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# FOREWORD BY THE SHURA COUNCIL

*Assalamu'alaikum warahmatullahi wabarakatuh*

Six years have elapsed since ICBC was established, Alhamdulillah; and the continued growth in our community has necessitated an expansion in the scope of various programs and activities. This year witnessed the launch of several new programs at our Center, particularly geared towards our youth, and also for our spiritual needs while augmenting the existing ones.

Whereas the year 2012 was a watershed for ICBC as we adopted a formal Constitution that led to the first-ever elections to the Shura Council, 2013 witnessed the final phase of transition from the Interim Governance Model to the community-wide selection process for the Shura Council.

As you are aware, we embarked on an ambitious project in 2012—the ICBC Master Plan—the culmination of which led to formulating a comprehensive future plan for our Center. At various phases in the planning process, we solicited your opinion and feedback, and organized community meetings to understand your wants and needs, which was greatly instrumental in helping us convert the conceptual Master Plan into a phased-out Implementation Process.

It is only by the Grace of Allah (swt) and the continued and overwhelming support of the community that we have been able to sustain the various programs and activities at our masjid in addition to our continued work on the ICBC expansion project. The services being offered could not have been possible without your dua'a, time, financial support, and feedback. The Shura Council is truly humbled by the trust you have placed in us. As we strive to continuously enhance the quality of services offered at ICBC and increase attendance at our masjid, we sincerely request your suggestions and feedback to enable us to take ICBC to the next level.

*Jazakum Allahu Khairan*

The Shura Council  
January 2014

## MASJID ACTIVITIES: “A RETROSPECTIVE... AND IN CONTINUUM”

In 2013, we revamped the adult educational programs by introducing two new classes. In place of the weekly **Qur’an Tafseer class**, we were blessed to have Sheikh Islam Mossad, Imam of Masjid Aisha (NAMCC), offer the same as an hour-long interactive session, once a month.

Further, we launched a monthly **Seerah of the Prophets class** in 2013. Offered by Br Akif Ali every month, this class served as an excellent source of knowledge for everyone, and more importantly our youth, in learning about the lives of all Prophets of Allah (swt).

The weekly **Hadith Class** was substituted by reading of Hadeeth from the book, Riyadh-us-Saleheen, every day after Fajr and Isha Salaat.

The fortnightly Sisters’ Halaqa held on Wednesdays and the weekly **Qur’an Tafseer class** for Sisters

continued with great participation in 2013.

2013 also saw the introduction of another new program at our masjid—the **Monthly Tahajjud Program**—held every second Saturday of the month. Tahajjud prayers were led by Br. Ahmed Mahmoud followed by a sumptuous potluck breakfast. Attended by over 40 men, women, and children, this program allowed us to not just worship together but also get to know each other, which has been of immense help to the new members in our community.

The **Guest Lecture Program**, held monthly, is continuing to benefit us enormously, with topics ranging from the spiritual to the mundane.

All these programs involved detailed discussions with our visiting scholars, thereby contributing to enhancement of our knowledge of Deen.

## MONTHLY GUEST LECTURES

The Monthly Guest Lecture program continued to be well attended by our community. Below is a summary of 2013 lectures.

Date	Speaker	Organization	Topic
Jan	Sh. Abdullah Hernandez	Imam, Beaumont Masjid	The Golden Seed - Serving our Community
Feb	Ms. Ranjana Natarajan	Professor, UT Austin	Know Your Rights in the U. S.
Mar	Br. Rafeeq Ahmed	UIC, Chicago	Islamic Financing Model
Apr	Br. Omer Suleiman	Islamic Circle of North America	With Hardship Comes Ease
May	Hafiz Muhammad Humayun	Beaumont Masjid	Moderation in Living
Jun	Dr. Main Al-Qudah	Imam, Katy Masjid	In Preparation of Ramadan
Jul	Sh. Umer Esmail	Imam, Nueces Masjid	The Finality of Prophet hood
Sep	Br. Fahad Tasleem	Imam, Islamic Outreach Center	Matters of the Heart
Oct	Br. Mujahid Fletcher	Founder, IslamInSpanish, Houston	The Latino Struggle to Islam in the U. S. and Americas

*Alhamdu lillah*, we started 2014 with an outstanding lecture titled “Obstacles to and Fruits of Cooperation” by Sheikh Islam Mossad, Imam of Masjid Aisha (NAMCC) on January 6th.

As we plan and organize lectures for 2014, we request everyone to attend and acquire valuable knowledge on a variety of topics.

We will continue to work on improving the quality of the current programs and add new ones in the future, *Insha Allah*.

## VISITS BY OTHER ORGANIZATIONS

Brothers in the Jamaah Tabligh visited ICBC in 2013 from various cities in the U. S. — Dallas, Houston, New Orleans, and San Antonio. May Allah (swt) reward our guests for their efforts, *Aameen!*

Academy and Renaissance Academy. Board and Staff members of the two schools held informational sessions about their respective schools at ICBC during Ramadan. Both sessions saw active participation by community members. May Allah (swt) reward these brothers and sisters for their striving for the cause of Islamic education for our children, *Aameen!*

Additionally, ICBC hosted separate sessions for the two Islamic Schools in Austin—Austin Peace

## JUMAH KHUTBAH AT ICBC

During 2013, Jumah Khutbah at ICBC was delivered by the following community members:

Br. Abu Dawud	Br. Ahmed Mahmoud	Sh. Ahmad Momoh	Br. Akif Ali	Sh. Atia Omara
Br. Ayman Kabir	Sh. Islam Mossad	Br. Hassan Ali	Br. Hassan Al Sukhni	Br. Junayd Oliver
Br. Karim Shaebik	Br. Mohamed Bedaiwi	Br. Momin ur Rahman	Sh. Nur Ahmad	Br. Shoaib Malik
Br. Syed Afzal	Sh. Umer Esmail			

We were also blessed to have scholars visiting Austin give Khutbah at our masjid on a few occasions. We thank all these brothers for their assistance and pray that Allah (swt) reward them abundantly, *Aameen!*

## RAMADAN REFLECTIONS

All Praise to Allah (swt) who blessed us with yet another opportunity to worship Him during the blessed month of Ramadan, *Alhamdu lillah!* This was the **6th Ramadan at ICBC** and it was truly a memorable one indeed. We were privileged

to have the services of three Huffaz of Qur’an—Sheikh Attia Omara, Sheikh Eslam Abdel Raouf, and Hafiz Ehsan Tai. A record number of people attended prayers at our Center, *Subhan'Allah*.

Taraweeh prayers were led by Sheikh Eslam Abdel Raouf from Al Azhar University (Egypt), Hafiz Ehsan Tai, Sheikh Attia Omara, and a youth huffaz graduate from Darul Uloom Austin (DUA), Abdullah Mohseen. This was a first for our Center that a graduate of Austin's full-time Qur'an Hifz school, DUA, co-led the Taraweeh at ICBC. Insha Allah, we pray that many more graduates of DUA lead Taraweeh prayers at different centers in Austin. They finished recitation of the Holy Qur'an on the 27th night. Taraweeh prayers on the 28th and 29th nights were led by the following young huffaz in our community—Hafiz Abdullah, Hafiz Arqam, and Hafiz Yusuf.

Qiyaam Al-Layl prayers were led during the last 10 nights by Sheikh Eslam Abdel Raouf, Sheikh Attia Omara, and Br. Ahmad Mahmood. It was a wonderful experience to have more than 100 men, women, and children attend Qiyaam prayers at ICBC.

On weekend evenings, Sheikh Eslam Abdel Raouf and Sheikh Attia Omara conducted lectures on the

following topics: (1) **Human Rights and Islam**; (2) **Role of Social Media**; and (3) **Protecting the King of the Body**, in addition to daily Khatera after Fajr Salaat.

Another first for ICBC was the **Qur'an Tajweed** (recitation) program by Sheikh Eslam Abdel Raouf on Fridays and Sundays. We had several brothers and sisters stay back after Iftar and Maghrib to listen the beautiful recitation by Sheikh Eslam.

Few community members observed **I'tekaf** at ICBC during the last 10 days of Ramadan. May Allah (swt) accept their Ibaadah; *Aameen!*

Just as in past years, we also had **Iftar/dinners** sponsored by generous community members every Saturday and Sunday, as well as the last two Fridays. And during the last 10 nights, **Sahoor** meals were provided by generous community members, at the end of Qiyaam al-Layl prayers. *Jazakum Allahu Khairan to all the sponsors!*



## EDUCATIONAL ACTIVITIES: “INVESTING IN OUR FUTURE”

Children’s education has been a huge focus since the establishment of ICBC. Programs such as the **Nazira (Qur’an reading) class, Tajweed/Hifz class, Weekend Islamic School, and the Weekly Girls-Only program** continued in 2013.

A key mission of ICBC is instilling the role of Deen in the lives of our children and youth. These future leaders of our Ummah must be first and foremost educated in the Word of Allah (swt). ICBC aims to provide our children an environment in which to nurture their spiritual needs. These programs are targeted to complement the environment that children experience during their weeklong regular school.

The purpose of the **Qur’an Nazira Program** is to teach students how to read the Qur’an. The Tajweed/Hifz Class attempts to introduce the fluent readers to Tajweed as well as help them to memorize the Qur’an. The Weekend Islamic School purports to teach students Islamic studies which include, but is not limited to, understanding the basic beliefs and teachings of Islam in order to be a practicing and responsible Muslim, understand how to perform the Salah, have a good understanding of Islamic history and the life of Rasoolullah (PHUH), develop a strong sense of morality through the understanding of Qur’an and Hadith, and practice proper Islamic etiquette.

With these goals, we have attempted to make the curriculum tailored more to the age group and knowledge level of the students.



This year saw the introduction of an additional class “**Seerah of the Prophet**” exclusively for the middle and high school students, taught from the standpoint of understanding the life of our Prophet (PBUH) and relating to the issues faced by the students in their daily school life. We held lectures on specific topics such as “Role of Social media”, “Celebrations and Holidays in Islam”, “Fasting and Ibaadah during Ramadan”, and “Performing the journey of Hajj” for the High-schoolers during the year. An additional enhancement to the curriculum was the monthly activity day that allowed the Weekend Islamic School students to pick an activity of their choice and devote one day in the month for it.

The fortnightly **Girls-only** class on Saturdays

focuses exclusively on the middle and high school girls in our community. The aim is to provide a comprehensive and interactive program which endeavors to help girls learn more about their Deen and strengthen their Aqeedah. The goal of this program is to reinforce the Islamic identity of today's Muslim girls through the journey of reading and studying the tafseer of the Qur'an. Using the Tajweed of Surah Kahaf as a framework to understand, the class focused on reinforcing the teachings to the daily life of the students. This class also served to emphasize the precepts of Charity and community involvement.



Another successful **ICBC Summer School** was conducted in June-July '13 with over 60 students, including several teenage girls, attending. As in previous years, we had local high school Muslim students volunteering their time and talent at ICBC. These students earned valuable credits for community service for their volunteer work.



Blessed with highly dedicated, well-qualified teachers and volunteers, enrollment today stands at over 90 students in the various programs. May Allah (swt) reward our teachers and volunteers for their tireless service to Islam, *Aameen!*

## YOUTH ACTIVITIES: “LOOKING TO OUR FUTURE”

In 2013 saw a renewed focus on developing activities that enable our community youth to stay connected to the Deen and as well as serve to reinforce the role of masjid in their lives. Several programs were launched by the ICBC Youth Committee to promote this initiative.

The **Super-bowl Party** organized for boys ages 12 years and older was very successful with over 35 boys participating. With pizza and soda served, the aim was to provide the boys with a social platform to get to know each other and also use the forum to educate. In lieu of watching the half-time commercials, Br Junayd Oliver from our community held the attention of the boys with an interactive discussion on how to compete in Islam, citing

examples of various competitions the Sahaba participated in

Another program—“**Entering Adulthood**”—was held for boys in Spring ‘13. An interactive lecture delivered jointly by Sheikh Umer Esmail and Sheikh Islam Mossad, this two hour session was of immense help in helping the boys understand their duties and responsibilities from an Islamic perspective upon attaining puberty. Over 50 boys aged 13 participated. This program was so well received by the community that another session was held later in the year; this time with a separate session for teenage girls conducted by a sister in our community.

As we approached Ramadan, Sheikh Attia







Omara conducted a 2-hour session for the youth on not just preparing oneself for the holy month but also discoursed on wide-ranging topics such as the criteria to adopt when selecting a spouse, indulging in activities that are fun as well as permissible from an Islamic perspective, etc.

The youth committee organized several fun activities for boys.

**Father-Son Hike** held in both Spring and Fall time attracted participation from about 12 youth, wherein we prayed Fajr prayer at ICBC followed by a 2 hour hike at a trail on Highway 360.

The **Car Maintenance Activity** held during summer for youth aged 16 and above had a participation of about 10 of our community youth and taught them basics of automobile maintenance with hands-on demonstrations on changing oil, changing tires, identifying different parts in the engine etc.



The winter event of **Pick-up Football** held at an outdoor park endeavored to get the young adults involved in playing together as a team.

The Youth committee has commissioned a survey to enable planning for activities for our youth during 2014, *Insha Allah*. This feedback is critical to ensuring that our future programs stay relevant.

## SISTERS CORNER

The weekly **Sisters-only Qur'an Tafsir Class**, held on Tuesday mornings, focuses on the study of the book "Tafsir Ibn Kathir". An interactive class, utilizing Audio-Visual aids, a typical day involves studying verses from the Holy Qur'an, and reading the explanation from the book of Tafsir Ibn Kathir, supported by the study of authentic Hadeeth. Another goal of this class is to educate participants about the Sunnah, Sciences of the Hadith, and Seerah of our beloved Prophet (PBUH) and his companions.

The program also provides a platform for sisters to socialize with one another. Various events such as picnic, Welcome Hujjaj Potluck Lunch, and Guest Lectures were held in 2013.

The **Sisters-only Bi-weekly Halaqa** on Wednesday mornings is tailored to the study of various books on Fiqh. The Sisters have been using the program to volunteer for humanitarian causes and have pooled their resources to provide assistance to sisters in our



## DA'WAH AND OUTREACH: "SPREADING THE WORD"

**A**l-Qur'an: Invite (all) to the way of thy Lord with wisdom and beautiful preaching; and argue with them in ways that are best and most gracious: for thy Lord knoweth, best who have strayed from His Path, and who receive guidance. (Surah Al-Nahl 16, Ayat 125)

*Alhamdulillah*, Da'wah activities at ICBC continued in 2013 as in previous years. We have reached out to more people: male and female of other faith and non-believers.

We had one sister accepting shahadah this year while a second person has shown keen interest in becoming a Muslim, *bi-ed-nillah*. We were able to work very closely with our newly revert sister to the point that she is now able to invite and explain non-Muslim ladies to the teachings of Islam.

Throughout the year we have hosted many people and families of other faith and no-faith at ICBC. These meetings involved presentations on various Islamic topics: relating and comparing Islam to other religions, showing how Muslims pray in congregation and providing them with Da'wah material and copies of translation of the Holy Quran.

As in previous years, ICBC remained engaged with the Leander Independent School District (LISD) initiative of helping disadvantaged children through other faith-based organizations.

ICBC Web-site continues to be a gateway for inquires about Islam.

## SOCIAL ACTIVITIES: "IT'S NOT ALL WORK"

**W**e held **Community Potluck Dinner** events on the first Friday of several months; we took a break during Ramadan and have suspended this activity during the winter months. We will resume in April 2014, *Insha Allah*.

The monthly breakfast following Tahajjud prayers have also been well attended by both men and women. The social events provide a platform that has helped newer members to integrate themselves in to the community. It has also allowed our youth to socially interact while within the premises of our Center.



## FACILITIES IMPROVEMENT: “WORK ALWAYS IN PROGRESS”

**B**efore Ramadan 2013, the **Sisters’ deck** adjacent to the Multi-Purpose Hall was renovated to fix loose boards, remove tree branches for the needs and the convenience of our sisters.

As part of the annual maintenance, the air conditioning unit was serviced before Ramadan. Additional video cabling and a TV monitor were also installed at the Men’s deck for use during Ramadan.

Since the Site Preparation work has commenced at our premises, we encounter a lot more insects and pests within the buildings.

To address this problem, we have contracted a professional pest control firm to treat our facility on a regular basis. Lawn maintenance is done by an outside firm that cuts grass and shrubs as needed. With the permission of our neighbor, a large area of the adjacent property was cleared as well.

This year, in an effort to inculcate the importance of taking care of our natural resources, we had installed special recycling station for plastic water bottles at our Center. We recycled approx. 5,000 bottles during this blessed month!!

## FINANCIAL UPDATE: “MONEY MATTERS”

**W**e conducted fundraisers in April ‘13 and Ramadan ‘13 to execute the ICBC Master Plan and the community support was truly overwhelming! We raised approx. \$525K in pledges and donations in 2013. *Jazakum Allahu Khairan* for your support. May Allah (SWT) reward you and your families by multiplying manifold your generous donations and effort, *Allahumma Aameen!*

**SADAQAH AND ZAKAT FUNDS:** We collected approx. \$32,000 in Sadaqah and zakat funds in 2013. The money was disbursed to the needy after a careful and thorough review of the

applicants.

**ZAKAT UL FITR:** As in prior years, Zakaat ul Fitr was collected and distributed to the needy before Eid sala’at.

Several organizations held fundraisers at ICBC in 2013, as listed below:

Date	Organization
Jan	MLFA, Dallas Texas
Sep	DUA, Austin Texas
Nov	Al Rahma Foundation, Dallas Texas

*Jazakum Allahu Khairan* for your generous support for all these worthy causes.

## SHURA COUNCIL ELECTIONS: “CONTINUED COMMUNITY INVOLVEMENT”

**P**ursuant to the ICBC Constitution, we conducted the **second elections at ICBC** on December 14-15, 2013.

As part of the preparation for the elections, we launched an extensive membership drive for several weeks. Approx. 240 community members became eligible to vote based on the criteria set forth in the ICBC Constitution, Alhamdulillah. We received 19 nominations for the 14 open positions. It is truly a blessing for our Center that we had an excellent group of our community members who were nominated for the open positions. A detailed biography of each candidate was emailed to the community. In addition, we held a **Candidate Meet ‘N Greet Event**

on December 8th; it was attended by the candidates as well as community members.

The election process, administered by a 6-member independent committee, went smoothly. A total of 80 community members participated in the voting.

We thank the community for the candidate nominations and taking the time to cast their ballots. We also extend our sincere gratitude to the 6-member election committee consisting of the following members—Br. Amjad Mahmood, Mr. Kamran Naeem, Br. Nazmul Qureshi, Br. Omar Monk, Sr. Aizaz Ghouse, and Sr. Nehal Khadr—whose experience and wisdom were instrumental in helping define and execute a smooth and transparent election.

# ICBC ORGANIZATIONAL STRUCTURE: "SERVING THE COMMUNITY"

ICBC is administered by a 19 member Shura Council.

				
Ahmed Mahmood	Altaf Hussain	Asif Zaidi	Asim Humayun	Bazil Farid
				
Chand Basha	Faisal Hassan	Farhat Siddiqui	Haroon Rashid	Hisham Hammour
				
Iba Sambe	Imtiaz Hussain	Kalim Baig	Kayser Nazmee	Khwaja Murshed
				
Mujahid Masood	Syed Naina	Shaik Mohseen	Sheik Abdul Hameed	

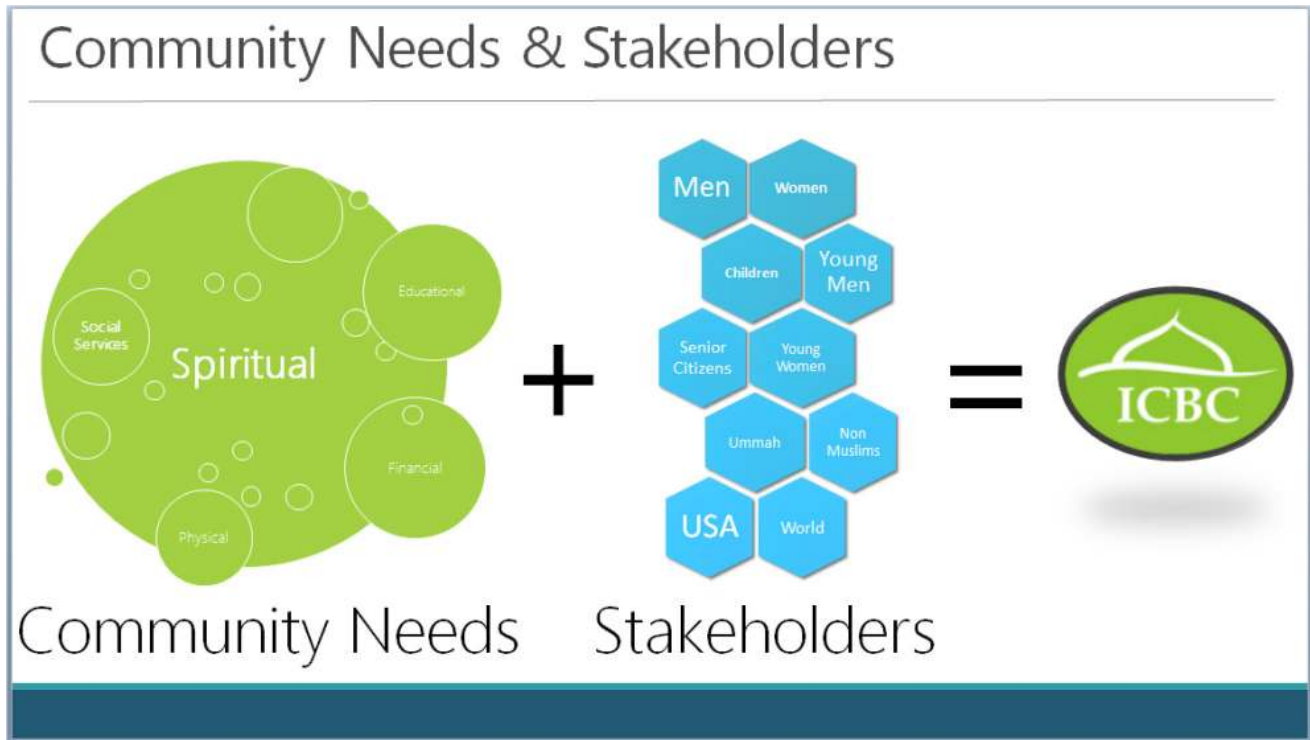
Various committees manage the day-to-day tasks at ICBC to ensure a smooth and efficient operation.

Administration	Facilities Maintenance	Sisters' Affairs
Community Welfare	Financial	Social Activities
Communications	Fundraising	Welcome/Orientation
Da'wah	Masjid Activities	Youth Activities
Educational	Refugee Outreach	

The scope of each of these committees is detailed on the ICBC webpage.

# ICBC MASTER PLAN: "WORKING TOWARDS A DREAM PROJECT"

In 2011, the ICBC Shura Council formed a committee to execute the **Master Plan for our Center**, which includes construction of a new masjid at our premises.



## What does Master Plan enable?

Family	Senior Citizens	Community Members in Need	Neighbors & Colleagues
<ul style="list-style-type: none"> <li>• Salaat</li> <li>• Ramadan</li> <li>• Monthly Guest Lecture</li> <li>• Community Dinner</li> <li>• Eid carnival</li> <li>• Gym/ Outdoor picnic area</li> <li>• Family counseling</li> </ul>	<ul style="list-style-type: none"> <li>• Salaat</li> <li>• Ramadan</li> <li>• Social events</li> <li>• Library</li> <li>• Medical camp</li> </ul>	<ul style="list-style-type: none"> <li>• Zakaat &amp; Sadaaa</li> <li>• Medical camp</li> <li>• Legal Assistance</li> <li>• Food Bank</li> </ul>	<ul style="list-style-type: none"> <li>• Da'wah programs</li> <li>• Medical Camp</li> <li>• Food Bank</li> </ul>

Taking into consideration the financial resources of our community and its priorities, the project will be executed in multiple phases and modules as detailed below.

## Project Implementation Phases

Phase	Module	Elements	Time Frame
0	N/A	Architectural Planning Plan Approval by City Site Preparation Work	2012 Q2 -2014 Q1
1	1 of 2 1 of 2 1 of 1 1 of 1	Masjid Educational Facilities Parking Spaces Children's Play Area	2014 Q2 -2015 Q2
2	1 of 1 1 of 1	Multi-Purpose Hall Day Care Center	2015 Q4 -2016 Q4
3	2 of 2 2 of 2 1 of 1	Masjid Expansion Classrooms Expansion Recreational Facilities	2017 Q1 – 2017 Q3

**Key milestones** of the ICBC Master Plan in 2013 are as follows:

- Site Preparation Work
  - Completed engineering survey
  - Engaged Utilities – Water, Electric
- Permitting & Plan Approval
  - Held several planning meetings with the city
  - Submitted Plan to the City on April 19, 2013
  - Grading Permit issued on August 1, 2013
  - Groundbreaking on August 4, 2013
  - Several meetings with the City and TCEQ
  - Submitted application to TCEQ on Jan 6, 2014
- Design Development
  - Detailed deliberations on Masjid and Educational Center designs
  - Selected design based on Need, Cost, Time

We obtained Grading Permit from the City of Cedar Park on August 1st, *Alhamdu lillah*, and subsequently held a formal **groundbreaking ceremony** for the new Center on August 4th after Asr Salaat. Attended by numerous men, women and children in addition to Imams and community leaders from several Austin area masjid, this was a joyous yet solemn occasion marked by dua'a and good wishes from all.

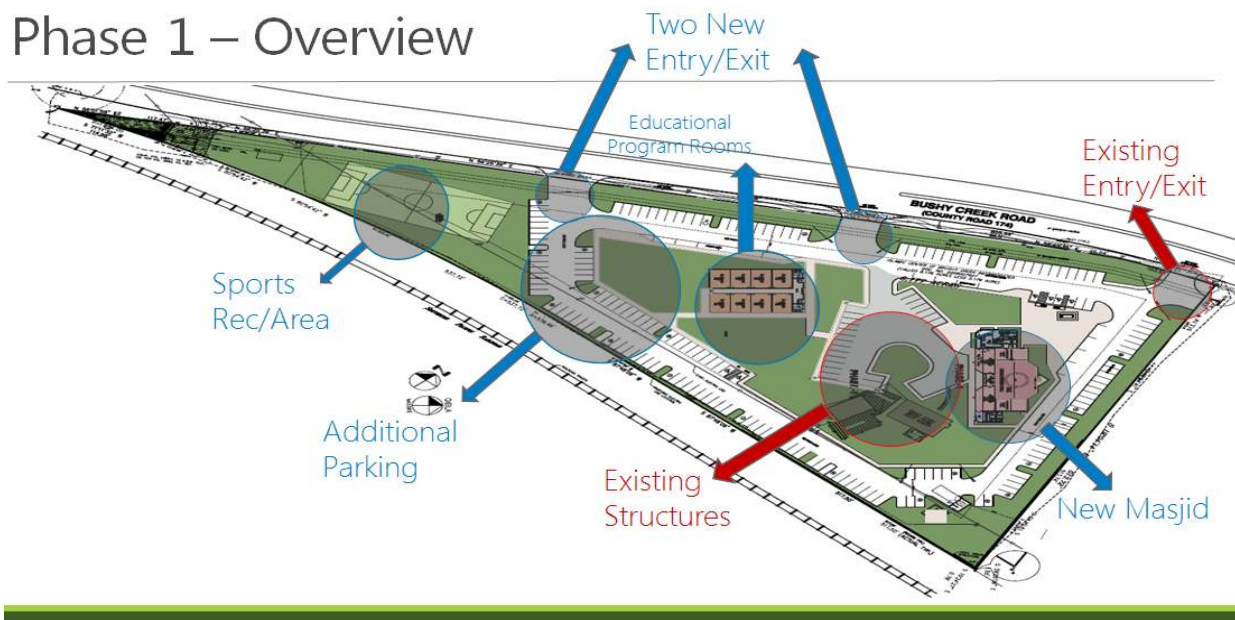


The first phase of construction that includes construction of the Parking lot, Masjid, Educational facilities, and Children's Play area is expected to begin in 2014 Q2, *Insha Allah*.

## Phase 1: Facilities

<b>Masjid</b> (Module 1 of 2) <ul style="list-style-type: none"> <li>Capacity for ~600 people             <ul style="list-style-type: none"> <li>(~440 Men; ~180 Women)</li> </ul> </li> </ul>	<b>=</b>  <b>=</b>	<b>Time Frame</b> <b>Q2 2014-Q2 2015</b>
<b>Educational Facilities</b> (Module 1 of 2) <ul style="list-style-type: none"> <li>8 Rooms – Education, Halaqa, Conference, Library, Office</li> </ul>		
<b>Parking Spaces</b> (Module 1 of 1) <ul style="list-style-type: none"> <li>~235 Spaces</li> </ul>		
<b>Children's Play Area</b>		

## Phase 1 – Overview



Key features of Phase I are as follows:

- Masjid; Classrooms; ~235 Parking Spaces
  - Sufficient for our Current Needs
  - Jumu’ah, Ramadan, Eid carnivals
- Current Structures Stay Intact
  - Masjid Building, Sisters Hall, Most of Parking
- No Disruption to Current Services
- No Expenses for Temporary Structures
- Financial Aspect
  - Expect to have 50% of Funds Needed for Phase I before Construction start

## **IMAM/YOUTH DIRECTOR: “INVESTING IN THE INTELLECTUAL”**

**I**n 2012, we formed an ad-hoc committee to conduct feasibility studies on hiring an Imam and/or Youth Director for our Center. The charter for this Committee was to understand the needs of our community and plan ahead, in parallel to the master planning process, to ensure we have the best person who will enable us to take ICBC to the next level. After detailed deliberations, the committee

conducted a survey for this purpose, which several community members have taken. We have received about 70 responses so far and are in the midst of analyzing the responses. Based on the feedback, we will identify our needs and then define the scope and nature of the role(s), as well as the necessary prerequisites to fulfill the role(s) .

## **FUTURE PLANS: “IN THE WORKS”**

**O**ur immediate focus is two-fold: execute the Master Plan and understand the intellectual needs of our Center. Additionally, with several new Shura members on board, we hope to expand and enhance the various activities that are currently being offered at

ICBC. As in the past years, we will, *Insha Allah*, continue our focus on the educational activities, for both adults and children, even as we work towards increasing attendance at our beloved Center.