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HOW WE CLOSE THE BOOKS

A Monthly Close Checklist for Growing Companies

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Who it's for: owners of multi-entity or multi-location businesses in healthcare, real estate, MCA (funders, ISOs and lenders) and tech startups whose month-end close is late or unreliable. Use this as a working calendar: if each step below is not done by its day, that is where your close is slipping.

THE 10-DAY CLOSE CALENDAR

WHEN	WHAT GETS DONE
Day 1–2	**Clean the starting line** ▪ Reconcile every bank and credit card account. ▪ Cut off bills and invoices so each lands in the right month.
Day 3–4	**Code costs and check balances** ▪ Code payroll by location and by entity. ▪ Review accounts payable and accounts receivable: aging, duplicates, unapplied cash.
Day 5–6	**Match the books to the period** ▪ Book accruals for costs incurred but not yet billed. ▪ Match revenue to the period it was earned. ▪ Post intercompany entries for multi-entity groups.
Day 7–8	**Review before anyone sees it** ▪ Review the full trial balance. ▪ Check variances against budget and explain the big ones. ▪ Tie out every balance-sheet account to support.
Day 9–10	**Deliver the monthly package** ▪ P&L by location and by entity, plus the cash position. ▪ A 13-week cash forecast. ▪ Lender and investor reporting, such as a borrowing base.

SIGNS YOUR CLOSE IS BROKEN

- The close takes more than 3 weeks.
- Numbers change after the fact.
- There is no P&L by location or by entity.
- Lender or investor requests take days to answer.
- Cash surprises you.

WHAT A FIXED CLOSE LOOKS LIKE

- A 12-entity healthcare group's close went from 6 weeks to 10 days.
- A logistics company raised its margin by 9 points.
- A lender with about 180 loans now gets a monthly borrowing base.

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