

# We're ready for 2026.

*A modest, positive budget — better than 2025, and built to repeat, on sustainable numbers.*

## REVENUE

\$215,034

Up 12% from 2025.  
Membership steady, donations recovering.

## EXPENSES

\$211,773

Insurance down 10%, caretaker reduced.  
Legal contingency added.

## NET SURPLUS

\$3,261

Modest, positive, and defensible.  
Best projected result in three years.

**What changed.** The April 10 proposal showed a \$45,580 deficit and was rejected. The revised budget projects a \$3,261 surplus — through honest restructuring, not optimism. We moved to a consistent cash basis with the mortgage restored to full payment, and grounded every revenue line in 2024–2025 actuals: membership \$60K → \$72K, SSI rental \$7.6K → \$15K (tenant now current), utilities up 5–7% for known rate increases, plus \$17–20K in new income from the Meriling LLC wind-down. On expenses, the ED oversight role was split — \$15K operating, \$15K donor-restricted (net zero). Caretaker moved to fixed-price contracts with \$36K as safety margin. Retreats broken into 5 sub-lines for transparency. New: \$7K restricted program (Valby/SMS) and \$12K legal contingency.

# Three years, one direction.

*From an anomaly year to a difficult year to a corrected year — and what comes next.*

## 2024

THE ANOMALY YEAR

+\$9,024

**Looked strong, wasn't sustainable.**

Revenue inflated by \$33K of one-time donations. \$48K of emergency repairs. The caretaker wasn't yet on the books.

## 2025

THE DIFFICULT YEAR

+\$1,055

**Barely broke even.**

Revenue dropped to \$192K. Caretaker appeared at \$44K. Insurance spiked to \$43K. The structural problems became visible.

## 2026

THE CORRECTION YEAR

+\$3,261

**Rebuilt on honest numbers.**

Cash basis throughout. Caretaker reduced and restructured. Legal contingency funded. Oversight role offset by restricted donations.

### WHAT NEEDS TO HAPPEN

#### *Immediate*

Clear QBO bookkeeping backlog · Resolve 1099 classification with attorney

#### *Q3*

Launch booking system & membership tiers — quick revenue wins

#### *Q4*

Capital projects fundraising plan · Evaluate mortgage payoff

# Where the work is.

*The budget balances, and we know exactly where the work is. Here's the honest picture.*

## HIGHEST PRIORITY

### 1099 Classification

*Up to \$12K  
budgeted*

An attorney is reviewing working agreement with contractors. Exposure: payroll taxes plus penalties.

*Attorney engaged · \$12K legal contingency in budget*

## IMPROVEMENT NEEDED

### Reporting & Chart of Accounts

*Visibility*

QBO chart of accounts needs cleanup, bank rules need to be set up, and the April backlog must be cleared. Once done, monthly actual-vs-budget reporting becomes more reliable

*Bookkeeper engaged · Q2 deliverable*

## RESOLVED

### Banking Security Strengthened

*Risk reduced*

Account structure has been centralized and streamlined. Legacy accounts are being closed, controls tightened, and reconciliation simplified. Less surface area, fewer things that can go wrong.

*Centralization in progress · controls tightened*

## SEASONAL

### Retreat Revenue Concentration

*\$32,756 needed*

Year-to-date retreat income is only 5% of budget. Summer is the make-or-break season. If the calendar underperforms, the surplus disappears.

*Tech upgrades & calendar expansion planned*

# Where we can grow.

*Initiatives identified — not yet in the budget — that could add \$15K–\$30K annually.*

## POTENTIAL ANNUAL UPSIDE

# \$15K – \$30K

Booking system and membership tiers are the quickest wins — no infrastructure cost, fast to launch.

<p><b>HIGH</b> <span style="float: right;">Guest Fees + Retreats</span></p> <h3>Online Booking &amp; Payment</h3> <p>Modern platform for facility rentals, guest stays, and retreats. Captures walk-ups and fills vacant periods.</p>	<p><b>MEDIUM</b> <span style="float: right;">Membership</span></p> <h3>Membership Tier Upgrades</h3> <p>Ordinary → Sustaining → Meritorious. Recognition-based upgrades. Could lift average dues 15–25%.</p>	<p><b>HIGH</b> <span style="float: right;">Guest Fees (long-term)</span></p> <h3>Dorm Renovation</h3> <p>\$20K capital project that lifts nightly rates and occupancy. ROI within 2–3 years.</p>
<p><b>MEDIUM</b> <span style="float: right;">Retreat Income</span></p> <h3>Retreat Calendar Expansion</h3> <p>Shoulder-season workshops, online/hybrid events. Target: \$33K → \$40K+.</p>	<p><b>MEDIUM</b> <span style="float: right;">Fundraising</span></p> <h3>Friends of Khandroling</h3> <p>Dedicated giving program for Khandroling — recognition tiers, special access, annual appeals. Builds a sustained fundraising channel beyond standard membership.</p>	<p><b>MEDIUM</b> <span style="float: right;">Retreat Income</span></p> <h3>Tech &amp; Payment Upgrades</h3> <p>Modernized retreat registration. Mobile-friendly, calendar-integrated. Reduces signup friction.</p>

**Sequencing.** Membership tiers and the booking system are the Q3 priorities. Capital-funded initiatives (dorm/accommodation) wait for fundraising.