

### Financial Accounting Services

- Review tenant leases to verify accuracy in tenant billings.
- Set up financial accounting systems (utilizing the Skyline financial software reporting package) for each project with respect to such items as: lease abstracts, lease options and other critical dates, tenant invoicing, and accounts payables.
- Review current parking situation and associated billings to ensure that the billings are correct.
- Set up each project's current approved budget in the property accounting system.
- Review existing receivable and payable balances. Identify any problems and resolve them.
- Oversee the payment of property taxes (and mortgage payments, if applicable) and the filing of necessary paperwork.
- Establish and maintain property operating bank accounts, collect rents and pay property operating expenses.
- Ensure that strong procedures are in place and followed for the prompt collection of all revenue due owner, thus resulting in minimal receivable balances and the maximization of each project's income.
- Prepare and deliver monthly rent statements to tenants.
- Prepare and review monthly financial statements with owner representatives. Discuss and implement any agreed upon changes.

### Budget Preparation

- Develop detailed annual operating expense and capital expense budgets in standardized formats.
- Set up budgets in the accounting system and include detailed and time-phased documentation of the expected revenue and expenses as well as appropriate explanation of all relevant assumptions.
- Developed in this manner, the budget becomes a working document for the property manager and owner alike, and real world variances can be translated into specific management actions to insure achievement of the bottom line projections.

### Escalation Reviews / Operating Expense Billing

- Prepare CAM and operating expense reconciliations and escalations, operating expense billings and adjustments, and ensure OE collections.
- Examine tenant operating cost escalations that have been billed; assessing whether or not escalation calculations have been performed in accordance with lease provisions and industry standards.
- Scrutinize costs to ensure that non-escalating costs have been correctly omitted.

### Financial Reporting

- Prepare a Comprehensive Financial Management Report immediately following the completion of each month's financial activity for review by ownership.
- Include in the Report a review of the overall financial activities (revenues, expenses, capital improvements, etc) at the property during the reporting period.
- Include in the Report additional documentation such as budget comparison reports (monthly and year-to-date) monthly general ledger, rent roll, lease expiration report, vacancy report, delinquency aging report, and activity reconciliation report.

