Keel & Crane Supply

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 $2.5M. Actual $1.6M. 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	$766.8K	Unknown	at_risk
Simplify	$486.8K	Unknown	at_risk
Cost Reduction	$248.2K	Unknown	at_risk
Strategy Planning	$1.2M	$990K	on_track
Strategy Execution	$1.8M	$1.2M	on_track
Procurement	$1.1M	$1.1M	on_track
Sales	$117.8K	Unknown	at_risk
Marketing	$117.2K	Unknown	at_risk
Lean Operations	$600K	$460.5K	on_track
Talent	$63.2K	$53.8K	on_track
Safety	$80.9K	$70K	on_track
Product Management	Unknown	Unknown	not_started
M&A	$3.8M	$3.8M	on_track
SIOP	Unknown	Unknown	not_started

The pack

The 2026-Q4 pack is a draft.

Plan $2.5M. Actual $1.6M.

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
Raise prices on low-margin small accounts	Sales lead	On track	List the small accounts below the margin line.
Serve small accounts at lower cost	Operations lead	Watch	List small accounts that order by phone.
Sell more top products to top customers	Customer service lead	Not started	Name the top products the top customers do not buy yet.
Hold the price floor on core accounts	Luis Ortega	On track	
Visit every core account this quarter	Luis Ortega	On track	
On-time delivery back to the goal	Nina Petrov	On track	
Exit the unprofitable tail	Nina Petrov	Off track	
Gross margin holds at the year plan	Elliot Marsh	On track	

Charters

Charter	Owner	Aim
Reprice the three deepest discounts	Luis Ortega	Sales work for Keel & Crane Supply.
Monthly call plan for core accounts	Luis Ortega	Sales work for Keel & Crane Supply.
Walk-away rule on one-off quotes	Luis Ortega	Sales work for Keel & Crane Supply.
New-account list for the core line	Luis Ortega	Sales work for Keel & Crane Supply.

Charter	Owner	Aim
Quote desk standard reply	Luis Ortega	Sales work for Keel & Crane Supply.
On-time recovery on the late jobs	Nina Petrov	Operations work for Keel & Crane Supply.
Tail-customer exit list	Nina Petrov	Operations work for Keel & Crane Supply.
Callback or rework review	Nina Petrov	Operations work for Keel & Crane Supply.

Module scorecards

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

Scorecards

Module	Plan	Actual
Pricing	$766.8K	Unknown
Simplify	$486.8K	Unknown
Cost Reduction	$248.2K	Unknown
Strategy Planning	$1.2M	$990K
Strategy Execution	$1.8M	$1.2M
Procurement	$1.1M	$1.1M
Sales	$117.8K	Unknown
Marketing	$117.2K	Unknown
Lean Operations	$600K	$460.5K
Talent	$63.2K	$53.8K
Safety	$80.9K	$70K
M&A	$3.8M	$3.8M

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.	Mara Keel	2026-12-15	open
Ask the lender for th e coverage workshe et.	Mara Keel	2026-08-01	overdue
Record the watch ite m in the minutes.	Mara Keel	2026-07-01	overdue
Leave the long tail of f the pack.	Mara Keel	2026-12-01	open
Close the minutes fr om the last quarterly meeting.	Mara Keel	2026-06-01	done
Name the pack own er for the year.	Mara Keel	2026-03-01	done
File the consent list with the minutes.	Mara Keel	2026-04-01	done
Drop the extra appe ndix.	Mara Keel	2026-05-01	dropped

Consent

Item	Status	Owner
Prior minutes	approved	Mara Keel
Roster change	pending	Mara Keel
Committee charter	pending	Mara Keel
Routine report list	withdrawn	Mara Keel

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	$20,675,535	$1,570,565
2025 Q1	$16,517,238	$1,230,151
2025 Q2	$17,985,121	$1,317,725
2025 Q3	$18,750,051	$1,360,878
2025 Q4	$21,747,590	$1,591,246
2026 Q1	$17,173,598	$1,338,643
2026 Q2	$18,713,339	$1,422,340
2026 Q3	$19,493,063	$1,472,098

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	$75.0M	$75.0M	Unknown	on_track
Gross margin	27.3%	Unknown	Unknown	unknown
People	56	56	Unknown	on_track
Open sales pipeline	$30.3M	Unknown	Unknown	unknown
Marketing pipeline	$20.2M	Unknown	Unknown	unknown
Procurement savings	$1.1M	Unknown	Unknown	unknown
Lean savings	$600.0K	Unknown	Unknown	unknown
People cost	$12.0M	Unknown	Unknown	unknown
Order backlog	$3.8M	$3.5M	$3.3M	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
Trailing-12 revenue	$75.0M
Open sales pipeline	$30.3M
Marketing pipeline	$20.2M
People cost	$12.0M
Order backlog	$3.8M
Procurement savings	$1.1M
Lean savings	$600.0K

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	3.2	3.0	0.2	watch
Interest coverage	3	4.1	1.1	in compliance
Minimum liquidity	1200000	2200000	1000000	in compliance
Inventory advance	8000000	6200000	1800000	in compliance

Roster and committees

A board member can read a pack and cannot sign.

Roster

Name	Role	Committees	Reads the pack
Mara Keel	chair	audit	Yes
Owen Voss	director	compensation	Yes
Leah Hart	director	audit	Yes
Jonas Nguyen	director	compensation	Yes
Greta Solano	director	audit	Yes
Paul Iqbal	director	compensation	Yes
Ida Brooks	advisor		Yes
Theo Marlow	advisor		Yes

Actions

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

Actions

Action	Owner	Due	Status
Tie the quarterly pack to the core work.	Mara Keel	2026-08-01	overdue
Confirm the covenant watch with the lender.	Mara Keel	2026-08-01	overdue
Write the missing minutes.	Mara Keel	2026-08-01	overdue
Name a backup for the pack owner.	Mara Keel	2026-09-01	done
Review the high-band risk.	Mara Keel	2026-09-01	done
Share the signed pack with the board.	Mara Keel	2026-09-01	done
Check the prior-year KPI that is still blank.	Mara Keel	2026-10-01	dropped
Close the dropped appendix.	Mara Keel	2026-10-01	dropped

Investor update

Draft — not sent.

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