

RECONCILE THE RECORDS | EXPLAIN PROPERTY PERFORMANCE

Property Management Month-End Checklist

Give owners and leadership a supported view of cash, property performance, and open issues. Identify which steps apply to the management company, individual properties, and owner or client funds.

What you will receive

Checks for cash, rent-roll activity, payables, deposits, Balance Sheet support, NOI, and owner reporting. Adapt the checklist to the entities, properties, systems, and responsibilities in your engagement.

Review details	Your entry
Business	
Review period	
Prepared by	
Review date	

Use this as a repeatable working tool. Mark an item complete only when it has been reviewed and supported. Record the owner and due date for each open item. Mark genuinely inapplicable items N/A.

Reconcile cash and rental activity

Cash and account reconciliations

- ☐ Reconcile agreed operating, property, and deposit accounts to statements.
- ☐ Explain transfers, outstanding items, bank charges, and unusual activity.
- ☐ Separate management-company cash from property and owner or client funds.
- ☐ Identify restricted funds and management-designated reserves separately.

Rent roll, income, and collections

- ☐ Reconcile rent-roll activity to the property accounting records and General Ledger.
- ☐ Explain differences from move-ins, move-outs, prorations, concessions, fees, write-offs, or collection timing.
- ☐ Review balances owed, aging, payment arrangements, and expected collections.
- ☐ Review rental income and management fees under the agreed accounting method.
- ☐ Confirm that fees, credits, and adjustments are supported and approved.

Compare the right records

Scheduled rent, recognized income, and cash collected are different measures. Build a bridge between them rather than expecting them to match automatically.

Findings and follow-up

Finding or action	Owner	Due

Support expenses and balances

Payables and property expenses

- ☐ Review invoices, unpaid bills, vendor statements, and payment approvals.
- ☐ Confirm the correct property, entity, expense category, and period.
- ☐ Review recurring costs, approved accruals, and prepayments where applicable.
- ☐ Separate repairs and operating expenses from approved capital treatment.
- ☐ Check management fees and owner-related transfers against agreements.

Deposits and the Balance Sheet

- ☐ Review the Balance Sheet and loan statements or schedules first.
- ☐ Tie resident deposit records to the related liability accounts; explain differences.
- ☐ Confirm where deposit funds are held and who is responsible for them.
- ☐ Review other supported balances, including receivables, payables, reserves, and owner accounts.

Security-deposit handling depends on the jurisdiction, agreements, and applicable rules. Confirm arrangements with the responsible professional. Client or tenant funds should not be treated as freely available operating cash.

Florida reference | Residential security deposits

Explain property performance

Choose clearly defined measures

- ☐ Review occupied units and occupancy trends using a consistent definition.
- ☐ Review rental income, concessions, arrears, and collections by property.
- ☐ Review property operating expenses and explain material changes.
- ☐ Review NOI using the agreed income and operating-expense definitions.
- ☐ Separate operating performance from debt payments, capital spending, reserve movements, and owner distributions.

NOI is not cash available to distribute

For this review, NOI is property operating income minus property operating expenses, before debt service, depreciation, income taxes, and capital spending. Confirm the definition used in each owner report.

Prepare the agreed reporting package

- ☐ Review Balance Sheet and loans, then trailing P&L and General Ledger.
- ☐ Include relevant rent-roll, receivable, payable, deposit, and cash support.
- ☐ Explain variances, open items, and decisions owners need to make.
- ☐ Confirm property and entity labels, periods, reviewer approval, and delivery dates.

Give owners a useful next step

- ☐ Property and management-company books are clearly distinguished.
- ☐ Cash, rent-roll activity, deposits, and relevant subledgers are supported.
- ☐ Income and expense trends have practical explanations.
- ☐ Owner reporting separates NOI, available cash, and obligations.
- ☐ Each unresolved issue has an owner and due date.

Findings and follow-up

Finding or action	Owner	Due

Choose the support your business needs

Support level	What it adds
Clarity from \$750/month	Clean books, monthly reconciliations, a documented close, and reliable Profit & Loss and Balance Sheet reports.
Growth from \$1,500/month	Everything in Clarity, plus cash-flow reporting, budget comparisons, trends, agreed core KPIs, and a monthly insight review.
Vision from \$3,000/month	Everything in Growth, plus forecasts and scenarios, a custom KPI dashboard and scorecard, and executive reporting.

Starting prices. Your fee depends on transaction volume, accounts, entities, systems, reporting complexity, and the condition of your books. Cleanup and specific compliance filings require separately agreed scope.

Explore property management bookkeeping

Schedule a Discovery Call

Use this checklist for the properties and responsibilities that apply to your business. It is not a determination of legal or regulatory compliance. Greenkey Accounting Services does not provide payroll services, income-tax preparation or filing, or legal or tax advice. Services and deliverables are defined in your engagement.