

Welcome to the Charles H. Greenthal Monthly Management Report (MMR) tutorial. We have created this site as a guide to help you get the most out of your MMR. Please remember we have a team of Financial Analysts who are always available to answer any accounting or financial questions you may have.

In summary, the MMR consists of eight main sections:

1. Financial Highlights & Cash (2)
2. Profit & Loss - Summary and Detail (2)
3. Monthly Status – Current and Past Tenants (2)
4. Aged Delinquency Report – Current and Past (2)
5. Detail General Ledger
6. Cash Disbursements by Account
7. Unpaid Invoices
8. Bank Statements

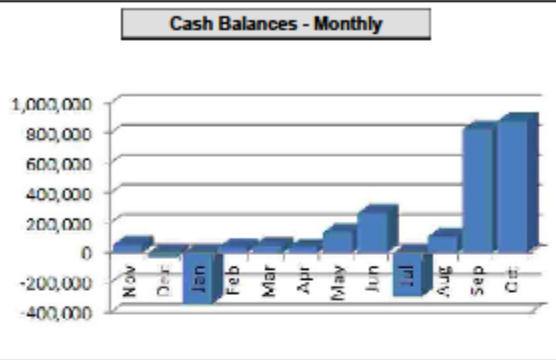
1. **A. FINANCIAL HIGHLIGHTS:** Three important indicators are reported in this section of MMR. They are the book balances of all bank accounts, accounts payable and accounts receivable. In all three we report the balances at the beginning of the month, the change for the month and the closing balance. As indicated on the reports, these numbers correspond with the detailed ledgers found in sections 1A, 2A&B, 3A&B, 7 and 8. The correlation, especially to the bank statement is a strong indication that all transactions have been recorded and reconciled. The balances also illustrate in a snapshot the company's cash position as well as what it is owed and what it owes. The net of those three numbers, cash + receivables – payables is one way to gauge the financial health of the company. If the result is a positive number the company should be able to meet its current obligations. If cash minus payable is positive that is even better. Our objective is to maintain adequate cash flow so that vendors & contractors can be paid in a timely fashion. This requires successful collection efforts and accurate forecasting.

B. CASH: This page lists all the company's bank accounts in detail which can be traced back to the Status Report, the Disbursements, the Profit & Loss and the Financial Highlights.

Financial Highlights
 October 31, 2016

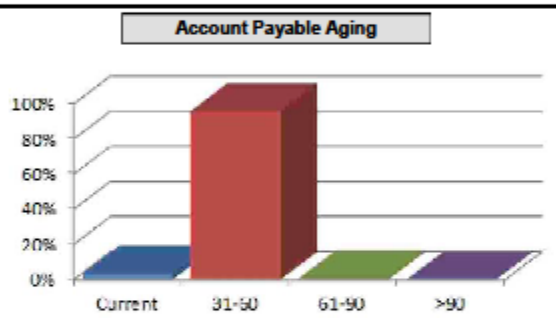
Cash and Cash Equivalents \$885,285

	Current Month	Prior Month	Net Change
Operating Cash	143,982	67,520	75,842
Reserve Accounts	416,178	616,872	(98,696)
Escrow Accounts	322,746	244,090	78,078
Total	885,285	820,660	57,224



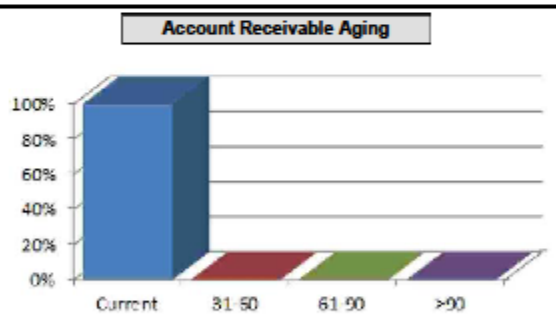
Accounts Payable \$161,243

	%	Current Month	Prior Month	Net Change
Current	3.5%	5,818	157,722	(152,105)
31 - 60 Days	95.8%	154,627	0	154,627
61 - 90 Days	0.7%	1,098	0	1,098
Over 90 Days	0.0%	0	0	0
Total	100%	161,243	157,722	3,521



Accounts Receivable \$2,227

	%	Current Month	Prior Month	Net Change
Current	100.0%	9,326	15,131	(6,804)
31 - 60 Days	0.0%	0	0	0
61 - 90 Days	0.0%	0	0	0
Over 90 Days	0.0%	0	0	0
Subtotal	100%	9,326	15,131	(6,804)
Prepayments		(7,099)	(16,447)	8,948
Total	100%	2,227	(315)	2,642



ABC CORPORATION

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Cash & Cash Equivalents Detail Report

Printed 11/22/16

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Menu ID CDR

Cash Basis

Account Number	Description	Current Month	Prior Month	Change
Operating Cash				
10100	SAMPLE BANK	143,362.16	67,519.97	75,842.19
Total Operating Cash		143,362.16	67,519.97	75,842.19
Reserve Accounts				
10200	SAMPLE	149,933.71	246,822.76	(96,889.05)
10250	SAMPLE	269,242.42	269,048.95	193.47
Total Reserve Accounts		419,176.13	515,871.71	(96,695.58)
Escrow Accounts				
10350	SAMPLE	322,746.43	244,668.57	78,077.86
Total Escrow Accounts		322,746.43	244,668.57	78,077.86
Total		885,284.72	828,060.25	57,224.47

2. **A&B. PROFIT & LOSS – SUMMARY & DETAIL:** The profit and Loss Statement is the report that compares actual results of operations to the operating budget. The Summary P&L presents the activity by category and the P&L Detail reports on an account by account basis with account numbers so you can trace the amounts being reported to individual transactions reported in the General Ledger Detail. Following the section in the Profit & Loss Reports where we report results of operations we have included the non-operating income and expense items, capital assessments and expenditures, transfers, borrowings and repayments. The reasons for including these transactions which are not typically found in the P&L is to report all transactions that effect cash and thereby tie the closing cash balance in the operating account to the P&L, further enhancing the integrity of the report.

ABC CORPORATION										
PROFIT & LOSS SUMMARY										
October 2016										
Page 3										
Printed 11/22/16										
Menu ID ISGR										
Basis: Cash Basis										
Current Month										
Year To Date										
Account Number	Description	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance	Total Annual Budget
OPERATING INCOME										
Total RESIDENTIAL INCOME		206,585	197,605	8,980	5%	2,072,878	2,090,042	-17,164	-1%	2,485,250
Total OTHER INCOME		1,940	490	1,450	296%	284,715	4,900	279,815	5,711%	5,900
TOTAL OPERATING INCOME		208,525	198,095	10,430	5%	2,357,593	2,094,942	262,651	13%	2,491,150
OPERATING EXPENSES										
Total LABOR & RELATED		77,627	87,656	9,729	11%	866,946	906,282	39,336	4%	1,096,321
Total UTILITIES		3,782	4,427	645	15%	147,153	146,188	-965	-1%	198,908
Total OTHER OPERATING EXPENSES		3,880	3,742	62	2%	56,057	37,420	-18,637	-50%	44,900
Total REPAIRS & MAINTENANCE		1,154	7,517	6,363	85%	155,059	75,167	-79,892	-106%	90,200
Total PROFESSIONAL		6,719	4,184	-2,535	-61%	94,809	42,390	-52,419	-124%	51,300
Total INSURANCE		0	0	0	0%	0	0	0	0%	50,073
Total ADMINISTRATION		2,014	999	-1,015	-102%	10,050	9,990	-60	-1%	12,000
Total REAL ESTATE TAXES		0	0	0	0%	882,032	931,333	49,301	5%	931,333
Total CORPORATION TAXES		0	0	0	0%	4,976	4,975	-1	0%	19,300
TOTAL OPERATING EXPENSES		95,276	108,525	13,249	12%	2,217,082	2,153,745	-63,337	-3%	2,494,335
Operational Cash Flow		113,249	89,571	23,679	26%	140,512	-58,803	199,314	-339%	-3,185
Total NON-OPERATING INCOME		0	0	0	0%	96,428	0	96,428	100%	0
Total BORROWINGS & TRANSFERS		97,058	0	97,058	100%	1,423,364	0	1,423,364	100%	0
Total Non-Operating Income		97,058	0	97,058	100%	1,519,792	0	1,519,792	100%	0
Total CAPITAL EXPENSES		56,026	23,333	-32,692	-140%	162,404	233,330	70,926	30%	280,000
Total REPAYMENTS & TRANSFERS		78,440	0	-78,440	100%	1,755,251	0	-1,755,251	100%	0
Total Disbursements		134,466	23,333	-111,132	-476%	1,917,855	233,330	-1,684,325	-722%	280,000
CHANGE IN NON-OPERATING CASH		-37,407	-23,333	-14,074	166%	-397,862	-233,330	-164,532	14%	-280,000
CHANGE IN TOTAL CASH		75,842	66,238	9,605	15%	-257,351	-292,133	34,782	-12%	0
Cash Beginning		67,520				400,713				
Closing Cash		143,362				143,362				

The review of the P&L should focus first on the Year-To-Date variances. As a rule of thumb, a variance greater than \$1,000 and 10% should be investigated and communicated to the Manager and Board if corrective action is recommended. Some variances should be investigated regardless of size, for example, Maintenance and Common Charges.

Please note that the Profit & Loss Statements are currently prepared on the Cash Basis (Actual column is cash received or disbursed) and the budget is prepared on the Accrual Basis. A Modified Accrual Basis is available.

ABC CORPORATION
PROFIT & LOSS DETAIL
October 2016

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Basis: Cash Basis

Account Number	Description	Current Month				Year To Date				Total Annual Budget
		Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance	
NON-OPERATING INCOME										
49140	Investment Interest/Dividend	0	0	0	0%	428	0	428	0%	0
49150	Flip Tax	0	0	0	0%	96,000	0	96,000	0%	0
	Total NON-OPERATING INCOME	0	0	0	0%	96,428	0	96,428	100%	0
BORROWINGS & TRANSFERS										
70050	Transfer From Reserve	97,058	0	97,058	0%	743,062	0	743,062	0%	0
70110	Insurance Claim Proceeds	0	0	0	0%	6,534	0	6,534	0%	0
20850	Alteration Deposits	0	0	0	0%	673,768	0	673,768	0%	0
	Total BORROWINGS & TRANSFERS	97,058	0	97,058	100%	1,423,364	0	1,423,364	100%	0
	Total Non-Operating Income	97,058	0	97,058	100%	1,519,792	0	1,519,762	100%	0
CAPITAL EXPENSES										
63340	Canopy	0	833	833	100%	0	8,330	8,330	100%	10,000
63380	Compliance - LL 84 & LL 87	0	1,000	1,000	100%	0	10,000	10,000	100%	12,000
63470	Electrical Upgrade	0	0	0	0%	2,969	0	-2,969	0%	0
63500	Elevators	56,025	21,500	-34,525	-161%	79,734	215,000	135,266	63%	258,000
63640	Facade	0	0	0	0%	46,233	0	-46,233	0%	0
63900	Lobby Renovation	0	0	0	0%	33,468	0	-33,468	0%	0
	Total CAPITAL EXPENSES	56,025	23,333	-32,692	-140%	162,404	233,330	70,926	30%	280,000
REPAYMENTS & TRANSFERS										
15100	Cash in Bank - Tenant Security Dep	0	0	0	0%	673,768	0	-673,768	0%	0
71050	Transfer to Reserve	440	0	-440	0%	298,002	0	-298,002	0%	0
71150	Real Estate Tax Escrow	78,000	0	-78,000	0%	783,481	0	-783,481	0%	0
	Total REPAYMENTS & TRANSFERS	78,440	0	-78,440	100%	1,755,251	0	-1,755,251	100%	0
	Total Disbursements	134,465	23,333	-111,132	-476%	1,917,655	233,330	-1,684,325	-722%	280,000
	CHANGE IN NON-OPERATING CASH	-37,407	-23,333	-14,074	166%	-397,862	-233,330	-164,532	14%	-280,000
	CHANGE IN TOTAL CASH	75,842	66,238	9,605	15%	-257,351	-292,133	34,782	-12%	0
	Cash Beginning	67,520				400,713				
	Closing Cash	143,362				143,362				

3. **MONTHLY STATUS – CURRENT & PAST TENANTS:** There are two Monthly Status Reports, Current Tenants and Past Tenants. They report similar activity including the opening balance, charges, payments received and closing balance. At the end of each report is a summary of activity for the month which combined ties back to the Income section found in the Profit & Loss Statement Detail (Cash Basis).

**ABC CORPORATION
Status Report
1 - Current Tenants
October 2016**

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Tenant	Unit No	Lease Expires	Billing					Adjustments		Payment Detail		Payments Summarized by G/L Account		Balance Due Summarized by Charge	
			Opening Balance	Base Charge	Chg Code	Miscellaneous Charges	Amount Billed	Total Due	Charge Description	Adjust Amount	Date Paid	Payment	G/L Account Description	Amount Paid	Charge Description
John Doe	PH-A		0.00	5,782.55						10/04/16	5,782.55	Maintenance	5,782.55		
John Doe	PH-B		-6,705.51	5,782.55					RET ABATEMENT	11,522.34	10/05/16	0.00	RE Tax Abatement C	11,522.34	MAINTENANCE
											10/05/16	5,131.83	Maintenance	-827.98	
											10/05/16	5,782.55			
John Doe	SVT10		0.00	447.58				447.58			10/04/16	447.58	Maintenance	447.58	
John Doe	SVT11		295.58	447.58				743.16			10/04/16	447.60	Maintenance	447.60	MAINTENANCE
John Doe	SVT12		0.00	447.58				447.58			10/04/16	447.58	Maintenance	447.58	
John Doe	SVT14		0.00	447.58				447.58			10/18/16	447.58	Maintenance	447.58	

Miscellaneous Income

Deposit Date	Comments	Deposit Amount	Account	Description	Amount
10/31/2016	FUNDS TRANSFERRED	41,032.70	10200	SAMPLE	41,032.70
10/24/2016	FUNDS TRANSFERRED	56,025.00	10200	SAMPLE	56,025.00
Total Miscellaneous Income					97,057.70

Tenant Count: 33 Unit Count: 1

Building Totals

Charge Description	Opening Balance	Monthly Charges	Adjustments	Payments	Closing Balance
MAINTENANCE	7,227.83	197,906.27		202,437.74	2,406.18
PRIOR BALANCE	-7,542.75			-7,364.79	-177.68
ALTERATION FEE			1,900.00	1,600.00	0.00
RET ABATEMENT			11,822.34	11,822.34	0.00
Building Totals	-316.12	197,906.27	13,822.34	208,085.29	2,227.20

Payment Summary by Account

Account	Account Description	Tenant Payments	Miscellaneous Income	Total Income
40050	Maintenance	202,437.74	0.00	202,437.74
47410	Alteration Fees	1,600.00	0.00	1,600.00
12100	Tenant Accounts Receivable	-7,364.79	0.00	-7,364.79
45250	RE Tax Abatement Credits	11,822.34	0.00	11,822.34
10200	SAMPLE BANK	0.00	97,057.70	97,057.70
Building Totals		208,085.29	97,057.70	305,142.99

4. **AGED DELINQUENCY REPORT – CURRENT & PAST TENANTS**: These two reports show all tenant accounts with balances due and prepaid. When combined, the totals due in the report summaries ties back to the Accounts Receivable section in the financial highlights.

ABC CORPORATION
Aged Delinquency Report

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 Printed: 11/22/2016

Current Tenants
 As of October 2016

Time: 5:16:34AM
 Menu ID: DRA

Unit	Occupant	Home Telephone	Office Telephone	Chg Code	Charge Description	Prepaid	Current	30 Days	60 Days	90 Days & Over	Total Balance Due	In Legal	Last Paid Date	Last Paid Amount
													Legal Status	
03-A	John Doe			000	MAINTENANCE	-582.28					-582.28	<input type="checkbox"/>	10/16	5,762.55
03-B	John Doe			000	MAINTENANCE	-5,762.55					-5,762.55	<input type="checkbox"/>	10/16	17,287.65
06-A	John Doe			000	MAINTENANCE	-250.12					-250.12	<input type="checkbox"/>	11/16	6,377.97
10-A	John Doe			000	MAINTENANCE		3,445.57				3,445.57	<input type="checkbox"/>	11/16	7,049.34
10-B	John Doe			000	MAINTENANCE		5,583.98				5,583.98	<input type="checkbox"/>	11/16	7,049.34
15-A	John Doe			027	PRIOR BALANCE	-177.98					-177.98	<input type="checkbox"/>	11/16	
PH-B	John Doe			000	MAINTENANCE	-315.00					-315.00	<input type="checkbox"/>	11/16	5,762.55
SVT11	John Doe			000	MAINTENANCE		285.58				285.58	<input type="checkbox"/>	11/16	447.60
Tenant Totals for Building				000	MAINTENANCE	-6,919.93	9,325.09				2,405.16			
				027	PRIOR BALANCE	-177.98					-177.98			
					TOTALS	-7,097.89	9,325.09	0.00	0.00	0.00	2,227.20			
Total Arrears for Building				000	MAINTENANCE	-6,919.93	9,325.09				2,405.16			
				027	PRIOR BALANCE	-177.98					-177.98			
					TOTALS	-7,097.89	9,325.09	0.00	0.00	0.00	2,227.20			

5. **DETAIL GENERAL LEDGER**: This report (Cash Basis) includes all of the cash transactions for the month in the income, expense, non-operating, capital and transfer, borrowing and repayment accounts. It is in general ledger account number order to make it easy to reference to the Profit & Loss Detail.

ABC CORPORATION											
										Page 24	
										Printed 11/22/2016	
Detail General Ledger (Cash)											
10/01/16 thru 10/31/16											
Menu ID DGL											
Item Count	Description	Src	Trans Date	Check or Voucher No.	Sub Code	Cash Account	Prior Period YTD	Debits	Credits	Monthlv Totals	Running Balance
Account: 70050 Transfer From Reserve											
1	SAMPLE	GJ	10/31/16				-846,004.34		-97,057.70		-743,062.04
Monthly Totals for: October 2016								0.00	-97,057.70	-97,057.70	-743,062.04
Account: 70110 Insurance Claim Proceeds											
1	No Current Period Activity						-8,534.40				-8,534.40
Account: 71050 Transfer to Reserve											
1	SAMPLE	GJ	10/31/16				297,561.89	439.98			298,001.87
Monthly Totals for: October 2016								439.98	0.00	439.98	298,001.87
Account: 71150 Real Estate Tax Escrow											
1	SAMPLE	GJ	10/31/16				705,480.77	78,000.00			783,480.77
Monthly Totals for: October 2016								78,000.00	0.00	78,000.00	783,480.77

6. CASH DISBURSEMENTS BY ACCOUNT: This report provides the details of each cash disbursement including amount, invoice number, invoice date (date entered into payables), check number, vendor number, payee name and comments. It is presented in general ledger account number order. On the last page of this report is a summary of what was disbursed by general ledger account number.

ABC CORPORATION							Page	33
Cash Disbursements by Account (Cash)							Printed	11/22/2016
Period of October 01, 2016 thru October 31, 2016							Menu ID	CDA
For G/L Account Range First Account on File to Last Account on File								
Amount	Sub Code	Invoice Number	Invoice Date	Check / Voucher No	Check Date	Vendor Number	Payee Name	Comments
Account: 57300 Contributions								
1,500.00		101316	10/13/16	010324	10/18/16	1600	SAMPLE	DONATION
Total for Account 57300: 1,500.00								
Account: 57550 Messenger								
11.50		341092616	10/01/16	010326	10/19/16	3450	SAMPLE	
Total for Account 57550: 11.50								
Account: 57800 Telephone								
110.82		742-10615	10/06/16	010325	10/18/16	10398	SAMPLE	PETTY CASH REIMBURSEMENT
271.79		2886151 9/16	09/28/16	A1167	10/21/16	3837	SAMPLE	
Total for Account 57800: 382.61								
Account: 63500 Elevators								
56,025.00		C-APPL3	10/21/16	010328	10/25/16	1604	SAMPLE	SERVICE ELEVATOR MODERNIZATION
Total for Account 63500: 56,025.00								

General Ledger Summary		
Account	Account Description	Amount
10350	SAMPLE BANK	78,000.00
50050	Gross Wages	48,036.59
50060	Overtime	1,336.68
50250	FICA Employer's Share	3,624.02
50300	FUTA	18.00
50350	SUTA	70.00
50500	Worker's Compensation	2,562.78
50550	Employee Pension Fund	4,623.75
50600	Employee Health & Welfare Fund	16,042.01

7. **UNPAID INVOICES:** This reports lists the unpaid invoices, in the system, as of the end of the month.

ABC CORPORATION											Page	35	
Unpaid Invoices											Printed	11/22/2016	
As of October 2016											Menu ID	UIGL	
Company Code	Sub Com Code	Voucher Number	Job ID No.	Invoice Number	Invoice Date	Invoice Amount	Account Number	Account Description	Account Distributions	0-30 Days Past Due	31-60 Days Past Due	61-90 Days Past Due	Over 90 Days Past Due
Vendor: SAMPLE													
0000		471959		16912FASD2	10/17/16	1,590.12	53900	LANDSCAPING	1,590.12	1,590.12			
Totals						1,590.12				1,590.12	0.00	0.00	0.00
Vendor: SAMPLE													
0000		447445		CONTRACT	08/25/16	400.01	63500	ELEVATORS	400.01			400.01	
Totals						400.01				0.00	0.00	400.01	0.00
Vendor: SAMPLE													
0000		450576		CONTRACT	09/05/16	148,695.00	63500	ELEVATORS	148,695.00		148,695.00		
Totals						148,695.00				0.00	148,695.00	0.00	0.00
Vendor: SAMPLE													
0000		447212		P74444-16	07/31/16	349.33	52350	SUPPLIES	349.33			349.33	
0000		473923		P74444-16	07/31/16	349.33	52350	SUPPLIES	349.33			349.33	
Totals						698.66				0.00	0.00	698.66	0.00
Vendor: SAMPLE													
0000		448332		CONTRACT	08/30/16	5,514.30	63470	ELECTRICAL UPGRADE	5,514.30		5,514.30		
Totals						5,514.30				0.00	5,514.30	0.00	0.00
Vendor: SAMPLE													
0000		471960		99519	10/14/16	113.00	52410	UNIFORMS - NEW	113.00	113.00			
Totals						113.00				113.00	0.00	0.00	0.00
Vendor: SAMPLE													
0000		466795		12806863	10/01/16	1,927.50	55250	ENGINEER	1,927.50	1,927.50			
0000		466796		12806861	10/01/16	200.00	55250	ENGINEER	200.00	200.00			
0000		472520		12806862	10/01/16	1,787.10	55250	ENGINEER	1,787.10	1,787.10			
Totals						3,914.60				3,914.60	0.00	0.00	0.00
Vendor: SAMPLE													
0000		451623		168398	08/22/16	317.50	52400	UNIFORMS - CLEANING	317.50		317.50		
Totals						317.50				0.00	317.50	0.00	0.00
Grand Totals						161,243.19				5,617.72	154,526.80	1,098.67	0.00

8. **BANK STATEMENTS:** Includes the operating account statement and bank reconciliation for the month prior and the reserve account bank statements for the current month.