Larkspur Precision

Board Book

2026-11-13

The period shown on this page. PGOS, from the company file.

The 80/20 Institute

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One-page summary

Sample company. These aren't your numbers.

This book is the board pack for 2026-Q4.

Board reporting. 12 lines have a dollar on the Profit Bridge. 2 lines are unknown. Signing does not add them again. Plan $491.0K. Actual $192.2K. A board pack does not add a dollar. A blank line stays unknown. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

A blank stays off. Nothing here posts.

Profit Bridge

Line	Plan	Actual	Status
Pricing	$122.7K	Unknown	at_risk
Simplify	$195.4K	Unknown	at_risk
Cost Reduction	$69.9K	Unknown	at_risk
Strategy Planning	$286K	$234K	on_track
Strategy Execution	$295.3K	$198K	on_track
Procurement	$91.2K	$91.2K	on_track
Sales	$117.8K	Unknown	at_risk
Marketing	$117.2K	Unknown	at_risk
Lean Operations	$96K	$73.7K	on_track
Talent	$25.6K	$16.1K	on_track
Safety	$13K	$11.2K	on_track
Product Management	Unknown	Unknown	not_started
M&A	$4.3M	$4.2M	on_track
SIOP	Unknown	Unknown	not_started

The pack

The 2026-Q4 pack is a draft.

Plan $491.0K. Actual $192.2K.

Signing does not add a dollar.

Your three priorities

Read from the priorities already saved. Nothing is written back.

Your three priorities

Item	Owner	Status	Target
Reprice custom jobs quoted below true co st	Sales	On track	Reprice custom jobs quoted below true co st
Set order minimums and setup charges o n small runs	Operations	Off track	Set order minimums and setup charges o n small runs
Give freed machine hours to repeat work for top customers	Sales	On track	Give freed machine hours to repeat work for top customers
Hold the price floor o n core accounts	Tom Reyna	On track	
Visit every core acco unt this quarter	Tom Reyna	On track	
On-time delivery bac k to the goal	Devon Walsh	On track	
Exit the unprofitable tail	Devon Walsh	Off track	
Gross margin holds at the year plan	Irene Kowalski	On track	

Charters

Charter	Owner	Aim
Reprice the three deepest di scounts	Tom Reyna	Sales work for Larkspur Prec ision.
Monthly call plan for core ac counts	Tom Reyna	Sales work for Larkspur Prec ision.
Walk-away rule on one-off q uotes	Tom Reyna	Sales work for Larkspur Prec ision.

Charter	Owner	Aim
New-account list for the core line	Tom Reyna	Sales work for Larkspur Precision.
Quote desk standard reply	Tom Reyna	Sales work for Larkspur Precision.
On-time recovery on the late jobs	Devon Walsh	Operations work for Larkspur Precision.
Tail-customer exit list	Devon Walsh	Operations work for Larkspur Precision.
Callback or rework review	Devon Walsh	Operations work for Larkspur Precision.

Module scorecards

Each row is a module that already has a number. A module with no data is omitted.

Scorecards

Module	Plan	Actual
Pricing	$122.7K	Unknown
Simplify	$195.4K	Unknown
Cost Reduction	$69.9K	Unknown
Strategy Planning	$286K	$234K
Strategy Execution	$295.3K	$198K
Procurement	$91.2K	$91.2K
Sales	$117.8K	Unknown
Marketing	$117.2K	Unknown
Lean Operations	$96K	$73.7K
Talent	$25.6K	$16.1K
Safety	$13K	$11.2K
M&A	$4.3M	$4.2M

Calendar

Weekly stays a desk date. It is not a third pack.

Meetings

Kind	Date	Status	Agenda	Flag
monthly	2026-01-08	held	agenda	—
monthly	2026-02-08	held	agenda	—
monthly	2026-03-08	held	agenda	—
monthly	2026-04-08	held	agenda	—
monthly	2026-05-08	held	agenda	—
monthly	2026-06-08	held	agenda	—
monthly	2026-07-08	held	agenda	—
monthly	2026-08-08	held	agenda	—

Minutes

quarterly 2026-08-12.

The quarterly meeting was held. The pack was reviewed. The lender conversation stays in the room.

Decisions and consent

A decision is not a dollar. Approving a consent item adds nothing.

Decisions

Decision	Owner	Due	Status
Keep the quarterly p ack to the core work.	Carla Bennett	2026-12-15	open
Ask the lender for th e coverage workshe et.	Carla Bennett	2026-08-01	overdue
Record the watch ite m in the minutes.	Carla Bennett	2026-07-01	overdue
Leave the long tail of f the pack.	Carla Bennett	2026-12-01	open
Close the minutes fr om the last quarterly meeting.	Carla Bennett	2026-06-01	done
Name the pack own er for the year.	Carla Bennett	2026-03-01	done
File the consent list with the minutes.	Carla Bennett	2026-04-01	done
Drop the extra appe ndix.	Carla Bennett	2026-05-01	dropped

Consent

Item	Status	Owner
Prior minutes	approved	Carla Bennett
Roster change	pending	Carla Bennett
Committee charter	pending	Carla Bennett
Routine report list	withdrawn	Carla Bennett

Risk register

High band: likelihood times impact is 15 or more, or one side is 5 and the other is 3 or more. Both numbers are typed. There is no other score.

A risk is not a dollar.

Likelihood times impact. A blank score stays off. Nothing here posts.

2 more risks stay on the register.

Risk scores

Risk	Score
Customer concentration	20
Lender watch	16
Supplier single source	12
Working capital	12
Safety incident	10
Key person	9
Talent gap on the line	9
Price realization	8

Heat map

Rows are impact, from 5 down to 1. Columns are likelihood, from 1 to 5.

Heat map

1	2	3	4	5
5 × 1: Open	5 × 2: Open (1)	5 × 3: High	5 × 4: High	5 × 5: High
4 × 1: Open	4 × 2: Open (1)	4 × 3: Open (1)	4 × 4: High (1)	4 × 5: High (1)
3 × 1: Open	3 × 2: Open (1)	3 × 3: Open (2)	3 × 4: Open (1)	3 × 5: High
2 × 1: Open	2 × 2: Open	2 × 3: Open (1)	2 × 4: Open	2 × 5: Open
1 × 1: Open	1 × 2: Open	1 × 3: Open	1 × 4: Open	1 × 5: Open

Revenue and earnings

Last 8 quarters · revenue and earnings · one point per quarter

Revenue is sales. Earnings are before interest, tax, and depreciation. A quarter needs three months or it stays off the line.

Nothing here posts.

Sales and earnings by quarter

Quarter	Revenue	Earnings
2024 Q4	$3,297,273	$331,584
2025 Q1	$2,657,766	$294,394
2025 Q2	$2,881,439	$318,036
2025 Q3	$2,989,980	$327,206
2025 Q4	$3,470,814	$360,364
2026 Q1	$2,754,712	$306,782
2026 Q2	$2,993,386	$331,021
2026 Q3	$3,112,702	$341,315

KPIs

A blank plan, actual, or prior year is Unknown. A KPI does not post.

KPIs versus plan

KPI	Actual	Plan	Prior year	Status
Trailing-12 revenue	$12.0M	$12.0M	Unknown	on_track
Gross margin	48.8%	Unknown	Unknown	unknown
People	60	60	Unknown	on_track
Open sales pipeline	$5.3M	Unknown	Unknown	unknown
Marketing pipeline	$24.2M	Unknown	Unknown	unknown
Procurement savings	$91.2K	Unknown	Unknown	unknown
Lean savings	$96.0K	Unknown	Unknown	unknown
People cost	$3.6M	Unknown	Unknown	unknown
Order backlog	$5.4M	$5.0M	$4.8M	on_track

Which dollar KPI holds the actual

Month 2026-10. Dollar KPIs on this pack. Each bar is one KPI. A KPI that is not in dollars stays off. A blank stays off. A loss stays off. The longest bar holds the most. Nothing here posts.

Each bar is the actual already named for that dollar KPI. A percent, a count, a day count, and any other unit stay off this chart. A blank actual stays off. It is not stored as zero. A loss stays off. A known zero stays on the chart. The longest bar holds the most. The chart shows the eight largest. The rest stay on the KPI list. Nothing posts.

Dollar KPIs

KPI	Actual
Marketing pipeline	$24.2M
Trailing-12 revenue	$12.0M
Order backlog	$5.4M
Open sales pipeline	$5.3M
People cost	$3.6M
Lean savings	$96.0K
Procurement savings	$91.2K

Covenants

Watch when actual is within 10 percent of the limit. Breach at or beyond the limit.

This is not a lender portal. A covenant does not post.

Covenants

Covenant	Limit	Actual	Headroom	Status
Leverage	3	3.2	-0.2	breach
Interest coverage	3	3.2	0.2	watch
Minimum liquidity	1000000	1800000	800000	in compliance
Fixed charge coverage	1.2	1.6	0.3	in compliance
Tangible net worth	6000000	8500000	2500000	in compliance

Roster and committees

A board member can read a pack and cannot sign.

Roster

Name	Role	Committees	Reads the pack
Carla Bennett	chair	audit	Yes
Willa Fen	director	compensation	Yes
Hugo Adler	director	operations	Yes
Nora Cho	director	audit	Yes
Silas Pell	director	compensation	Yes
Edith Hart	director	operations	Yes
Carl Voss	director	audit	Yes
Mae Solano	advisor		Yes
Ivan Nguyen	advisor		Yes
Rosa Brooks	advisor		Yes

Actions

Completing an action adds no dollar. Open the charter in Strategy Execution.

Actions

Action	Owner	Due	Status
Tie the quarterly pac k to the core work.	Carla Bennett	2026-08-01	overdue
Confirm the covenan t watch with the lend er.	Carla Bennett	2026-08-01	overdue
Write the missing mi nutes.	Carla Bennett	2026-08-01	overdue
Name a backup for t he pack owner.	Carla Bennett	2026-09-01	done
Review the high-ban d risk.	Carla Bennett	2026-09-01	done
Share the signed pa ck with the board.	Carla Bennett	2026-09-01	done
Check the prior-year KPI that is still blank.	Carla Bennett	2026-10-01	dropped
Close the dropped a ppendix.	Carla Bennett	2026-10-01	dropped

Investor update

Draft — not sent.

Draft — not sent. The core work leads the pack.