September was profitable, and year-to-date operating profit is 31.2% ahead of last year.

Revenue up $48k (+7.3%) against expenses up $20k (+3.5%); commission alone moved $33k.

Measure	Sep 2026	vs Sep 2025	Jan–Sep 2026	vs Jan–Sep 2025
Revenue	$75k	▲ +5.6%	$701k	▲ +7.3%
Expenses	$63k	▲ +5.3%	$583k	▲ +3.5%
Operating profit	**$12k**	▲ +7.1%	**$118k**	▲ +31.2%
Pre-tax margin	16.8%	▲ +0.2 pp	17.0%	▲ +3.1 pp

Year-end vs plan
–$14k est.
operating profit, projected 2026

Client retention
92.0%
▲ +1.5 pp, trailing year

Annual premium
$6.66M
▲ +0.3% since Aug 31

Safe to distribute
$206k
after reserve and obligations

What to decide this month

1. Compensation above the Best Practices Study — Profit · 13th month running

Compensation is 51.3% of net revenue over Oct 2025–Sep 2026; the Best Practices Study figure is 42.9%.

Decide: Is compensation ahead of revenue because of hires that revenue will catch up with, or a cost level to bring back toward the study's?

2. Organic growth below the study median — Growth · 13th month running

Organic growth is 4.2% over Oct 2025–Sep 2026; the Best Practices Study median is 10.2%.

Decide: Is growth short in new business, in clients lost, or in price, and which does the agency act on first?

3. Acquired book losing clients — Acquired books · 4th month running

The Cedar Grove book kept 78.9% of its clients over 12 months; the agency as a whole kept 92.0%.

Decide: Is the transition plan for this book working, and does the deal's payback still hold?

Also this month

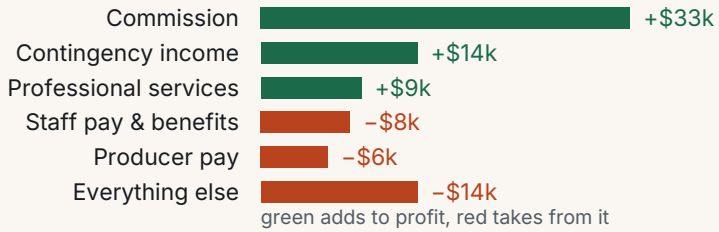
Going well The book grew 6.0% in premium over the year, and client retention is 92.0%, up 1.5 pp on a year earlier.

Also moved Operating profit is $17k behind plan for Jan–Sep 2026: revenue $18k under plan, expenses $159 under plan.

What to watch

- Interest: on plan so far; projected $2k over budget by year end (estimate).
- Four account managers' books lean on one carrier: 7 carrier dependencies to watch, unchanged for 13 months.
- One segment leans on one carrier: 2 carrier dependencies to watch, unchanged.

What moved operating profit, Jan–Sep 2026 vs Jan–Sep 2025



green adds to profit, red takes from it

All 19 checks ran · 4 data gaps named in the portal.

How this page is made. Keelridge reads the agency's own AMS book export and accounting statements each month. The brief's findings come from fixed rules over the figures shown; no AI writes this page. In the portal each item links to its detail, and the owner can ask the Assistant about any item. The brief prepares the leadership meeting; the decisions stay with the owner.