the capacity or expertise to address these issues effectively.
    - **Solution for 2024-2025**: Enforce student behavior guidelines rigorously. Seek assistance from experts within the school community for handling complex situations.
- **Inconsistent Parent Volunteers**: A cleaning issue has emerged due to parents either not volunteering or failing to show up, leading to last-minute cancellations.
    - **Solution for 2024-2025**: Assign each family responsibility for two school sessions, during which they will purchase, prepare, and serve snacks, as well as clean up the schoolhouse after each session. If a family cannot commit, they must find a replacement. The school administration will not be responsible for clean-up or finding replacement volunteers.

Improvement Needs:
- **Increased Parent Involvement in Leadership Roles**
  There is a continued need for more parent volunteers to step into major roles, including subcommittee leadership and teaching positions. Greater participation would ease the burden on current volunteers and promote a stronger sense of shared ownership in the school community.
- **Training for Supporting Students with Special Needs**
  The school currently serves students with diverse learning needs, but staff and teachers lack formal training in how to support these students effectively. To address this, the administration is planning to offer targeted professional development before the start of the next school year.
- **Consistent Assessments and Parent-Teacher Conferences**
  To better support student development, the school aims to formalize:

    - Two parent-teacher conferences annually: one at the beginning of the year and one at the end
    - Standardized assessments for every class, implemented by each teacher
- **Advanced Calendar Planning**
  A finalized academic calendar will be set before the school year begins to minimize disruptions and avoid mid-year scheduling adjustments.

Assistance Needs from Executive Committee:

- **Tuition Assistance Program:** The school needs a more efficient system to manage the Tuition Assistance Program as the school grows.
- **Financial Process Improvements** - As Iman Sunday School continues to grow and manage larger-scale activities, such as events like an overnight camp, our current financial structure is no longer adequate to support the level of transparency, efficiency, and accountability required. We also need to formalize and strengthen financial operations to support larger-scale activities.

2.2 Programs Committee

Members

Chair: Jawad Khaki (Acting)
Members: Jawad Khaki

Accomplishments

Here is the summary of activities and programs during the last fiscal year:

- Daily prayers, weekly Qur'an Circle and *Dua-e-Kumail* and *Friday prayers*.
- Live stream of the scheduled programs continues at the link *IMAN Live*.
- The weekly Dua Kumail recitations are followed by a reflection appropriate for the occasion: wiladat and wafat. Wiladats and wafats are observed on Thursday closest to the actual date.
- Shaykh Dr. Usama AL-Atar was our guest speaker for birthday celebration of Imam Ali ibn Abi-Tabli (p) in January 11, 2025.
    - *A Roadmap for Life: Lessons from Imam Ali's Counsel*
- Br. Denizhan Sinanoglu was our speaker reflecting on the enduring legacy of Hazrat Husayn (a), Hazrat Abbas (a), and Hazrat Ali Zayn al-Abidin (a) on February 1, 2025.
    - *Guiding Stars: A celebration of Faith, Compassion, Courage, Resilience*
- Br. Sayed Yasir Dialden and Mulla Mustafa Juma from MUlium Youth in Motion (YMY) was our guest speaker for the Celebration Birthday of Imam Mahdi (aj) on February 15, 2025
    - *Rising to the challenge*
- Br. Okan Boler was our guest speaker as part of the professional development talks
    - *Is it really Rocket Science?*
- *Daily Ramadhân 1446 AH* programs were held in person and streamed online.
    - Guest speaker Br. Syad Yasir Dialden from Muslim Youth in Motion – Wo are the Shia of Ali
    - Guest speaker Br. Naushad Virji and Br. Shafran Shurid – Value Investing with Islamic Values
    - Guest speaker Sr. Sayyada Hashmani – Making words work: THe Ins and Out of Speech Therapy
    - Guest speaker Br. Denizhan Sinanoglu – Islamic Identity: Being Muslim in America
- *Eid ul Fitr*, *Eid ul Adha, Eid al Ghadeer + Eid al Muba*hala programs were well attended at full or over capacity.
- Special *a'amaal for Day of Arafat* were held after Dhuhr.
- For Muharram, we had guest speaker Shaykh Ali Raza Khaki from Bermingham, UK.
    - *Finding Sakina: Discovering True Peace Through the Wisdom of Karbala*
- Blood drive was coordinated by Br. Ali Sheriff in partnership with Blood works Northwest.
- IMAN Professional Network was established on February 19, 2024. The group was formed to strengthen professional connections within our community by fostering opportunities for career development, mentorship, and collaboration. IMAN Professional Network has been meeting every Thursday after Salaat ul-Maghrebain since April 10, 2025

Challenges

- Our majlis reciters compete with new forms of engagement/entertainment which continue to have billions poured into them. The present day majlis attendees (young or old) find it more enticing to interactively stick to their connected smart device than listen to a 60-minute monologue that is, often, not relevant to the issues of the present. Weekly new releases of Hollywood and Bollywood also continue to captivate the imagination of people. Needless to mention professional sports and the glitz/glamour surrounding these professions that conquer many minds. To counter such and other similar phenomena, and for our religious gatherings to continue to be of significance in people's lives, our faith communities need to be current on topics of social need and/or interest. We need to also evolve the mode of engagement by offering exciting new ways to engage on spiritually/socially relevant topics of our time.
- A spiritually vibrant community grows into a strong organization. We need more participation and

engagement from all members of the congregation. We need to avail ourselves of the opportunities throughout the year to self-develop and help our youth develop in spirituality, religious knowledge, Qur'an proficiency as well as develop public speaking/presentation skills.

- Engagement of parent/youth to prioritize creation of special programs for children and youth has been an ongoing challenge.

Opportunities

- We are a blessed resource rich community of great potential that can grow to realize our potential through active participation.
- In the inclusive climate promoted by City of Kirkland we have an opportunity to serve and or impact
- our broader community by tailoring our programs.
- With programs being held online, it provides an opportunity to invite speakers from all over the world.
- Further expand the program committee with new community members for more participation and collaboration.

Recommendations

- Recruit creative, self-initiated, resourceful individuals to serve on the committee.
- Continue live broadcast and in-person programs.
- Continue to increase participation in celebratory and commemoratory events, including more participation from Sunday School.
- Grow speaker/reciter pool to develop spiritual vibrancy and energize communal development. Explore diverse topics to engage a wider audience.

2.3 Social Services Committee

Members

- Kareem Al Haddad
- Ghadeer Baghai
- Rahmatullah Faizi (Hamid)

Accomplishments

- Relief initiative
    - Contributed $75,000 through Development and Relief Foundation (DRF) for Lebanese refugee families who were displaced to Iraq.
    - Contributed $25,000 through The Lady Fatemah (a.s) Charitable Trust (LFT) for Ramadan food items and meals for those in greater vulnerability.
    - Contributed $ 26,238.49 through The Lady Fatemah (a.s) Charitable Trust (LFT) for Nutritional food for women-headed insecure families in Afghanistan.
- IMAN Center's partnerships with St. John's Episcopal Church for monthly community dinners, started in June 2017, is in its eight years now with IMAN contributing volunteers and $3,406.30.
- Identified local deserving families (sayyid and non-sayyid) and distributed the collected Fitra funds via Costco gift cards.
- Funding ($10,000) was provided to White Center Food Bank to assist those in need with groceries.
- Funding ($3,000) was provided to Hopelink to assist those in need with groceries (halal meat).
- Sr. Sidra Naqvi has continued coordinating members of the IMAN Center community to provide cooked meals to homeless shelters. A total of 1655 meals were delivered from January - December 1, 2025, to tent city 3, New Bethlehem place and Kirkland united Methodist Church for their safe parking program.

Shelter	Meals
Safe parking program	455
New Bethlehem place	600
Tent City 3	600

1. IMAN continued its partnership with MAPS MCRC and Attain housing by referring to them any cases for financial assistance such as rent and utilities.

The success of these initiatives was largely due to the incredible dedication of our volunteers and the unwavering support from the community. The volunteers, with their readiness to fill in whenever needed, were the backbone of our program. Similarly, the community's generous support in terms of resources and encouragement played a vital role.

Every contribution, whether big or small, is valuable, and it's the combined efforts that really make the difference.

A heartfelt thanks to everyone who has been part of this journey.

Challenges

- Most of the challenges remain the same as in previous years.
- Demand for housing and other needs continues.
- We need to strengthen our existing partnerships, for example with MCRC, and find more ways to combine resources provided by IMAN with services offered by other organizations to help those seeking assistance to get on the path of self-sufficiency.
- The committee remains short-staffed in need of more dedicated volunteers that are willing to take on initiatives and carry them through for the long term. More importantly, the committee has to be selective

using volunteer resources available to focus on areas it can succeed in.

Opportunities

- We have tremendous talent and experienced people in our community. We need to avail the talent and experience of the IMAN and the wider Muslim community to serve our broader communities better and more comprehensively.
- Partner with other organizations in a dedicated and strategic manner to fill-in gaps that IMAN cannot adequately resource. For example, we have good access to financial resources but lack dedicated and driven volunteers for casework.

Recommendations for next year

- Reach out to other social services and community organizations to understand needs within the broader community and figure out ways that IMAN Center provides help.
- Continue and strengthen the partnership with St. John's Episcopal Church to host monthly community dinners. Explore ways to expand beyond the once-a-month dinner on how via the partnership other social services can be provided. One immediate area is to explore participation by local businesses to participate in and support the monthly dinners.
- Nurture existing connections and build new connections with other local Social Services organizations, such as shelters, food banks, tent cities, and churches.
- Provide more support to the IMAN volunteers serving meals to the Tent City in Seattle.
- Work with the IMAN Executive Committee to explore avenues to utilize the IMAN physical facility to provide hands-on social services in the community.

2.4 Facilities Committee

Members

Chair: Kareem Al-Haddad
Members: Jawad Khaki, Nuri Mansoori

Accomplishments

- IMAN Center Remodel has been covered elsewhere in the report under Section 1.1
- All fire system tests—including smoke and CO detectors, alarms, and sprinkler backflow prevention required by the City of Kirkland—were completed on schedule by a licensed contractor.
- Security cameras were installed to monitor entrances and the parking area, thanks to Br. Reza Baghai's generous donation of equipment and time for installation.
- Audio/video system upgrades were completed thanks to Br. Amjad Al Shakerji's expertise and many dedicated hours:
  - Diagnosing and repairing defective A/V components that had caused degradation in our system, including replacing a damaged audio amplifier and power supplies.
  - Identifying that the audio clipping in the main hall was due to an underpowered amplifier incapable of driving all the speakers effectively.
  - Installing and configuring more powerful amplifiers and speakers in the main hall to enhance sound quality and performance.
  - Restoring functionality to the audio systems (with power supplies for wall units and other electronic components) in the south and middle rooms, ensuring they now work as designed.
  - Replacing the south-room projector with a functioning unit, which is now fully operational.

Challenges

- Maintaining IMAN takes considerable effort, and thanks to supporters with flexible schedules, its needs are met. In the future, a dedicated Facilities Manager or Caretaker will be required.

Opportunities

- Continuing strengthening the Facilities Subcommittee

Recommendations for next year

- Finalize IMAN Center extension design, secure permits, and select contractors.
- Replace copper phone lines with cellular fire and security alarms per Ziply's update.
- Install a gas standby generator for consistent power and emergency shelter use.
- Hire new landscaping services for grounds maintenance.
- Increase community participation in keeping facilities clean and safe.
- Update the facilities maintenance manual.

2.5 Hospitality Committee

Members

Chair: Kaniz Khaki, Nuri Mansoori

Committee members and additional helpers:

- Karim Al-Haddad
- Firdos Al-Haddad
- Haytullah Haider
- Sabra Rizvi
- Hamid Rahmatullah
- Kiyan Mansoori
- Robina Qureshi
- Mahdia Seyed
- Salma Walji
- Zaher Shah
- Neda Chini

Accomplishments

Center Caretaking and Preparedness:

- Served the community by ensuring a safe, healthy, and welcoming environment at IMAN Center of Kirkland for all in-person scheduled events.
- Ensure the center is ready from beginning of the program till the end by making sure setup/cleanup tasks are performed.
- Ensured that all the necessary supplies for running a smooth program are sufficient and replenished for any items running low. I.E.: Food serving supplies, Kitchen/Restroom cleaning, sanitization and upkeep supplies.
- The Hospitality Team ensures that vacuuming and toilet cleaning and garbage removal occurs after each event.
- Ensured facilities are organized and maintained including all restrooms, prayer halls, parking areas, and plants.
- The Hospitality Team ensures that Kitchen and Restrooms are hygienically clean prior to beginning all in-person programs and are cleaned after each event.

Center Etiquette:

- Reinforced center etiquette with announcements, signs, and volunteers dedicated to providing polite and consistent direction/reminders.

Donations and Sponsors:

- Coordinated sign-ups, donations and catering of food for all in-person planned events.

Juma Lunch program

- This new program was initiated this year, with the help of Brother Zaher Shah. He has taken responsibility for leading lunch operations after Juma. This includes cooking lunch, leading volunteers for serving and cleaning the center. As a result of this program, attendance for Juma prayers has increased.

Ramadhan and Eid-ul-Fitr:

- Served community during the entire Holy month of Ramadhan including full Iftar on Fri, Sat and special A'amaal nights by accommodating between 150-250 community members. In addition, they accomplished serving Eid Brunch close to 250-350 community members.
- Attempt new methods for food distribution, such as prepackaged dinners (rather than buffet.) While not popular, will continue to explore methods for efficiency.

Eid-ul-Adha

- Served Eid-ul-Adha Barbeque. Brother Zaher Shah recruited and led a team of volunteers for the

event. This team led operations to host the event, including ushering, security, preparing the meal, serving, and cleaning. Children's activities, including outdoor bouncy houses, were available.

Muharram

- Implemented hall monitors for men and women to ensure safety, adherence to fire code, and comfortable seating arrangements. Coordinated Tabarruk sign-ups, helped distributions and serving the community.

Arbaeen and Prophet

- Hospitality served IMAN sponsored Tabarruk in addition to all setup/clean up tasks.

Milad un-Nabi

Evening event was successful with dinner served

Dua-e-Kumayl

- Provide light snacks donated by community members.
- More people are signing up for Thursday night memorials for the family members that are deceased.

Private Events

- Private events may include memorial services by community members and may include members that are part of the community at large. During such events, the Hospitality Team coordinates and ensures that some core team members are available and hands-on for managing any private events so that the sanctity and security of the center is intact. Core team members managing the event ensure that the vacuuming, kitchen and bathroom (including toilets) cleaning and sanitization occurs after the private event.

Use of social media

- Continuing using social media apps like WhatsApp helps us coordinate with community. Whatsapp has been most effective with communication.

Environmental Sustainability

- Continuing environmentally conscious efforts by introducing metal silverware instead of plastic, and student led initiatives such as a new recycling, compost and garbage campaign, and reducing food waste by reporting food waste weight during Ramadhan. The student group is Keeping Air and Planets Sustainable (KAPS). More education and reinforcement are needed.

Volunteer Pool

- Recruited 2 new core volunteers: Neda Chini and Zaher Shah.
- Greater volunteer pool through active involvement from Afghani community members.
- Tried new methods for recruiting, such as volunteer sign up boards (just in time) and prescheduling volunteers electronically (using signup genius). While unsuccessful, we will continue to explore and recruit volunteers.
- Coordinated in-person on-demand volunteers to help ensure that the in-person events can run as smoothly as possible. This provides opportunities for those that are unable to sign up ahead of time and yet be able to contribute towards serving the community.

Training Manual and Standard Operating Procedures

- Standard operating procedures (SOP) for hospitality tasks created by Brother Nuri Mansoori. Plan to communicate this SOP to all new volunteers as an instruction manual.

Challenges:

- The core volunteer pool is from the older generation. We need to encourage and engage new and younger people to join our team. People don't want to commit ahead, once they are at the center, they are ready to help.

Opportunities:

- Encourage and engage younger members of the community to participate in Hospitality Committee activities. Develop a system to assign volunteers in real time.
- Share current processes/standard operating procedures with new volunteers.
- Continue to promote environmentally conscious practices.
- Establish key volunteer roles to ensure safety and smooth workflow.

Recommendation for the next year

- Implement activities named in the opportunities section.

- Continue to nurture a community of service and build a congregational character through engaging members in hospitality.

3.0 Other Services and Activities

3.1 Funeral Services

IMAN continues to offer funeral services and recommends House of Mercy in Kent. The House of Mercy Board has consulted Br. Jawad Khaki, who suggested improvements for daily operations, space planning at Covington to boost capacity, and acquiring a new site along Route 18 to serve the growing Muslim community.

There's ongoing demand for dedicated Muslim burial sections in local cemeteries such as Bellevue, Redmond, Issaquah, and Lynnwood.

MAPS generously provides Ghusl facilities and volunteer support when needed. We appreciate their ongoing cooperation.

With rising demand, more volunteers are needed for funeral services. Interested individuals can join the funeral@iman-wa.org email list to receive notifications.

3.2 Aqd Nikah Services

IMAN offers Aqd Nikah ceremonies using a World Federation draft marriage contract, issuing both Islamic Nikah and State of WA marriage certificates. IMAN also documents Islamic Talaq (Divorce) pronouncements. Future plans include adding matrimonial services like matchmaking and marriage counseling.

3.3 Newsletter/Communication/Web Site

We communicate with the IMAN community via online and in-person announcements, our website, Twitter, Facebook, WhatsApp groups, and email lists.
IMAN's digital and social media presence requires improvement. Strengthening these platforms would help us connect more effectively within IMAN and reach the broader Seattle community, and we welcome committed volunteers to support this effort.

3.4 Greater Seattle Social Support Network

The Greater Seattle area continues to welcome refugees and immigrants who have been compelled to leave their homelands due to oppression or violence. Upon arrival, these individuals encounter significant challenges as they work to rebuild their lives.

The IMAN Social Services Committee has consistently demonstrated excellence in providing financial assistance for rent, medical expenses, groceries, auto repairs, and other essential needs. The service area covered by IMAN Social Service volunteers extends from Des Moines to Everett. Although the resources available are limited, the timely support offered by IMAN's dedicated volunteer base is highly valued by recipients and has prevented numerous crises.

Recognizing that the current volunteer base cannot adequately meet the increasing demand for assistance, the IMAN Executive Committee has identified the need for a strategic shift. Many individuals experiencing hardship require more comprehensive support than what IMAN alone can provide (e.g., rental assistance under $500). Consequently, applicants for assistance are now encouraged to first reach out to Islamic and other faith-based or community organizations located closer to their residences. This initiative aims not only to expand the social service volunteer network capable of supporting those facing financial or health difficulties but also to access a broader donor community.

This change in operational focus necessitates greater collaboration with community organizations. When appropriate, IMAN will provide training and guidance to help these groups enhance their capacity to deliver social services.

The continued engagement of talented individuals within the IMAN community is essential to facilitate networking and, when needed, share best practices developed at IMAN with partner organizations throughout the Greater Seattle area.

لَّيْسَ الْبِرَّ أَن تُوَلُّوا وُجُوهَكُمْ قِبَلَ الْمَشْرِقِ وَالْمَغْرِبِ وَلَٰكِنَّ الْبِرَّ مَنْ آمَنَ بِاللَّهِ وَالْيَوْمِ الْآخِرِ وَالْمَلَائِكَةِ وَالْكِتَابِ وَالنَّبِيِّينَ وَآتَى الْمَالَ عَلَىٰ حُبِّهِ ذَوِي الْقُرْبَىٰ وَالْيَتَامَىٰ وَالْمَسَاكِينَ وَابْنَ السَّبِيلِ وَالسَّائِلِينَ وَفِي الرِّقَابِ وَأَقَامَ الصَّلَاةَ وَآتَى الزَّكَاةَ وَالْمُوفُونَ بِعَهْدِهِمْ إِذَا عَاهَدُوا ۖ وَالصَّابِرِينَ فِي الْبَأْسَاءِ وَالضَّرَّاءِ وَحِينَ الْبَأْسِ ۗ أُولَٰئِكَ الَّذِينَ صَدَقُوا ۖ وَأُولَٰئِكَ هُمُ الْمُتَّقُونَ

Righteousness is not that you turn your faces toward the east or the west, but [true] righteousness is [in] one who believes in Allah , the Last Day, the angels, the Book, and the prophets and gives wealth, in spite of love for it, to relatives, orphans, the needy, the traveler, those who ask [for help], and for freeing slaves; [and who] establishes prayer and gives zakah; [those who] fulfill their promise when they promise; and [those who] are patient in poverty and hardship and during battle. Those are the ones who have been true, and it is those who are righteous. [Al-Baqarah 2:177]

3.5 Outreach Efforts

Reliable sources of information about Islam — along with opportunities for others to engage directly with practicing Muslims — remain of great interest to the broader community, fostering a deeper and more accurate understanding of Islam and its followers.

IMAN maintains an open-door policy for all its programs and activities.

Br. Jawad Khaki visits local churches and educational institutions, as needed.

When possible, we also participate in the monthly F.I.R.E. planning meetings to explore ways to promote interfaith understanding and cooperation on the Eastside.

Challenges

- More volunteers are needed for Community Outreach.
- Recruitment should consider current commitments, as those interested usually already participate in several IMAN activities.

Opportunities

- Accessible, well-supplied resources are needed for visitors, learners, and new converts interested in Islam or Muslims.
- Provide education about Islam and Muslims to neighbors and colleagues.
- Improve resources at https://www.iman-wa.org/aboutislam to leverage AI advancements in LLMs.

Recommendations

- Encourage IMAN members to discuss outreach interests, commitment, and required resources.

- Select committed IMAN members to regularly teach classes on Islamic beliefs and practices.
- Enhance coordination among Muslim Communities in the Greater Seattle Council of Muslim Communities.

3.6. Dr. and Mrs. Amir-Hossein Naini School Scholarship Fund

Members

Chair: Mariam Naini

Committee members: Sameer Tejani, Kareem Al-Haddad, Mahdie Seyed

- This year, the committee continued to market the existence of the scholarship through continued postings at public and private university institutions in the US. One very incomplete application was received this past year, and the candidate was notified as such.
- The Scholarship subcommittee now has 4 members (up from 2 last year). The subcommittee strives to meet quarterly and cancels meetings only if no business is necessary to be discussed.
- Since 2013 when this scholarship was launched, 9 scholarships have been awarded, with our first $10K award occurring in the 2024 cycle. To date, six of the nine awardees of this IMAN graduate scholarship have been women and three have been men. Of the five awardees who have completed their studies, all are pursuing fields in areas originally identified and have excelled as originally shared at the time of their application. For example, one is a practicing pediatrician, another is serving immigrant communities as a speech therapist, another is in academia teaching, etc. Scholarship recipient fields of study include diverse areas such as medical, Anglo-Middle eastern linguistics and immigrant policy making studies, representing diverse cultural and geographical heritages as well.
- The Scholarship fund continues to annually grow with more donations received and with the goal that the income from the fund will cover the cost of the annual scholarship award being achieved.

3.7. Blood Drive

Blood donation is critical to the Seattle community, with a transfusion required every two seconds. To meet the demands of the Pacific Northwest, approximately 1,000 donors are needed each day. In response to this ongoing need, IMAN initiated regular blood drives in late 2024 and extended an invitation to St. John's Episcopal Church to participate.

Since December 2024, IMAN has coordinated four blood drives, registering 68 donors—including 23 first-time participants—and collecting 47 units of whole blood. Six additional drives are scheduled between December 2025 and 2026.

This initiative demonstrates what can be accomplished through collective effort toward a common purpose. We extend our sincere appreciation to all individuals for their commitment and willingness to contribute to this important cause.

We wish to formally thank everyone involved in the quarterly blood drives—donors, volunteers, organizers, and supporters. The compassion, generosity, and dedication demonstrated by the community have made a tangible impact. Each donation not only provides hope and saves lives but also strengthens the support network within our community.

4. 0 Executive Committee Recommendations for 2025/2026

The following are the Executive Committee recommendations for the coming year:

4.1 Increased Community Engagement

IMAN members have the chance to build a spiritually engaged, supportive community in the Pacific Northwest, inspired by Prophet Muhammad and his family (peace be upon them).

Achieving this vision requires broader participation beyond current levels.

Like early Islamic communities in Medina and Mecca, success begins with regular prayer for spiritual growth and working together toward shared goals for families and neighborhoods.

وَأَقِيمُواْ الصَّلاَةَ وَآتُواْ الزَّكَاةَ وَارْكَعُواْ مَعَ الرَّاكِعِين (2:43)

And establish prayer and give zakah and bow with those who bow. [Al-Baqarah 2:43]

The USA is changing due to many factors. We are lucky to live in a community that values diversity and inclusion and encourages us to help shape our shared future here.

ادْعُ إِلِى سَبِيلِ رَبِّكَ بِالْحِكْمَةِ وَالْمَوْعِظَةِ الْحَسَنَةِ وَجَادِلْهُم بِالَّتِي هِيَ أَحْسَنُ إِنَّ رَبَّكَ هُوَ أَعْلَمُ بِمَن ضَلَّ عَن سَبِيلِهِ وَهُوَ أَعْلَمُ بِالْمُهْتَدِينَ (16:125)

Invite to the way of your Lord with wisdom and good instruction and argue with them in a way that is best. Indeed, your Lord is most knowing of who has strayed from His way, and He is most knowing of who is [rightly] guided. [An-Naĥl 16:125]

Our educated and informed community is equipped to contribute meaningfully to our families and society, including both Muslim and non-Muslim communities.

Let's unite and fulfill our potential, recognizing our responsibilities.

ثُمَّ لَتُسْأَلُنَّ يَوْمَئِذٍ عَنِ النَّعِيمِ (102:8)

Then you will surely be asked that Day about pleasure. [At-Takāthur 102:8]

We need more people to join and volunteer for our programs for both adults and young people.

4.2 Prayer participation

This past year, we continued to see steady attendance at IMAN's daily congregational prayers. Appendix B shows the prayer attendance chart for the past year. Alhamdulillah, the commitment shown by many in our community reflects a growing appreciation for the spiritual strength, unity, and sense of belonging that prayer in jamaʿah brings. At the same time, we recognize that there remains significant room to increase active participation and to more fully realize the potential of IMAN as a vibrant center of communal worship.

Establishing daily ritual prayer at the IMAN Center is more than a routine, it is an anchor for our spiritual lives and a foundation for our collective well-being. When we gather for prayer, we shape a community connected by remembrance of Allah, mutual support, and a shared commitment to moral and spiritual growth. Each

person's presence contributes to an atmosphere of sincerity, discipline, and unity that strengthens us all.

In the year ahead, we hope to deepen this culture of participation. Whether by adjusting personal routines, making space in busy schedules, or encouraging family and friends to join, every effort helps build a stronger, more spiritually grounded community. Your footsteps to the masjid are witnessed, your presence is valued, and your participation lays a foundation future generations will inherit.

As we continue striving - day by day, month by month - to uplift our practices and strengthen our community ties, may we draw inspiration from the example of our Imam and aspire to succeed in even the smallest dimensions of our spiritual lives:

فُزْتُ بِرَبِّ الْكَعْبَةِ

"By the Lord of the Kaʿbah, I have succeeded."

May our intentions lead to action, our efforts lead to unity, and our unity bring us all closer to Allah.

4.3 IMAN Center Remodel

Section 1.1 summarizes last year's progress.

Recommended next steps for the IMAN Center Remodel:

- Hire an architect or design firm
- Complete design work and submit permit to Kirkland
- Choose and contract a general contractor
- Continue fundraising

4.4 Humanitarian Aid

We offer humanitarian aid locally and internationally to show solidarity and ethical responsibility.

Our efforts support foodbanks, shelters, Ramadan Relief, and disaster response, with plans to continue next year.

4.5 Succession Planning

Succession planning for key leadership positions is of paramount importance in a longstanding, mission-driven organization such as IMAN. Ensuring continuity, stability, and sustainable growth depends on clear strategies for leadership transition. Given the significant and multifaceted responsibilities undertaken by individuals such as Br. Mohamed Jawad Khaki and Sr. Kaniz Fatima Khaki, it is essential to adopt a structured succession planning framework to facilitate seamless transitions and mitigate potential disruptions to organizational leadership.

- Understanding the Critical Roles and Responsibilities
- Creating a Succession Planning Framework
- Engage the Community and Broaden Participation
- Incorporate Flexibility and Adaptability
- Plan for Immediate Support and Transition
- Celebrate and Acknowledge Long-Term Service
- Creating a Succession Oversight Committee

This is further discussed under Appendix C.

Succession planning is not just about replacing individuals; it's about ensuring that IMAN's core mission, values, and community engagement continue to thrive for generations to come. By beginning the process early, being intentional about mentorship, and fostering an environment of leadership development within the community, IMAN can ensure a smooth and effective transition that preserves its legacy while also allowing for new growth and sustainability.

One of the decisions taken by the Executive Committee with the approval of the IMAN Board is to retain Brother Nader Shah Jafari on an exploratory assignment as IMAN Caretaker on a temporary trial basis, beginning October 1, 2025.

PROJECT DATA

STREET ADDRESS
515 STATE STREET SOUTH, KIRKLAND, WA 98033

TAX PARCEL NUMBER
7654900005

LEGAL DESCRIPTION
BLOCK 1, SEATTLE ADDITION TO KIRKLAND
VOL. 7 OF PLATS, PAGE 16, KING COUNTY, WASHINGTON

PROJECT SCOPE
RENOVATION & ADDITION TO EXISTING BUILDING & SITE INCLUDING ADDITION OF A MULTI-PURPOSE COMMUNITY HALL UNDERGROUND PARKING, RECEPTION LOBBY, CARETAKER'S APARTMENT CATERING KITCHEN, RESTROOMS AND ACCESSORY SUPPORT SPACES.

LANDSCAPING, ON AND OFF SITE IMPROVEMENTS:
ASSOCIATED UTILITIES, PLUMBING, MECHANICAL, ELECTRICAL AND AUTOMATIC FIRE SPRINKLER SYSTEMS.

ENERGY CONSERVATION STRATEGIES TO INCLUDE:
SOLAR GENERATION, RAIN-WATER HARVESTING, DAYLIGHTING AND NATURAL VENTILATION.

OPTIONAL SCOPE (ESSENTIAL FACILITY):
NEW ADDITION MAY FUNCTION AS EARTHQUAKE, DISASTER & OTHER NATURAL EMERGENCY SHELTER.

FLOOR & LOT COVERAGE

PROPERTY AREA:	54,130 S.F.
EXST. LOT COVERAGE:	7,625 S.F. (14.0%)
PROPOSED LOT COVERAGE:	16,245 S.F. (30.0%)
EXST. LOWER LEVEL:	5,300 S.F.
LOWER LEVEL ADDITION:	8,365 S.F.
EXST. MAIN LEVEL:	7,625 S.F.
MAIN LEVEL ADDITION:	8,715 S.F.

PARKING

CURRENT ON-SITE PARKING	46 STALLS
ON SITE SHARED PARKING	10 STALLS (5TH AVENUE S.)
TOTAL EXISTING PARKING	56 STALLS
PROPOSED TOTAL PARKING	63 STALLS (OK)

ZONING & CODES

LAND USE INFORMATION

JURISDICTION: CITY OF KIRKLAND, WASHINGTON
ZONING CLASSIFICATION: PLA-6B
ADJACENT PROPERTY: PLA-6B (NORTH, EAST) PLA-6K (SOUTH) PLA-6I (WEST)
BUILDING SETBACK REQUIREMENTS:
FRONT: 20'-0"
SIDES: 20'-0"
REAR: 20'-0"

BUILDING HEIGHT: 30'-0"
EXISTING BUILDING HEIGHT: 16'-0"
LANDSCAPE REQUIREMENTS: TBD

BUILDING CODE INFORMATION

BUILDING CODES: INTERNATIONAL BUILDING CODE (2021 EDITION)
CITY OF KIRKLAND LAND USE CODE (LATEST EDITION)
WASHINGTON STATE ENERGY CODE (LATEST EDITION)

OCCUPANCIES:
A-3 (COMMUNITY HALL)
B (BUSINESS)
R-2 (RESIDENTIAL – APARTMENTS)
S-2 (LOW-HAZARD – STORAGE, INCIDENTAL USE)
U (UTILITY – MECHANICAL BASEMENT)

CONSTRUCTION TYPE: II-B FULLY SPRINKLERED (NFPA-13)
2-HR EXTERIOR BEARING WALLS (TABLE 601)
1-HR EXT. WALLS (TABLE 602)

BUILDING SYSTEMS:

ROOFS:
COMMUNITY HALL – STANDING SEAM METAL ROOF (CURVED TO ROOF PROFILE) ON RIGID INSULATION, STEEL DECK, LIGHT GAUGE STEEL JOISTS ON CUSTOM CURVED GLU-LAM GIRDERS. SOUND ATTENUATION PANELS @ CEILING.
LIGHT GAUGE MTL FRAMING SYSTEM (TYP. WALLS & CEILINGS).

WALLS:
COMMUNITY HALL – BRICK VENEER RAINSCREEN SYSTEM, WATER BARRIER, GWB SHEATHING, STL STUDS, BATT INSULATION, VAPOR BARRIER, 5/8" GWB, PAINT FINISH.

UNDERGROUND PARKING – INSULATING DRAINAGE PANELS ON REINFORCED CONCRETE, NO FINISH

PROJECT TEAM

OWNER
IMAN CENTER OF KIRKLAND
515 STATE STREET SOUTH
KIRKLAND, WA 98033
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CIVIL ENGINEER
LANDSCAPE ARCHITECT
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email: pedro@terraformadesigngroup.com

MECH./ELEC. ENGINEER
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BUILDING ENVELOPE ENGINEER
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EDMONDS, WA 98020
ATTN: TELMAN GASANOV, LEED AP
phone: 425-678-1713
email: telman@bee-engineers.com

VICINITY MAP
NO SCALE

WU ARCHITECTURE
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KIRKLAND, WA 98034-6113
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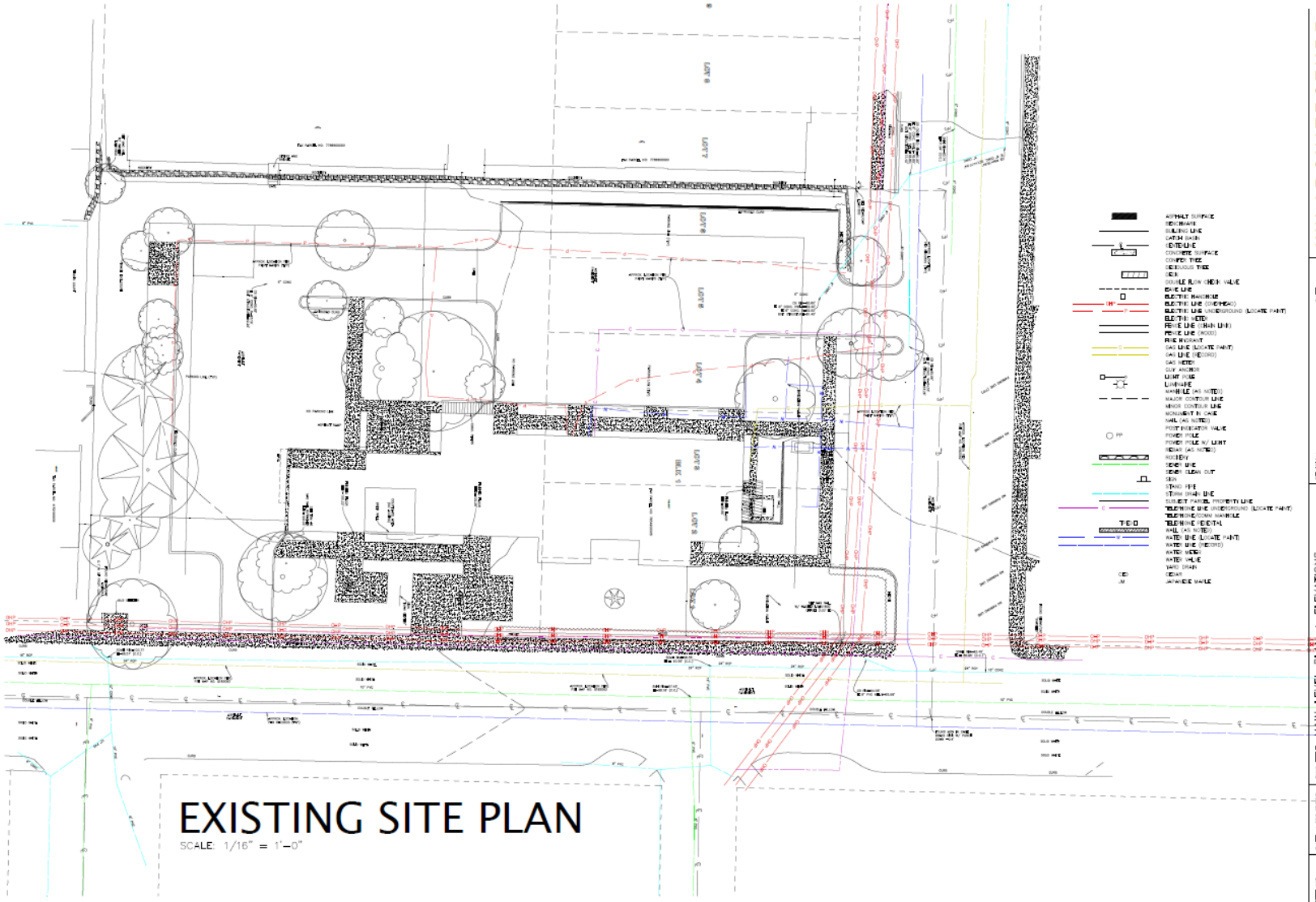
email: wuarchitecture@aol.com

REVISIONS
1 PRELIMINARY SET 6/23/2022
2 PERMIT REVISIONS 7/08/2022

DWG. TITLE MAIN LEVEL PLAN + ELEVATIONS
PROJECT IMAN CENTER OF KIRKLAND
515 STATE STREET SOUTH
KIRKLAND, WA 98033
OWNER IMAN CENTER OF KIRKLAND
515 STATE STREET SOUTH, KIRKLAND, WA 98033

DATE 1/06/2022
DWN. PZW
CHKD. PZW
PM
SCALE 1/8"=1'-0"

SHEET NO. A0.0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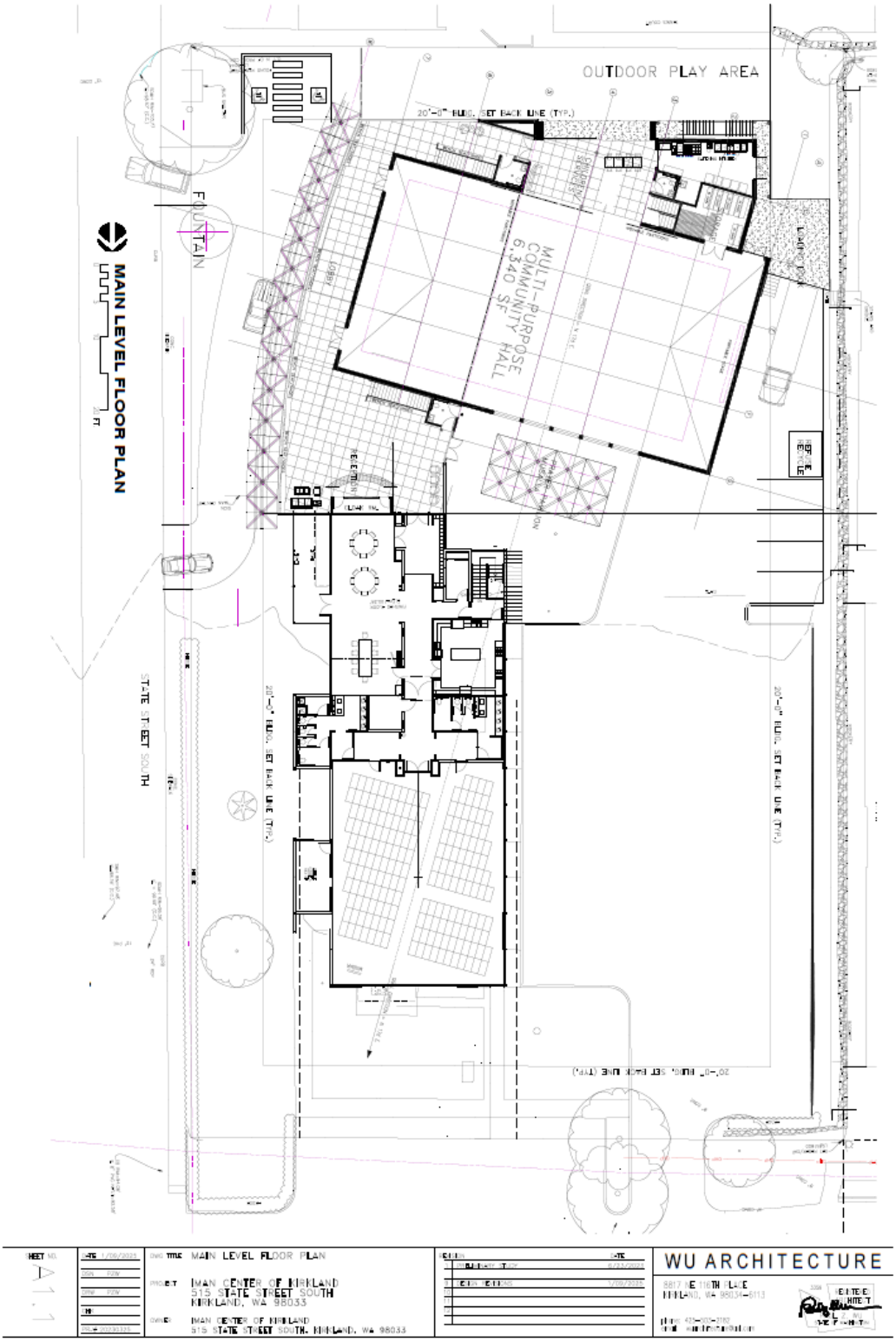
SCALE: 1/16" = 1'-0"
WU ARCHITECTURE
8817 NE 110TH PLACE
KIRKLAND, WA 98034-6113
MAIN LEVEL PLAN + ELEVATIONS
IMAN CENTER OF KIRKLAND
515 STATE STREET SOUTH
KIRKLAND, WA 98033
IMAN CENTER OF KIRKLAND
515 STATE STREET SOUTH, KIRKLAND, WA 98033
A0.1

2024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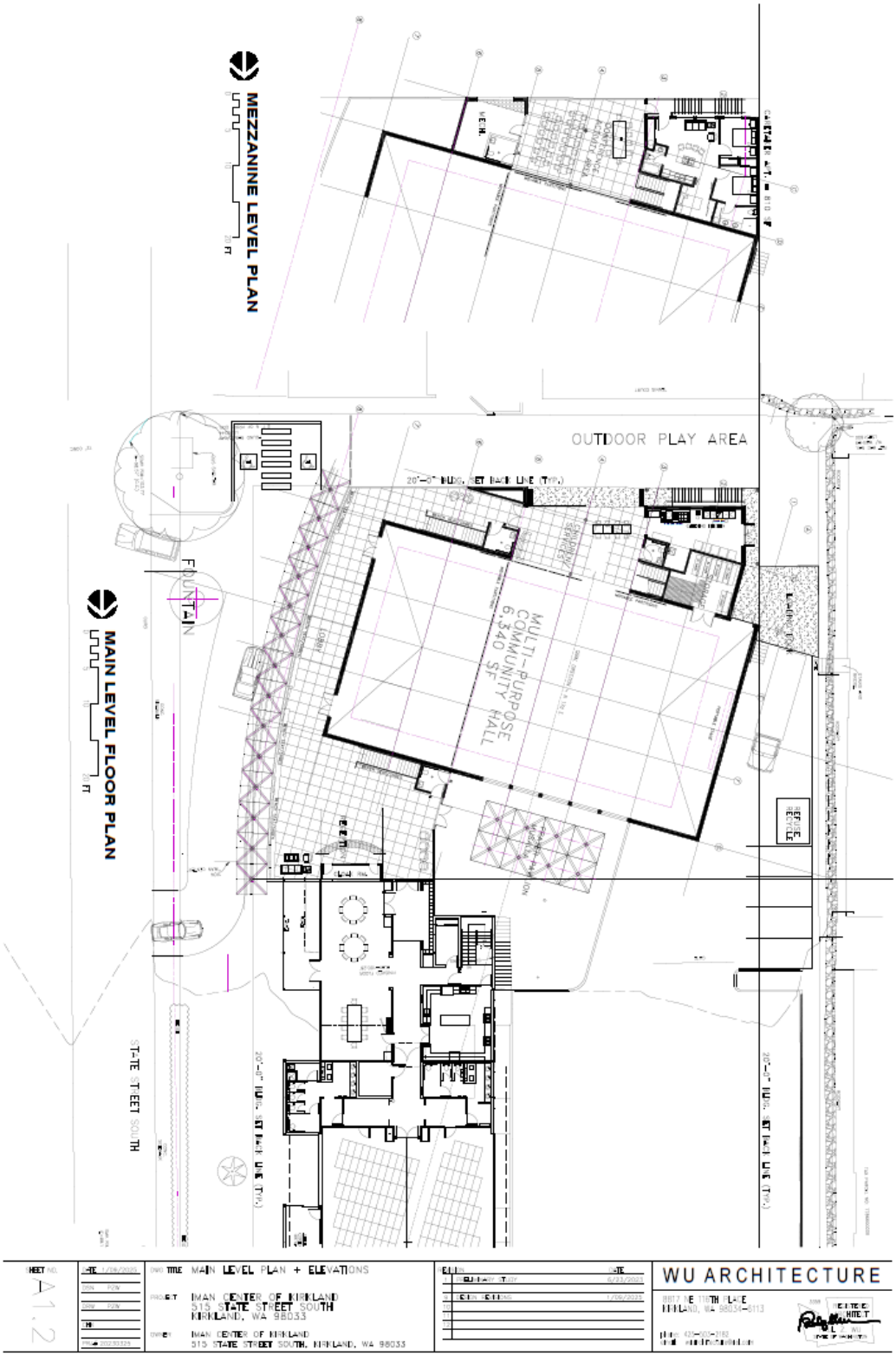
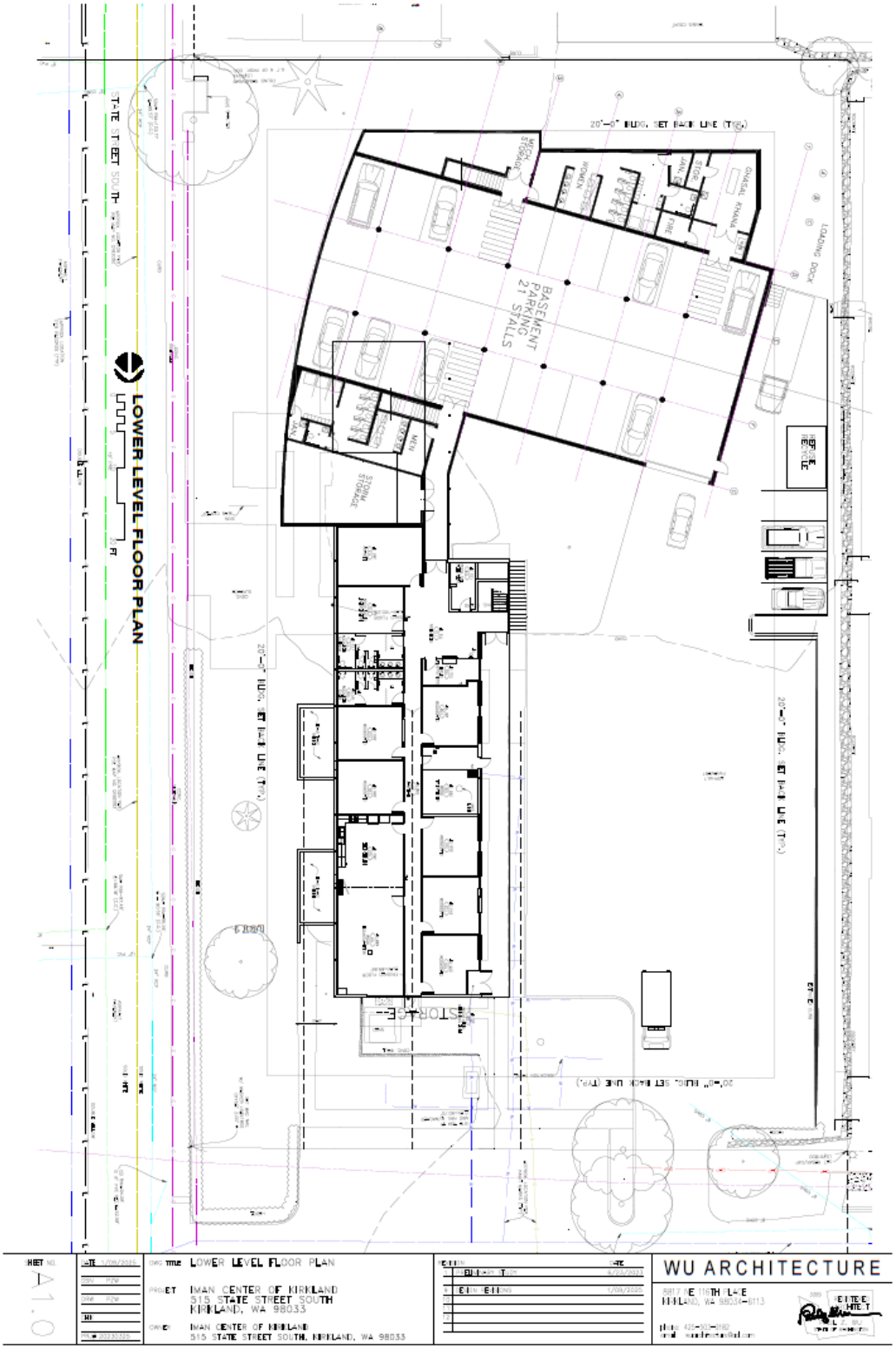
MULTI-PURPOSE COMMUNITY HALL 6,340 SF
FOUNTAIN
MAIN LEVEL FLOOR PLAN
STATE STREET SOUTH
20'-0" BLDG. SET BACK LINE (TYP.)
20'-0" BLDG. SET BACK LINE (TYP.)
20'-0" BLDG. SET BACK LINE (TYP.)
MAIN LEVEL FLOOR PLAN
IMAN CENTER OF KIRKLAND
515 STATE STREET SOUTH
KIRKLAND, WA 98033
WU ARCHITECTURE


MEZZANINE LEVEL PLAN
OUTDOOR PLAY AREA
MULTI-PURPOSE COMMUNITY HALL 6,340 SF
FOUNTAIN
MAIN LEVEL FLOOR PLAN
STATE STREET SOUTH
WU ARCHITECTURE
MAIN LEVEL PLAN + ELEVATIONS
IMAN CENTER OF KIRKLAND
515 STATE STREET SOUTH
KIRKLAND, WA 98033
A1.2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BASEMENT PARKING 27 STALLS
STORAGE
LOADING DOCK
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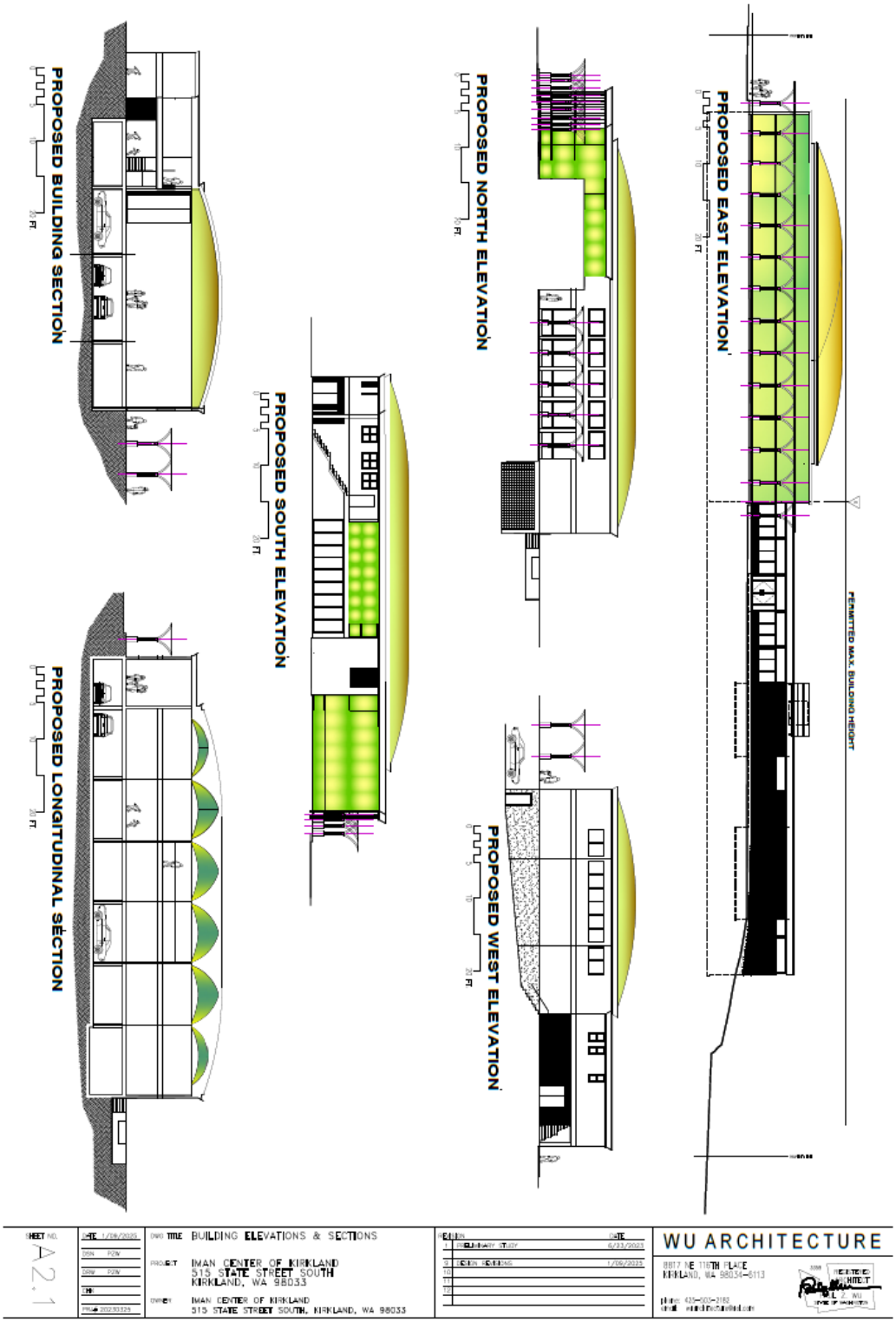
IMAN CENTER OF KIRKLAND
515 STATE STREET SOUTH
KIRKLAND, WA 98033
WU ARCHITECTURE


PROPOSED EAST ELEVATION
PERMITTED MAX. BUILDING HEIGHT
PROPOSED NORTH ELEVATION
PROPOSED WEST ELEVATION
PROPOSED SOUTH ELEVATION
PROPOSED BUILDING SECTION
PROPOSED LONGITUDINAL SECTION
SHEET NO. A2.1
DATE 1/06/2023
DWG TITLE BUILDING ELEVATIONS & SECTIONS
PROJECT IMAN CENTER OF KIRKLAND
515 STATE STREET SOUTH
KIRKLAND, WA 98033
OWNER IMAN CENTER OF KIRKLAND
515 STATE STREET SOUTH, KIRKLAND, WA 98033
REVISION
DATE
PRELIMINARY STUDY 6/23/2023
DESIGN REVIEWING 1/06/2023
WU ARCHITECTURE
8817 NE 116TH PLACE
KIRKLAND, WA 98034-6113
REGISTERED ARCHITECT

Appendix B – Congregational Attendance

November 2024 Attendance								
Week of:	Prayer	Fri	Sat	Sun	Mon	Tue	Wed	Thu
11/01/2024 to 11/07/2024	Noon	25+	8	45+	8	3	2	2
	Evening	3	4	1	3	6	9	2,12
11/08/2024 to 11/14/2024	Noon	25+	8	45+	8	3	2	2
	Evening	7	4	1	3	6	9	2,12
11/15/2024 to 11/21/2024	Noon	25+	8	45+	8	3	2	2
	Evening	7	4	1	3	6	9	2,12
11/22/2024 to 11/28/2024	Noon	24	10	>20	3	2	2	2
	Evening	5	3	0	6	5	2	20

December 2024 Attendance								
Week of:	Prayer	Fri	Sat	Sun	Mon	Tue	Wed	Thu
11/29/2024 to 12/05/2024	Noon	33	4	14	4	2	6	5
	Evening	5	3	6	3	3	2	15+
12/06/2024 to 12/12/2024	Noon	40+	4	20+	3	7	2	2
	Evening	175+	11+	6	3	8	3	5, 10+
12/13/2024 to 12/19/2024	Noon	30+	2	40+	4	4	3	2
	Evening	6	5	6	2	3	5	30+
12/20/2024 to 12/26/2024	Noon	40+	8	20+	6	2	2	4
	Evening	8	8	5	1	2	1	4, 6

January 2025 Attendance								
Week of:	Prayer	Fri	Sat	Sun	Mon	Tue	Wed	Thu
01/03/2025 to 01/09/2025	Noon	43	7	4	5	2	1	3
	Evening	5	4	11	3	5	1	6,15+
01/10/2025 to 01/16/2025	Noon	30+	2	100+	3	1	5	3
	Evening	4	150+	4	3	5	5	1,30+
01/17/2025 to 01/23/2025	Noon	35+	7	20+	7	1	1	1
	Evening	4	1	3	8	6	3	6, 15+
01/24/2025 to 01/30/2025	Noon	40+	8	50+	4	5	4	3
	Evening	6	3	5	6, 20+	1	5	4, 15+

January / February 2025 Attendance								
Week of:	Prayer	Fri	Sat	Sun	Mon	Tue	Wed	Thu
01/31/2025 to 02/06/2025	Noon	35+	3	4	1	3	1	2
	Evening	7	100+	4	3	0	4	3, 15+
02/07/2025 to 02/13/2025	Noon	30+	1	30+	4	6	1	1
	Evening	7	4	1	4	1	4	5+, 30+
02/14/2025 to 02/20/2025	Noon	30+	2	40	4	1	3	3
	Evening	6	150+	2	2	1	1	7,50
02/21/2025 to 02/27/2025	Noon	60+	4	30+	2	5	2	4
	Evening	25+	2	2	4	2	8	9,20+

April/May 2025 Attendance								
Week of:	Prayer	Fri	Sat	Sun	Mon	Tue	Wed	Thu
04/25/2025 to 05/01/2025	Noon	50+	6	20+	2	3	1	1
	Evening	5	3	1	4	2	3	30+
05/02/2025 to 05/08/2025	Noon	50+	20+	30+	2	5	2	1
	Evening	9	5	5	4	4	8	30+
05/09/2025 to 05/15/2025	Noon	50+	20+	30+	2	5	2	1
	Evening	5	5	6	6	4	3	30+
05/16/2025 to 05/22/2025	Noon	50+	1	30+	2	2	1	3
	Evening	4	6	4	6	7	10	50+

May / June 2025 Attendance								
Week of:	Prayer	Fri	Sat	Sun	Mon	Tue	Wed	Thu
05/23/2025 to 05/30/2025	Noon	60+	20+	5	7	6	2	4
	Evening	10	11	8	12	6	3	30+
05/31/2025 to 06/05/2025	Noon	50+	4	2	4	1	3	20+
	Evening	4	5	3	3	4	5	20+
06/06/2025 to 06/13/2025	Noon	30+	4	2	7	3	3	1
	Evening	7	8	4	7	7	7	40+
06/14/2025 to 06/20/2025	Noon	40	12+	4	4	9	8	3
	Evening	11	100+	8	3	5	3	30+

June / July 2025 Attendance								
Week of:	Prayer	Fri	Sat	Sun	Mon	Tue	Wed	Thu
06/21/2025 to 07/03/2025	Noon	40+	6	11	5	3	5	7
	Evening	150+	150+	150+	150+	150+	150+	150+
07/04/2025 to 07/10/2025	Noon	60+	6	250+	7	5	3	3
	Evening	150+	150+	150+	12	14	9	30+
07/11/2025 to 07/17/2025	Noon	60+	3	11	3	4	6	2
	Evening	15	6	16	3	16	14	40+
7/18/2025 To 7/24/2025	Noon	60+	6	5	5	4	2	4
	Evening	18	16	16	19	15	18	50+

June / July 2025 Attendance								
Week of:	Prayer	Fri	Sat	Sun	Mon	Tue	Wed	Thu
07/25/2025 To 07/31/2025	Noon	60+	7	9	6	7	3	4
	Evening	18	16	16	19	15	18	50+
08/02/2025 To 08/07/2025	Noon	80+	4	11	5	3+2	2	2+1
	Evening	14	15	13	15	18	18	60+
08/08/2025 To 08/14/2025	Noon	80+	5	10	4	6	3	2
	Evening	17	18	22	16	13	16	50+
08/15/2025 To 08/21/2025	Noon	60+	7	8	6	2+1	3	2
	Evening	175+	80	18	12	13	14	140+

August/September 2025 Attendance								
Week of:	Prayer	Fri	Sat	Sun	Mon	Tue	Wed	Thu
08/22/2025 To 08/28/2025	Noon	94	6	12+1	6	2+1	4	3
	Evening	22	7	7	11	9	8	70+
08/29/2025 To 09/04/2025	Noon	60+	2	2+1	6	2	1	3
	Evening	12	4	12	14	12	6	50+
09/05/2025 To 09/12/2025	Noon	40+	6	14	5	5	2+2	4
	Evening	11	6	20+	9	8	9	40+
09/13/2025 To 09/19/2025	Noon	40+	3+1	40+	2	4	4	4
	Evening	13	125+	12	5+1,7	13+2	13	50+

Appendix C – Succession Planning Framework and Process

C.1. Understanding the Critical Roles and Responsibilities

To begin the succession planning process, it is essential to clearly outline the specific roles and responsibilities that have been fulfilled by dedicated individuals such as Br. Jawad Khaki and others over the years.

Using Br. Jawad as an example, the following key roles are identified:

- President: Responsible for overall strategic leadership, providing vision, and ensuring effective governance of the organization.
- Imam of the Congregation: Offers spiritual leadership, guides religious education, provides counseling, and leads prayers.
- Treasurer: Oversees the financial health of the organization, manages budgeting, fundraising, and financial reporting.
- Program Committee Lead: Plans, organizes, and executes community programs and events.
- Community Outreach Lead: Represents IMAN externally, engages with other organizations, and promotes the community.
- Member of the Facilities Sub-Committee: Supervises building maintenance, space usage, and facility improvements.
- Sunday School Teacher: Teaches and mentors the next generation within the community.

After these roles are clarified, the next step is to identify the necessary skills, experiences, and qualities required for each position.

C.2. Creating a Succession Planning Framework

A well-structured succession plan is vital to ensure a smooth, transparent, and sustainable leadership transition. The following steps guide this process:

C.2.i. Define Key Successor Profiles

Again using Br. Jawad's roles as an example, it is important to establish a clear profile for the ideal successor.

This includes:

- Skills and Experience: Determining the background, knowledge, and experience required for each role. For example, the Treasurer should possess financial expertise, while the Imam must have deep understanding of Islamic scholarship and demonstrate community leadership.
- Leadership Qualities: Identifying personal attributes and leadership styles that will benefit the community, such as empathy, effective communication, sound decision-making, and vision.
- Commitment to IMAN's Mission: Ensuring that successors are aligned with IMAN's values, mission, and long-term goals.

C.2. ii. Identify and Groom Potential Successors

For each key role, potential successors within the community should be identified and encouraged to step into leadership positions.

The approach includes:

- Looking within the community: Recognizing individuals already active in committees, volunteer roles, or other positions who show leadership qualities and a commitment to IMAN's mission.
- Encouraging leadership development: Providing training, mentorship, and opportunities for increased responsibility in a supportive and gradual manner.
- Mentorship and shadowing: Current leaders, such as Br. Jawad, should actively mentor potential successors, guiding them through the intricacies of each role. This can include shadowing current

leaders, attending meetings, and progressively taking on greater responsibilities.

C.2.iii. Developing a Formal Succession Timeline

Establish a timeline for each role that allows for a gradual transition, considering the current leaders' age, health, and anticipated retirement. Ideally, this plan should span multiple years, allowing for overlaps during which the successor shadows and learns from the current leader. A suggested timeline includes:

- Immediate Succession (1-2 years): The successor receives mentorship and training and participates in day-to-day duties under supervision.
- Short-Term Transition (3-5 years): The successor assumes partial responsibility, begins to lead initiatives, and gains autonomy.
- Long-Term Transition (5+ years): The successor fully assumes the role, with ongoing mentorship and support from the outgoing leader as needed.

C.2. iv. Document Key Processes

To ensure a seamless transition, it is essential to document the processes and procedures for each role.

Documentation should include:

- Operational procedures for daily tasks.
- Financial records and budgeting processes for the Treasurer.
- Program development guidelines for the Program Committee Lead.
- Community engagement strategies for the Outreach Lead.
- Guidance on spiritual leadership, teaching, counseling, and leading prayers for the Imam.
- Facilities management procedures, such as maintenance schedules and long-term planning for the Facilities Sub-Committee.

These documents will serve as a practical guide for successors as they assume their new responsibilities.

C.3. Engage the Community and Broaden Participation

Succession planning should extend beyond key leadership figures by involving the broader community and cultivating a pipeline of future leaders. This helps ensure healthy leadership rotation and prevents burnout or overreliance on a small group.

Strategies include:

- Leadership training and development: Offering regular workshops, educational seminars, and community events to train future leaders.
- Empowering committees and sub-committees: Encouraging members to take active roles in committees, such as the Program Committee, Community Outreach, and Facilities Sub-Committee, to prepare them for future leadership positions.
- Volunteer opportunities: Creating clear avenues for volunteering, enabling individuals to develop and grow by organizing events, supporting educational programs, or managing finances.

C.4. Incorporate Flexibility and Adaptability

While a structured plan is important, the succession process must remain flexible to respond to changing community needs, evolving interests of potential leaders, and unforeseen circumstances.

To maintain adaptability:

- Conduct periodic assessments to evaluate succession planning progress.
- Gather feedback from key stakeholders, including the Board, the community, and potential successors, to ensure transparency and accountability.

C.5. Plan for Immediate Support and Transition

When individuals like Br. Jawad Khaki anticipate retirement or reduced involvement, immediate support may be necessary.

Approaches include:

- Appointing temporary leaders for specific roles or committees during the transition period.
- Engaging external consultants or advisors to provide guidance and expertise, especially in areas such as finance or strategic planning.

C.6. Celebrate and Acknowledge Long-Term Service

Recognizing the significant contributions of leaders is vital.

Public acknowledgment—through community gatherings, commemorative events, or special tributes—not only honors their service but also emphasizes the importance of leadership continuity.

C.7. Creating a Succession Oversight Committee

Given the complexity and importance of the succession process, forming a Succession Planning Committee is beneficial.

The committee's responsibilities include:

- Identifying potential successors for key roles.
- Developing and monitoring the succession plan.
- Communicating with the community to ensure broad support.
- Evaluating the progress of the transition and making necessary adjustments.