

[Print onto your Company's Letterhead]

**AGENDA**  
**BOARD OF ADVISORS/DIRECTORS MEETING**  
<Insert Date>

Big picture: Your quarterly agenda should include major impact items such as the previous quarter's financial results, a budget review, overall operations, and a review of any problem jobs. You should also discuss the company's safety program, subcontractor issues, insurance/risk management, human resources, IT, estimating hit ratio, and job backlog. Any major purchases that are being considered for the coming months should also be on the table.

The meeting should close out with a mega-type issue such as succession planning or a discussion about capital or cash retention. Remember, for best results, these meetings should be facilitated by someone who has the ability to keep the meeting on track. Sullivan & Associates, Inc. can serve in this capacity. See contact information on the bottom of page 2.

[EXAMPLE BELOW]

- |                 |                   |  |
|-----------------|-------------------|--|
| <b>8:15 AM</b>  | <b>John Jones</b> | <b>FINANCIAL</b> <ul style="list-style-type: none"><li>• Quarterly financials &amp; analysis</li><li>• Budget, cash and receivables</li><li>• Bonding update</li><li>• Special projects update</li></ul>   |
| <b>10:30 AM</b> | <b>Sam Smith</b>  | <b>OPERATIONS &amp; PROJECT REVIEW</b> <ul style="list-style-type: none"><li>• Review WIP</li><li>• Problem jobs</li><li>• Superintendent issues and comp</li><li>• Safety</li><li>• Shop/Sub Management/PM's</li><li>• Other current operation priorities</li></ul> |
| <b>11:15 AM</b> | <b>Bill Lee</b>   | <b>ISURANCE &amp; RISK MANAGEMENT</b> <ul style="list-style-type: none"><li>• Update on Group Builders decision</li><li>• Review of new or outstanding claims</li></ul>  |

**11:30 AM      Mary Smith**

**HUMAN RESOURCES**

- Training/ Performance Review/Org Issues
- Employee turnover
- Salary Survey

**WORKING LUNCH**

**12:00: PM      Bob Builder**

**ESTIMATING & MARKETING**

- Current and planned priorities
- Analysis of bidding & backlog results
- Presentation of potential software purchase
- BIM software discussion

**1:00: PM      Suzie Concrete**

**NEXT BOARD MEETING AND MEGA ISSUE**

*Note: It is recommended that you select one mega topic per meeting and rotate items for discussion throughout the year.*

- Succession issues
- Capital and cash retention issues
- Next Meeting date and the calendar for the next year

**2:00: PM**

**ADJOURN**

For deeper insight on this subject, I suggest reading [5 Steps to Board Success: New Approaches to Board Effectiveness and Business Success](#) by Mark Daly. Additionally, I offer a free one-on-one consultation to help guide you through a Board restructuring process. You may also request a free, 30-minute presentation on this topic – or other mega industry-related issues – which I can present to your existing Board, management team, or employees, as appropriate. If you're ready to forge ahead in becoming the very best corporation you can be, give me a call.

*Garrett Sullivan is the President of Sullivan & Associates, Inc., Past President of the General Contractors Association of Hawaii and 2010 SBA Small Business Person of the Year for Oahu. Reach him at [gsullivan@sullivanhi.com](mailto:gsullivan@sullivanhi.com), [www.sullivanhi.com](http://www.sullivanhi.com) or 478-2564.*