SAMPLE REPORT · ILLUSTRATIVE NUMBERS ONLY

PHÆNIX

ADVISORY SERVICES

Sample Law Group, APC

September 2026

MONTHLY FINANCIAL PACKAGE

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September 2026 at a glance

A steady September: collections up, costs in line, and trust in balance.

COLLECTED, YTD	SPENT, YTD	NET INCOME, YTD	OPERATING CASH
$414,530	**$251,163**	**$163,367**	**$48,211**
Jan–Sep, cash basis	All expenses	39.4% margin	Sep 30; $39,874 on Aug 31

WHAT CHANGED AND WHY IT MATTERS

- **Collections drove the month.** Legal fees of $52,000 were the highest this year, led by two marital settlement agreements that closed in mid-September.
- **Costs rose with the new paralegal.** Salaries moved up $1,400 a month from July; total spending was otherwise in line with August.
- **Cash is healthy.** Operating cash rose to $48,211, about 1.7 months of spending.
- **Coming up: estimated tax on Dec 15.** The fourth-quarter California payment is due; we'll share the amount ahead of time.

SEPTEMBER VS. PRIOR MONTH

	Sep	Aug	Change
Income	$52,950.00	$52,581.25	$368.75
Expenses	$29,717.00	$30,987.00	($1,270.00)
Net income	**$23,233.00**	**$21,594.25**	**$1,638.75**

Business health at a glance

YOUR KPIS, CHOSEN WITH YOU

These eight tiles are illustrative. At the start of an engagement we agree with you which KPIs matter most for your practice, such as collections, realization, cash runway, trust balances or revenue per attorney, and we report on them every month.

COLLECTIONS · Year to date

$414,530

September $52,950

REALIZATION RATE · Billed vs. worked hours

91.0%

412 of 452 hours worked were billed

COLLECTION RATE · Collected vs. billed

94.0%

September collections vs. invoices

PROFIT MARGIN · Year to date

39.0%

Net income $163,367

OPERATING CASH · Sep 30

$48,211

About 1.7 months of spending

TRUST BALANCE · IOLTA at Sep 30

$78,665.00

Agrees to books and client ledgers

A/R OVER 90 DAYS · Accrual

$2,150.00

One client; see aging

REVENUE PER ATTORNEY · Year to date

$207,265

2 attorneys

TAX ALERT

Quarterly estimated tax

December 15, 2026

Fourth-quarter California estimate for the corporation.

COMPLIANCE ALERT

CTAPP annual reporting (State Bar)

Opens February 2027

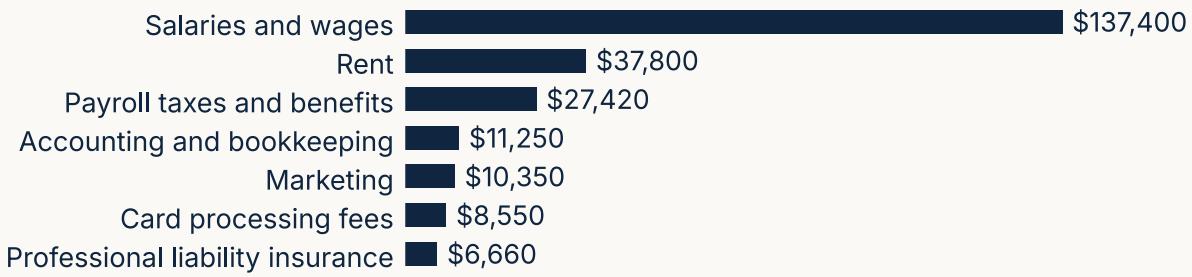
Register the IOLTA and complete the annual self-assessment.

Profit and loss

Cash basis, January–September 2026.

Account	Sep	Aug	Year to date	Prior YTD
INCOME				
Legal fees	$52,000.00	$51,650.00	$407,500.00	$312,400.00
Costs recovered	$950.00	$931.25	$7,030.00	$5,900.00
Total income	**$52,950.00**	**$52,581.25**	**$414,530.00**	**$318,300.00**
EXPENSES				
Salaries and wages	$16,200.00	$16,200.00	$137,400.00	$128,000.00
Payroll taxes and benefits	$3,240.00	$3,240.00	$27,420.00	$25,600.00
Rent	$4,200.00	$4,200.00	$37,800.00	$36,000.00
Practice management software	$612.00	$612.00	$5,508.00	$4,900.00
Professional liability insurance	$740.00	$740.00	$6,660.00	$6,400.00
Bar dues and CLE	$495.00	$1,850.00	$2,345.00	$2,100.00
Card processing fees	$1,120.00	$1,077.50	$8,550.00	$7,300.00
Office and supplies	$460.00	$480.00	$3,880.00	$3,800.00
Accounting and bookkeeping	$1,250.00	$1,250.00	$11,250.00	$9,000.00
Marketing	$1,400.00	$1,337.50	$10,350.00	$7,800.00
Total expenses	**$29,717.00**	**$30,987.00**	**$251,163.00**	**$230,900.00**
Net income	**$23,233.00**	**$21,594.25**	**$163,367.00**	**$87,400.00**

LARGEST EXPENSES, YEAR TO DATE



Balance sheet

What the business owns and owes at September 30, 2026. Client trust money appears on both sides: it is held for clients and is not firm cash.

Balance sheet line	Sep 30	Aug 31	Sep 30, 2025
ASSETS			
Operating checking …1111	$48,210.55	$39,874.20	$31,200.00
Client trust account (IOLTA) …2222	$78,665.00	$99,860.00	$64,500.00
Costs advanced to clients	$2,486.40	$2,310.15	$1,450.00
Total assets	**$129,361.95**	**$142,044.35**	**$97,150.00**
LIABILITIES			
Credit card …3333	$3,912.18	$4,205.66	$2,800.00
Client trust liability	$78,665.00	$99,860.00	$64,500.00
Payroll liabilities	$2,140.00	$2,140.00	$1,800.00
Total liabilities	**$84,717.18**	**$106,205.66**	**$69,100.00**
EQUITY			
Owner's equity, beginning	$1,277.77	$1,277.77	$5,050.00
Owner distributions	($120,000.00)	($105,573.08)	($205,000.00)
Net income, year to date	$163,367.00	$140,134.00	$228,000.00
Total equity	**$44,644.77**	**$35,838.69**	**$28,050.00**
Total liabilities and equity	**$129,361.95**	**$142,044.35**	**$97,150.00**

Three-way reconciliation

Sample Bank IOLTA ...2222 at September 30, 2026. Bank, books and client ledgers, each adjusted for the known items.

BANK

Bank statement

Ending balance	$78,665.00
Deposits in transit	$7,500.00
Outstanding checks	($1,200.00)
Adjusted balance	**$84,965.00**

BOOKS

Client trust liability

Per the books	$78,665.00
Deposits in transit	$7,500.00
Outstanding checks	($1,200.00)
Adjusted balance	**$84,965.00**

CLIENT LEDGERS

Practice management

Total of client ledgers	$84,965.00
Balance	**$84,965.00**

Difference: $0.00 All three sources agree at **$84,965.00** after known items.

Reconciling item	Amount	Status	Detail
Ellery deposit in transit	$7,500.00	Clears in October	Received Sep 29; on the October statement.
Check 1047 outstanding	$1,200.00	Clears in October	Forensic accountant fee for the Garland matter, issued Sep 26.

SIGN-OFF

PREPARED BY

Phaenix Advisory
Phaenix Advisory Services

Date

ATTORNEY

Taylor R. Sample
Sample Law Group, APC

Date

Client trust ledgers

Every client with trust money or trust activity in September 2026.

Client	Matter	Aug 31	Received	Paid out	Sep 30	Last activity
Abbott, Quinn	2026-014 Dissolution	$25,000.00	–	–	**$25,000.00**	Aug 12, 2026
Birchwood, Dana	2026-021 Custody and visitation	$12,000.00	$5,000.00	($4,350.00)	**$12,650.00**	Sep 22, 2026
Calder, Rosa	2026-030 Support modification	$4,500.00	–	($1,875.00)	**$2,625.00**	Sep 15, 2026
Drayton, Paul	2025-088 Property division	$31,250.00	–	–	**$31,250.00**	Apr 3, 2026
Ellery, Sam	2026-041 Dissolution	$0.00	$7,500.00	–	**$7,500.00**	Sep 29, 2026
Fairfax, Lee	2026-009 Sale of marital residence	$48,600.00	–	($48,600.00)	**$0.00**	Sep 10, 2026
Garland, Mia	2026-036 Domestic violence restraining order	$6,000.00	$2,500.00	($3,200.00)	**$5,300.00**	Sep 26, 2026
Hartwell, Ray	2024-112 Closed matter refund	$640.00	–	–	**$640.00**	Jun 18, 2025
Total, 8 clients		**$127,990.00**	**$15,000.00**	**($58,025.00)**	**$84,965.00**	

Account reconciliations

Every bank, card and loan account reconciled to its Sep 30 statement.

ACCOUNTS RECONCILED
3 of 3
Bank, card and loan accounts

UNRECONCILED DIFFERENCE
$0.00
Every account agrees to its statement

RECONCILED THROUGH
Sep 30
2026 statements

Account	Statement	Reconciling items	Books	Difference	Status
Operating checking ...1111 Outstanding checks (2): ($1,650.00)	$49,860.55	($1,650.00)	$48,210.55	$0.00	Reconciled
IOLTA trust ...2222 Three-way reconciliation on its own page	$78,665.00	–	$78,665.00	$0.00	Reconciled
Credit card ...3333 Charges after statement date: $400.00	$3,512.18	$400.00	$3,912.18	$0.00	Reconciled

Receivables and payables

Unpaid client invoices and vendor bills by age at September 30, 2026. The books are on the cash basis, so receivables are not on the balance sheet.

ACCOUNTS RECEIVABLE

Client	Current	1–30	31–60	61–90	90+	Total
Birchwood, Dana	–	$6,400.00	$1,850.00	–	–	**$8,250.00**
Calder, Rosa	–	$2,250.00	–	–	–	**$2,250.00**
Garland, Mia	–	$1,800.00	$950.00	–	–	**$2,750.00**
Iverson, Kim	–	–	–	–	$2,150.00	**$2,150.00**
Jarrett, Kai	$1,200.00	$3,300.00	–	–	–	**$4,500.00**
Total	**$1,200.00**	**$13,750.00**	**$2,800.00**	**$0.00**	**$2,150.00**	**$19,900.00**

ACCOUNTS PAYABLE

Vendor	Current	1–30	31–60	61–90	90+	Total
Office landlord	$4,200.00	–	–	–	–	**$4,200.00**
Court reporting vendor	–	$875.00	–	–	–	**$875.00**
IT support	–	$450.00	–	–	–	**$450.00**
Total	**$4,200.00**	**$1,325.00**	**$0.00**	**$0.00**	**$0.00**	**$5,525.00**

Costs advanced to clients

Client costs the firm paid that should be billed back.

BALANCE AT SEP 30
$2,486.40
To bill back to clients

COURT AND FILING FEES
$1,836.40
E-filing and court fees, Process servers

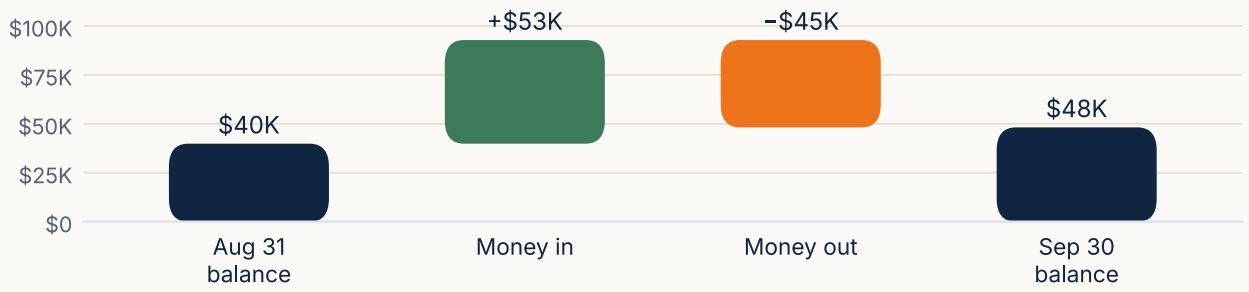
OTHER CLIENT COSTS
$650.00
Records and copies, Expert deposits

What makes up the balance, by type	Amount
COURT AND FILING FEES	
E-filing and court fees	$1,186.40
Process servers	$650.00
Total court and filing fees	$1,836.40
OTHER CLIENT COSTS	
Records and copies	$410.00
Expert deposits	$240.00
Total other client costs	$650.00
Costs advanced to clients, Sep 30	**$2,486.40**

Cash in, cash out, what's coming

OPERATING CHECKING (...1111)

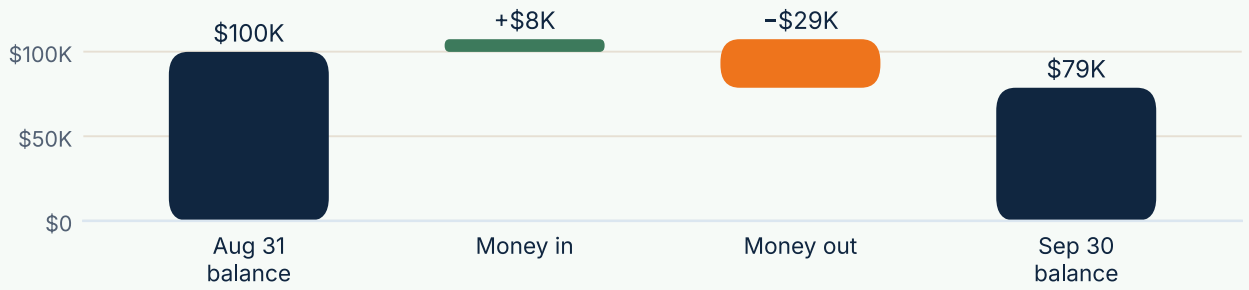
Aug 31 **$39,874.20** → Sep 30 **$48,210.55**



Per the bank statement. In $52,950.00 · Out $44,613.65.

IOLTA TRUST (...2222)

Aug 31 **$99,860.00** → Sep 30 **$78,665.00**



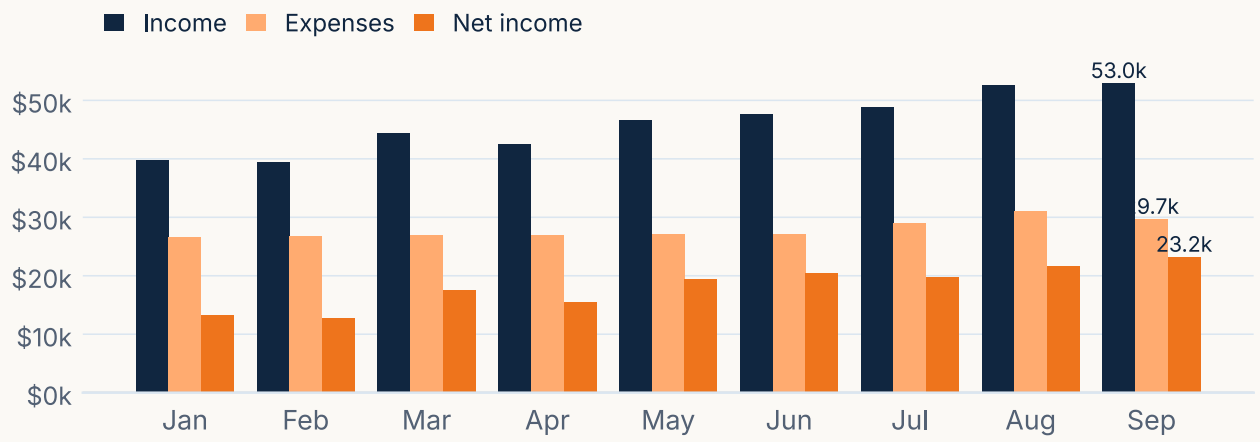
Per the bank statement. In $7,500.00 · Out $28,695.00.

Coming due	When	Amount
Payroll	Oct 15 and Oct 31	About $8,100 per run
Estimated tax (California)	Dec 15, 2026	Amount to be shared in November
Malpractice renewal	Jan 2027	About $8,900 annual

Trends and prior year

How 2026 is tracking month by month and against the same period last year.

INCOME, EXPENSES AND NET INCOME BY MONTH



Year to date	2026	2025	Change
Income	$414,530.00	$318,300.00	30.2%
Expenses	$251,163.00	$229,480.00	9.4%
Net income	**$163,367.00**	**$88,820.00**	**$74,547.00**

Worth a look

Items from the September transactions that are unusual, off-pattern, or may be costing money. Each is a quick confirm or investigation for you to consider.

TRUST

Disbursement two days after deposit

Garland, Mia: $3,200 paid out Sep 26; the $2,500 deposit cleared Sep 24.

Waiting for deposits to clear protects other clients' funds.

SPEND

Marketing up 56%

Marketing rose from $900 in January to $1,400 in September.

Worth checking which channels bring in clients.

TRUST

Dormant client balance

Hartwell, Ray: $640.00 with no activity since Jun 2025.

Consider returning it or starting the unclaimed-funds process.

SPEND

Card processing fees

$1,120 in September, up from $780 in January.

Ask retainer clients to pay by ACH.

SPEND

Two document-signing services

Two e-signature subscriptions billed in September ($40 and $25).

Cancel the one you don't use.

A/R

Older invoice

Iverson, Kim owes $2,150 from June.

Worth a follow-up call.

Upcoming and advisory

Deadlines in the next few months, and ideas worth considering.

COMING UP

Oct 15	**Payroll**	Mid-month run of about $8,100; the Oct 31 run is about the same.
Nov	**Advisory meeting**	Monthly 60-minute review of this package, the cash forecast and year-end decisions.
Dec 15	**Estimated tax**	Fourth-quarter California payment for the corporation.
Jan 2027	**Malpractice renewal**	Annual premium of about $8,900.
Feb 2027	**CTAPP**	State Bar trust account registration and self-assessment opens.

IDEAS TO CONSIDER

Consider an S-corp salary review

Year-to-date profit of $163,367 supports reviewing officer salary before year end.

Plan for the malpractice renewal

Setting aside about $740 a month covers the January premium.

Keep about two months of spending in operating cash

Operating cash of $48,211 covers about 1.7 months; the December estimate and January premium are the two largest outflows ahead.

Resolve the dormant trust balance

Hartwell, Ray: $640.00 has had no activity since June 2025. Returning it now keeps the CTAPP self-assessment clean.

SAMPLE REPORT · ILLUSTRATIVE NUMBERS ONLY

Thank you, Taylor.

Sample Law Group, APC

SEPTEMBER 2026 MONTHLY FINANCIAL PACKAGE

Reviewed and approved by Phaenix Advisory

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ADVISORY SERVICES

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