

Financial Report as of December 31,2025

Reconciliation Report

[Link here to view the Report](#)

Summary

Statement beginning balance	\$1,097.76
Checks and payments cleared (290)	-\$1,478,075.95
Deposits and other credits cleared (20)	\$1,490,056.15
Statement ending balance	\$13,077.96

Cleared transactions after 12/31/2025 **\$ 0.00**

Statement beginning balance – \$1,097.76

This is the bank balance at the start of the statement period. It should exactly match the prior month's ending reconciled balance.

Checks and payments cleared (290) – -\$1,478,075.95

xplanation: These are all outgoing transactions (checks, ACH, card payments, wires) that the bank has processed during the period. The number (290) shows high transaction activity.

Deposits and other credits cleared (20) – \$1,490,056.15

Explanation: These are incoming funds such as customer payments, owner contributions, refunds, or transfers that cleared the bank

Statement ending balance – \$13,077.96

Explanation: This is the bank's ending balance for the statement period after all cleared activity

Cleared transactions after 12/31/2025 – \$0.00

Transactions dated after the statement end that cleared early.It confirms a clean cutoff with no **Overall**

Thoughts

- The reconciliation is accurate, complete, and clean.
High payment volume was handled well with no leftover cleared items.
No cutoff issues, no carryover discrepancies, and balances flow correctly month to month.
timing or dating issues affecting the period

Profit and Loss Report

[Link here to view the Report](#)

Profit & Loss Summary

Revenue: \$2.95M from property sales — strong sales performance.

Gross Profit: \$615.6K — about **21% gross margin**, healthy for real estate operations.

Operating Expenses: \$102.8K — relatively low compared to revenue, showing good cost control.

Net Operating Income: \$512.8K — core business is highly profitable.

Net Income: \$513.4K — about **17% net margin**, very solid.

Key Insights

- Profitability is driven by **well-priced property sales** and **disciplined overhead**.
- **Professional services** are the largest expense, which is typical and appropriate.
- **Payroll and office costs** are lean relative to scale.
- Overall financial position is **strong, efficient, and sustainable**.
- **Bottom line:** High revenue, controlled costs, and clean profitability — a very healthy year.

Statement of Cash Flows

[Link here to view the Report](#)

- **Net Cash from Operations: \$1,042,613**
- **Net Cash from Financing: -\$557,834**
- **Net Cash Increase: \$484,779**

Key Insights

1. Operations are very strong

- Cash from operations **exceeded net income**, driven mainly by **WIP increases** and timing differences in payables, loans, and credit cards.
- This indicates the core business is **generating real cash**, not just paper profit.

2. Working capital movements matter

- Large **WIP adjustment (\$642K)** suggests significant project activity not yet realized in income.
- Changes in **A/P, credit cards, and reimbursements** reflect active use of short-term financing to support operations.

3. Financing activity is heavy but strategic

- Net cash outflow from financing reflects **loan repayments and owner draws**, partially offset by **new loan proceeds**.
- This shows active capital management to fund deals and rebalance debt.

4. Cash Increase Insight

- **The positive net cash increase for the period (\$484,779) shows that liquidity improved during December, meaning the business generated more cash than it used for operations and financing combined.**

Bottom Line

- **Operations are healthy and cash-generating.**
- **Debt and credit are being actively used** to fund growth.
- Liquidity is improving month over month, but continued monitoring of **cash vs. financing dependence** is important.

Strong operations, leveraged strategy, improving cash position.

Overhead Expenses as of December 31,2025

[Link here to view the Report](#)

Overhead Expenses – December 2025 (Highest to Lowest)

Professional Admin and Accounting Expenses – \$29,952.05

Charitable Contributions – \$17,065.00

Salaries and Wages – \$13,308.62

Employer Payroll Taxes – \$12,809.58

General Project Overhead – \$6,744.17

Software and Subscriptions – \$3,556.24

Other Expenses – \$5,725.00

Bank Charges – \$2,007.64

Licenses and Memberships – \$1,092.00

Vehicle Fuel – \$1,117.98

Interest Expenses – \$1,071.46

Office Expenses and Supplies – \$797.24

Office Utilities – \$295.91

Tolls and Parking Fees – \$220.00

Taxes & Licenses – -\$5,659.67

Insights

Spending is concentrated in professional services and payroll-related costs, indicating a people- and service-driven operation. Charitable contributions are significant and intentional, impacting overhead but potentially supporting tax planning. Project overhead and software costs are reasonable relative to scale. Negative taxes & licenses suggest credits or adjustments worth monitoring for consistency. Overall overhead is controlled compared to revenue, supporting strong profitability.

Monthly Spending by Product per Property from Highest to lowest spending

[Link here to view the report](#)

63 Montclair Ave, Montclair	\$163,877.00
2087 Dogwood Dr, Scotch Plains	\$122,187.00
185 Fernwood Ave, Montclair	\$58,703.00
1936 Parkwood Dr, Scotch Plains	\$20,095.00
120 Beverly Rd, Montclair	\$18,398.00
1309 Graymill Dr, Scotch Plains	\$12,359.00
25 Warren Pl, Montclair	\$9,322.00
Unassigned / No Property	\$6,828.00
2154 Shackamaxon Dr, Scotch Plains	\$3,661.00
1641 Cooper Rd, Scotch Plains	\$1,476.00
2125 Jersey Ave, Scotch Plains	\$1,430.00
52 Wildwood Ave, Montclair	\$1,113.00
1406 Sylvan Ln, Scotch Plains	\$530.00
76 Stonebridge Rd, Montclair	\$446.00
112 Wildwood Ave, Montclair	\$410.00

Insights

Spending is **heavily concentrated in a few properties**, with **63 Montclair Ave(\$163K)** and **2087 Dogwood Dr(\$122K)** alone accounting for a large portion of total costs, indicating major renovation or active project phases.

Mid-tier spending at **185 Fernwood Ave(\$58K)** and **1936 Parkwood Dr(20K)** suggests ongoing but less intensive work.

Most other properties show **minimal or maintenance-level spending**, likely nearing completion or in holding stage.

The **unassigned amount/NO PROPERTY** should be reviewed to ensure all costs are properly mapped to properties for accurate project profitability tracking.

Top Three highest Spending

Purchases by Product/Service – 63 Montclaire (December 2025)

[Link here to view the Report](#)

Product/Service full name	SUM of Amount
10 - Buying, Holding, and Site Management:14 Holding Costs:14.4 Utilities	\$896.00
10 - Buying, Holding, and Site Management:14 Holding Costs:14.8 Lawn Care/Snow Removal	\$195.00
10 - Buying, Holding, and Site Management:18 Site Management:18.1 Dumpsters Ongoing	\$1,574.00
10 - Buying, Holding, and Site Management:18 Site Management:18.2 Porta Potty Rental	\$135.00
10 - Buying, Holding, and Site Management:18 Site Management:18.8 Project Fencing	\$1,940.00
20 - Site Systems:28 Water and Well Systems:28.4 Water Line Repair	\$492.00
30 - Demolition:32 Demolition:32.7 Demolition Flat Price	\$6,500.00
40 - Foundation and Site Work:42 Foundation:42.1 Foundation Materials	\$35.00
40 - Foundation and Site Work:44 Site Work:44.5 Drainage Labor	\$300.00
50 - Framing and Shell:52 Framing:52.4 Framing Labor	\$3,100.00
50 - Framing and Shell:53 Roofing:53.8 Gutters/Leaders	\$1,900.00
50 - Framing and Shell:54 Windows and Exterior Doors:54.3 Exterior Door Materials	\$319.00
50 - Framing and Shell:54 Windows and Exterior Doors:54.7 Garage Doors	\$2,150.00
50 - Framing and Shell:56 Interior Stairs:56.4 Interior Stair Labor	\$1,800.00

50 - Framing and Shell:58 Siding and Shutters:58.0 Siding and Shutters	\$225.00
50 - Framing and Shell:58 Siding and Shutters:58.2 Siding Materials	\$265.00
50 - Framing and Shell:58 Siding and Shutters:58.4 Siding Labor	\$14,920.00
60 - Building Systems:62 HVAC:62.1 HVAC Materials	\$39.00
60 - Building Systems:62 HVAC:62.2 Premium Thermostats	\$431.00
60 - Building Systems:62 HVAC:62.7 HVAC Flat Price	\$6,000.00
60 - Building Systems:63 Plumbing:63.0 Plumbing	\$38.00
60 - Building Systems:63 Plumbing:63.2 Plumbing Fixtures	\$3,202.00
60 - Building Systems:63 Plumbing:63.4 Plumbing Labor	\$113.00
60 - Building Systems:64 Electrical:64.0 Electrical	\$38.00
60 - Building Systems:64 Electrical:64.1 Electrical Materials Rough	\$1,848.00
60 - Building Systems:64 Electrical:64.2 Electrical Fixtures	\$891.00
60 - Building Systems:66 Fireplaces:66.0 Fireplaces	\$275.00
60 - Building Systems:67 Insulation:67.1 Insulation/Fire Stop Materials	\$98.00
60 - Building Systems:69 Drywall:69.1 Drywall/Spackle Materials	\$1,164.00
60 - Building Systems:69 Drywall:69.4 Drywall/Spackle Labor	\$3,044.00
70 - Finishes:70.0 Finishes	\$876.00
70 - Finishes:71 Tile Installation:71.1 Tile Materials	\$220.00
70 - Finishes:71 Tile Installation:71.4 Tile Labor	\$666.00
70 - Finishes:72 Flooring Non-Tile:72.2 Hardwood Floor Materials	\$9,665.00
70 - Finishes:72 Flooring Non-Tile:72.5 Hardwood Floor Labor	\$5,711.00
70 - Finishes:72 Flooring Non-Tile:72.6 Vinyl Flooring Labor	\$113.00
70 - Finishes:73 Cabinetry:73.1 Cabinet Materials	\$29.00
70 - Finishes:73 Cabinetry:73.2 Countertops	\$10,233.00
70 - Finishes:73 Cabinetry:73.4 Cabinet Labor	\$1,002.00
70 - Finishes:74 Interior Carpentry:74.0 Interior Carpentry	\$267.00
70 - Finishes:74 Interior Carpentry:74.1 Interior Door Materials	\$1,281.00
70 - Finishes:74 Interior Carpentry:74.3 Basic Trim Materials	\$1,733.00
70 - Finishes:74 Interior Carpentry:74.5 Interior Door Labor	\$660.00
70 - Finishes:74 Interior Carpentry:74.6 Closet Labor	\$198.00
70 - Finishes:74 Interior Carpentry:74.7 Basic Trim Labor	\$702.00
70 - Finishes:74 Interior Carpentry:74.8 Specialty Trim Labor	\$928.00
70 - Finishes:75 Painting and Wallpaper:75.2 Wallpaper Materials	\$548.00
70 - Finishes:75 Painting and Wallpaper:75.4 Paint Labor	\$222.00
70 - Finishes:75 Painting and Wallpaper:75.7 Paint Flat Price	\$16,900.00
70 - Finishes:76 Accessories:76.4 Accessories Installation Labor	\$444.00
70 - Finishes:76 Accessories:76.7 Frameless Glass Enclosures and Mirrors	\$1,300.00
70 - Finishes:77 Appliances:77.1 Appliance Materials	\$12,469.00
70 - Finishes:77 Appliances:77.4 Appliance Installation Labor	\$522.00
80 - Exterior Work:82 Exterior Carpentry:82.1 Deck/Porch Materials (carpentry)	\$2,533.00
80 - Exterior Work:82 Exterior Carpentry:82.4 Exterior Carpentry Labor	\$2,356.00
80 - Exterior Work:82 Exterior Carpentry:82.5 Deck/Porch Labor (carpentry)	\$7,441.00
80 - Exterior Work:84 Exterior Masonry:84.7 Driveways (Flat Price)	\$5,200.00
80 - Exterior Work:85 Exterior Painting:85.4 Exterior Paint Labor	\$714.00
80 - Exterior Work:88 Landscape and Grounds:88.0 Landscape and Grounds	\$38.00
80 - Exterior Work:88 Landscape and Grounds:88.8 Landscape Improvements	\$11,950.00
90 - Sale, Prep, and Other:92 Sale Preparation:92.4 Punch List and Sale Prep Labor	\$3,348.00
90 - Sale, Prep, and Other:92 Sale Preparation:92.7 Post Construction Cleaning	\$2,974.00
90 - Sale, Prep, and Other:92 Sale Preparation:92.8 Staging	\$6,250.00
90 - Sale, Prep, and Other:92 Sale Preparation:92.9 Pro Photos/Videos	\$425.00
90 - Sale, Prep, and Other:94 Other Expenses:94.0 Other Expenses	\$33.00
Grand Total	\$163,878.00

Purchases by Product/Service –2087 Dogwood (December 2025)

[Link here to view the Report](#)

Product/Service full name	SUM of Amount
10 - Buying, Holding, and Site Management:14 Holding Costs:14.4 Utilities	\$97.00
10 - Buying, Holding, and Site Management:18 Site Management:18.2 Porta Potty Rental	\$135.00
60 - Building Systems:69 Drywall:69.4 Drywall/Spackle Labor	\$198.00
40 - Foundation and Site Work:42 Foundation:42.1 Foundation Materials	\$265.00
70 - Finishes:74 Interior Carpentry:74.4 Specialty Trim Materials	\$436.00
80 - Exterior Work:86 Fencing:86.4 Fencing Labor	\$440.00
70 - Finishes:74 Interior Carpentry:74.0 Interior Carpentry	\$522.00
70 - Finishes:72 Flooring Non-Tile:72.0 Flooring Non-Tile	\$725.00
10 - Buying, Holding, and Site Management:18 Site Management:18.1 Dumpsters Ongoing	\$833.00
70 - Finishes:76 Accessories:76.1 Bathroom Materials Accessories / Small Mirrors	\$886.00
70 - Finishes:74 Interior Carpentry:74.8 Specialty Trim Labor	\$1,010.00
70 - Finishes:70.0 Finishes	\$1,622.00
70 - Finishes:74 Interior Carpentry:74.3 Basic Trim Materials	\$1,787.00
70 - Finishes:74 Interior Carpentry:74.9 Interior Railing Flat Fee	\$1,865.00
60 - Building Systems:64 Electrical:64.1 Electrical Materials Rough	\$1,971.00
70 - Finishes:71 Tile Installation:71.1 Tile Materials	\$2,107.00
70 - Finishes:71 Tile Installation:71.4 Tile Labor	\$2,289.00
80 - Exterior Work:82 Exterior Carpentry:82.2 Exterior Railing Material	\$2,900.00
70 - Finishes:73 Cabinetry:73.1 Cabinet Materials	\$2,977.00
70 - Finishes:72 Flooring Non-Tile:72.3 Vinyl Flooring Materials	\$3,513.00
70 - Finishes:74 Interior Carpentry:74.7 Basic Trim Labor	\$3,792.00
80 - Exterior Work:82 Exterior Carpentry:82.1 Deck/Porch Materials (carpentry)	\$4,679.00
70 - Finishes:73 Cabinetry:73.4 Cabinet Labor	\$4,856.00
60 - Building Systems:64 Electrical:64.2 Electrical Fixtures	\$5,505.00
70 - Finishes:72 Flooring Non-Tile:72.5 Hardwood Floor Labor	\$6,456.00
60 - Building Systems:63 Plumbing:63.2 Plumbing Fixtures	\$6,517.00
70 - Finishes:73 Cabinetry:73.2 Countertops	\$10,000.00
70 - Finishes:72 Flooring Non-Tile:72.2 Hardwood Floor Materials	\$13,178.00
70 - Finishes:75 Painting and Wallpaper:75.1 Paint Materials	\$15,000.00
50 - Framing and Shell:58 Siding and Shutters:58.2 Siding Materials	\$25,626.00
Grand Total	\$122,187.00

Purchases by Product/Service –185 Fernwood (December 2025)

[Link here to view the Report](#)

Product/Service full name	SUM of Amount
10 - Buying, Holding, and Site Management:14 Holding Costs:14.4 Utilities	\$388.00
10 - Buying, Holding, and Site Management:14 Holding Costs:14.8 Lawn Care/Snow Removal	\$75.00
10 - Buying, Holding, and Site Management:16 Project Prep:16.7 Architectural Plans	\$79.00
10 - Buying, Holding, and Site Management:16 Project Prep:16.8 Permits	\$12,985.00
10 - Buying, Holding, and Site Management:18 Site Management:18.2 Porta Potty Rental	\$135.00
30 - Demolition:32 Demolition:32.3 Dumpsters For Demo Only Not Ongoing	\$3,213.00
30 - Demolition:32 Demolition:32.4 Demolition Labor	\$188.00
40 - Foundation and Site Work:40.0 Foundation and Site Work	\$188.00
40 - Foundation and Site Work:42 Foundation:42.0 Foundation	\$413.00
40 - Foundation and Site Work:42 Foundation:42.1 Foundation Materials	\$1,069.00
40 - Foundation and Site Work:44 Site Work:44.2 Drainage Materials	\$301.00
40 - Foundation and Site Work:44 Site Work:44.4 Excavation/Backfill/Grading	\$150.00
40 - Foundation and Site Work:44 Site Work:44.7 Dirt Removal	\$2,556.00
50 - Framing and Shell:52 Framing:52.1 Framing Materials	\$35,443.00
60 - Building Systems:62 HVAC:62.9 HVAC Manuals	\$1,050.00
60 - Building Systems:63 Plumbing:63.2 Plumbing Fixtures	\$322.00
60 - Building Systems:63 Plumbing:63.4 Plumbing Labor	\$150.00
Grand Total	\$58,705.00

Holding Cost as of December 31,2025

GRAND TOTAL: \$9,644.69

[Link here to view the Report](#)

120 Beverly Rd, Montclair, NJ 07043

- Lawn Care / Snow Removal (Alberto Landscaping): \$70.00
- Utilities (PSE&G): -\$135.88
- Utilities (Township of Montclair): \$164.64
- Total: \$98.76

1309 Graymill Dr, Scotch Plains, NJ 07076

- Utilities (NJ American Water): \$26.00
- Utilities (PSE&G): \$41.85
- Taxes (Township of Scotch Plains): \$878.15
- Total: \$946.00

1641 Cooper Rd, Scotch Plains, NJ 07076

- **Utilities (Aargon Agency): \$576.42**
- **Total: \$576.42**

185 Fernwood Ave, Montclair, NJ 07043

- **Lawn Care / Snow Removal (Alberto Landscaping): \$75.00**
- **Utilities (PSE&G): \$249.95**
- **Utilities (Township of Montclair): \$137.59**
- **Total: \$462.54**

1936 Parkwood Dr, Scotch Plains, NJ 07076

- **Utilities (Elizabethtown Gas): \$1.99**
- **Total: \$1.99**

2087 Dogwood Dr, Scotch Plains, NJ 07076

- **Utilities (NJ American Water): \$26.00**
- **Utilities (PSE&G): \$70.59**
- **Taxes (Township of Scotch Plains): \$901.89**
- **Total: \$998.48**

2154 Shackamaxon Dr, Scotch Plains, NJ 07076

- **Utilities (NJ American Water): \$39.01**
- **Utilities (PSE&G): \$92.62**
- **Total: \$131.63**

25 Warren Pl, Montclair, NJ 07042

- **Lawn Care / Snow Removal (Alberto Landscaping): \$195.00**
- **Taxes (Ridge Title Agency): \$1,122.04**
- **Utilities (Ridge Title Agency): \$50.84**
- **Insurance (Strategic Insurance Partners): \$3,398.47**
- **Total: \$4,766.35**

52 Wildwood Ave, Montclair, NJ 07043

- Utilities (PSE&G): \$5.62
- Utilities (Township of Montclair): \$119.68
- Total: \$125.30

63 Montclair Ave, Montclair, NJ 07042

- Lawn Care / Snow Removal (Alberto Landscaping): \$195.00
- Utilities (PSE&G): \$686.16
- Utilities (Township of Montclair): \$209.66
- Total: \$1,090.82

76 Stonebridge Rd, Montclair, NJ 07042

- Utilities (Aargon Agency): \$446.40
- Total: \$446.40

GRAND TOTAL: \$9,644.69

Insights:

1. One property drives a large portion of total costs

- 25 Warren Pl, Montclair alone accounts for \$4,766.35, or ~49% of the total expenses.
- This is mainly driven by Insurance (\$3,398.47) and Taxes (\$1,122.04).
👉 Insight: This property should be reviewed separately and possibly budgeted or tracked as a high-cost asset.

2. Utilities are the most recurring expense across properties

- Almost every property has multiple utility vendors (PSE&G, water, gas, township utilities).
- Utilities appear in small frequent amounts, which can easily be overlooked but add up.
👉 Insight: Monthly utility reconciliation per property would help prevent missed charges or duplicates.

3. Taxes create large spikes in otherwise low-cost properties

- Properties like 1309 Graymill Dr and 2087 Dogwood Dr show modest utility costs but very high tax payments.
👉 Insight: These should be planned as non-monthly or lump-sum expenses to avoid distorting monthly operating costs.

4. Lawn care expenses are consistent and predictable

- **Landscaping costs are recurring and fairly uniform (\$70–\$195 per property).**
👉 **Insight: These are stable expenses and good candidates for fixed monthly budgeting.**