Monthly Close Rebuild

How I move a close from late and fragile to useful for decisions.

Context: a fast close is not the goal by itself. The goal is trusted numbers inside the decision window.

What Broken Looks Like

- Cash reconciles late, old cleanup hijacks the current month, AP/AR is always a little behind, and leadership gets numbers after the decision window has closed.
- The accounting problem becomes an operating problem because burn, runway, margin, and obligations are not trusted.

My Rebuild Pattern

- Define the balances that must be right every month: cash, AR/AP, revenue/deferred revenue, payroll, inventory/COGS, accruals/prepaids, tax, intercompany, and treasury.
- Give each material area an owner, source, schedule, reviewer, and exception note.
- Keep historical cleanup visible, but stop letting it block current-month reporting.

What I Have Done Before

- Reduced close from 18-20 days to 3-5 days.
- Owned JEs, reconciliations, intercompany, payroll accounting, inventory/COGS, revenue recognition, deferred revenue, and multi-entity reporting.
- Handled roughly 85 monthly JEs on average across 2022-2025, with peak months above 120.

Where The Trap Is

- Overbuilding controls before the company has a repeatable close rhythm.
- Hiding unresolved issues in spreadsheets instead of carrying them forward in the management pack.

What I Can Show Privately

- Close checklist, JE/recon structure, open-item log, variance review format, and sanitized support. I will not publish raw ledgers or company exports.

Public version: methodology and judgment only. I can walk through examples live; raw company files stay private.