

COMMISSIONS | COMPANY PERFORMANCE | CASH READINESS

Real Estate Business Financial Checklist

Connect closing records, commission receipts, agent splits, operating expenses, and reviewed financial reports so you can understand what the business keeps and what needs attention.

What you will receive

Monthly checks for income, agent and contractor payments, business separation, Balance Sheet support, company performance, and cash planning. Adapt them to your brokerage, team, entities, and reporting method.

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.

Connect commissions to the books

Income and closing reconciliation

- ☐ Match commission activity to closing statements and commission records.
- ☐ Explain earned commissions, amounts receivable, deposit timing, and reversals under the agreed accounting method.
- ☐ Review referral fees, agent splits, deductions, and reimbursements with supporting agreements.
- ☐ Keep pipeline estimates separate from recognized income.
- ☐ Reconcile bank deposits and explain differences from gross commissions.

Business and owner activity

- ☐ Keep business and personal transactions clearly separated.
- ☐ Record owner contributions, distributions, and intercompany transfers correctly.
- ☐ Support loan balances and separate principal, interest, and fees.
- ☐ Keep receipts and business-purpose documentation organized for the owner and tax professional.

Use consistent commission definitions

Define gross commission income and company dollar in your reports. Company dollar generally reflects gross commissions less the agreed agent splits and other commission deductions; it is not net profit.

Findings and follow-up

Finding or action	Owner	Due

Review costs and agent payments

Agent splits and contractor costs

- ☐ Tie agent and contractor payments to commission schedules, invoices, and approved agreements.
- ☐ Review split calculations, caps, referral arrangements, and approved adjustments.
- ☐ Track outstanding amounts and distinguish advances from earned payments.
- ☐ Check the correct period, entity, team, and category for each payment.
- ☐ Retain payment support for the business and the responsible filing professional.

Operating expenses

- ☐ Review marketing, technology, occupancy, subscriptions, and other recurring costs.
- ☐ Explain unusual charges, duplicate spending, and material changes.
- ☐ Separate loan principal, owner distributions, and capital purchases from operating expenses.
- ☐ Review reimbursements with their business purpose and supporting records.
- ☐ Record questions for the tax professional instead of assuming an item is deductible.

Worker classification, payroll administration, and tax or information-return filings belong with the appropriate professional. Greenkey does not provide payroll services or income-tax preparation or filing.

Review performance and cash

Start with the Balance Sheet and loan support. Then pull a trailing Profit & Loss and General Ledger to review balances, category accuracy, and changes across closing cycles.

Choose a useful reporting view

- ☐ Review gross commission income and company dollar using consistent definitions.
- ☐ Review team or entity performance where the supporting data allows it.
- ☐ Explain operating expense and net income changes.
- ☐ Review commission receivables and expected collection dates.
- ☐ Review available operating cash, commitments, debt payments, and reserves.
- ☐ Build a 30-to-90-day cash outlook with clearly stated pipeline and timing assumptions.

Forecast closing activity carefully

A potential closing is an assumption for planning, not guaranteed cash or automatically recognized revenue. Update the outlook when expected dates or probabilities change.

Performance findings and decisions

Finding or action	Owner	Due

Turn the review into action

- ☐ Commission receipts, splits, and closing records are reconciled.
- ☐ Business, owner, and intercompany activity are correctly separated.
- ☐ Balance Sheet, loans, trailing P&L, and General Ledger are reviewed.
- ☐ Profitability and available cash are understood as different measures.
- ☐ Records are organized for leadership and the owner's tax professional.

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 Real Estate bookkeeping services

Schedule a Discovery Call

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.