AI-87-2 has me to devise and present at the 4-Dec meeting of the WG 9 a plan to implement the General Principles for the "rebooting of the ARG" that are posted here for everyone's memory: <https://www.open-std.org/jtc1/sc22/wg9/n650_WG9_General_Principles.pdf>.

The proposal rests on two key principles:

1. The Ada programming language shall continue to be an international standard under ISO. Going away from it would expose the future of the language to the risk of losing communitarian control, losing the confidence of industrial users, dissolving the motivation of language-technology owners to align their implementation to a commonly agreed specification.
2. All key roles in the ISO-conformant bodies of technical work on the Ada language specification shall be filled by individuals committed, at a personal level, and enabled, by their employer if any, to operate on a voluntary basis. Where finances are needed to support the associated effort (e.g., for travel, equipment, or work duties beyond occasional volunteering) the Ada community at large should secure the necessary funding.

Endorsing principle 1 requires formal and explicit approval by WG 9, which should be opportune to reflect in public and social media. Actuating principle 1 requires defining a New-Work-Item plan to present to ISO before September 2025. At the 10-Oct WG 9, the ARG has put forward a work proposal, centred around producing a Corrigendum document that, if approved, may warrant decent latitude to language design that goes beyond "errors" and "corrections", via the route of "omissions", and a justified time span of some years ahead to allow for it.

Endorsing and actuating principle 2 requires understanding what is needed and what can be done.

Three roles are essential to the correct operation of the bodies required by ISO: (1) WG 9 convenor, currently Pat Rogers; (2) ARG convenor, currently Steve Baird; (3) project editor, currently Randy Brukardt.

- In addition to work time, the role of WG 9 convenor role requires (1) travel to WG 9 meetings that have an in-person component, and (2) attendance at the annual SC 22 Plenary, wherever that may be held.
- In addition to requiring the largest time investment, the role of Ada project editor includes development and maintenance of various tools used to actually create the documents critical to the ISO process.
- The role of ARG convener requires attention to procedures and technicalities, as well as the energy to arrange and lead the ARG meetings.

At present, all those three roles rely on AdaCore funding. The General Principles recalled above require taking a different arrangement to that, whose implementation may be accelerated by known retirement plans.

- Pat Rogers has communicated that he will be fully retired at the end of 2025, coinciding with the end of his current term as WG 9 convener.
- Randy Brukardt has communicated that he anticipates to phase down his work as Project Editor in the course of 2025, with a view to facilitating a smooth hand-over to another volunteer.

My proposal regarding the implementation of principle 2 builds on the following elements:

a) Have the Ada User Society become the principal stakeholder and financial donor to the "ISO side of Ada matters". The Ada User Society has been legally established on 11-Jul 2024, in accord with its more elder-sibling Ada-Europe, with the mission to become the "single voice of all Ada users worldwide in all *political* and strategic *matters that concern the future of Ada* as *an international standard*". (The plan and the expectation is that, over time, the membership of the Ada User Society will acquire all members of all other Ada societies, and acquire further members, so that it can really be what it aims to be.) ISO

requires WG 9 membership to be by-country and allows for type-C liaisons with stakeholder organizations. Ada-Europe is and has long been a type-C liaison to WG 9, and SIGAda, in its new formation, has filed an application for a type-C liaison too. The understanding is that the Ada User Society be the body where all Ada users should find the opportunity to hear about and feed their views on the directions that the evolution of the Ada language specification should take.

b) As per its mission, the Ada User Society will direct its financial capacity to support the operation of the ISO-related Ada work. For the year 2025, this capacity is expected to range 5k euro, arising from: (1) a starting grant donation of 2k from Ada-Europe; (2) membership fees collected starting from January 2025 throughout the year; and (3) a sponsorship program to be launched with "friend-of-Ada" enterprises explicitly dedicated to this purpose (and realized in accord with the other Ada societies). Assuming that the Ada User Society gains the trust of all of its potential members, this financial capacity may stabilize past 2025 to that level or perhaps even slightly increase.

c) The above provision determines the capacity of spending that can be afforded by the execution of the three key roles combined. This suggests concentrating that capacity on the most taxing role, that of project editor, and finding candidates for the other two roles that would have no significant need for funding. In that light:

   a. I (Tullio) am prepared to volunteer for one term as WG 9 convener, carrying autonomous financial capacity to sustain traveling as well as decisional autonomy to devote work time to the tasks associated with that function.

   b. Steve Baird might continue in his role of ARG convener, with the consent of his employer, in the view that he can be regarded as the link with the technical work on Ada carried out by AdaCore outside of the ARG. Alternatively, Richard Wai has indicated willingness to consider taking that role without requiring extra funding.

   c. Randy, assuming he is willing, should continue his project editor work in cost-containment mode throughout the year 2025, receiving the entirety of the support capacity provided for by the Ada User Society for that year. In that same time span, we should all collectively "grow" a person that is capable and willing to take over from Randy, counting on Randy's expert support in the transition, which hopefully may extend beyond the end of 2025. There currently are no obvious candidate for that role, but I must assume that one may be found among those who have been donating quality time to "Ada things".