

The topics discussed are listed here. The moderators’ notes from each topic are presented in order below.

- 1 CoMET field and paraprofessional recruitment strategies
- 2 What are the threats to the future of CoMET services and relevance
- 3 What does good safety look like in an organization?
- 4 Business Expansion (other than mergers and acquisitions)
- 5 Employee Retention and Satisfaction
- 6 What Current Project and Business Issues are Increasing Your Firm's Risks?
- 7 Strategies for Selling Value Instead of Low Fees
- 8 Recruiting the Best New Graduates
- 9 Keys to Successful Operations Leadership: Above the PM Level
- 10 Building Financial Management Expertise among Non-Financial Professionals
- 11 What are You Doing to Understand and Negotiate the Worth or Selling Price of Your Firm?
- 12 What is Your Firm Doing to Develop Future Leaders?
- 13 Working from Home & Irregular Work Hours
- 14 What are the best apps for travel?
- 15 Taking great photos with your smart phone.
- 16 Leadership Secrets of World and Business Leaders
- 17 Leading Through Change

Topic: 1. CoMET field and paraprofessional recruiting strategies

Moderators: Dan Schaefer, Randy Martin

Number of participants at 1st session: 6 Number of participants at 2nd session: 4

Attracting top-flight talent remains a key objective of most GBA member firms. It is especially challenging for firms providing CoMET services due to the shortage of more traditional field engineering technicians and the increased use of unlicensed paraprofessionals in project management roles. This topic will focus on strategies that are being used to recognize, recruit and attract CoMET field and paraprofessional staff. We will share recruiting successes and failures, and discuss approaches to improve your CoMET practice.

Briefly summarize the ten things from the discussion that were of most interest:

1	Importance of making the application process easy and straight-forward (especially if on-line posting, recruiting and application tracking system used such as iCIMS). Make is easier for candidates to apply for posted positions. Two table participants noted that drug testing (and getting candidates to pass them) is an on-going hindrance to finding CoMET staff.
2	Participation in local and community programs and “broadcast” of that participation very important on social media (showing the applicant the company cares).
3	Success seen in signing bonuses (for both candidates and employees who referred them). Key is to define how long the employee must stay employed for the bonuses to be paid. Four participants indicated that these referral/signing bonuses were one of if the not the biggest keys to finding new CoMET technicians.

4	Volunteering with local organizations to touch more candidates (ACI exams, as an example)
5	Try to identify previous experience on applications or resumes that is particularly applicable to the CoMET position they're applying for. Examples include working at Lowes/Home Depot might show they have interests in construction, working in the culinary arts (e.g., as a waiter) may translate well to a CoMET field and laboratory settings. Some firms have had more success with candidates that have had previous work experience in roles that involved direct customer service and interaction since many CoMET positions require interaction with contractors, other professionals, owners, etc.
6	Summer interns and co-op programs allow the employee and employer to get a feel for the job they will have after graduation.
7	Expanding our search radius outside of the typical engineering schools. We are recruiting at 4-year (but possibly not accredited) schools with engineering and construction science degrees. We are also recruiting at more 2-year schools. Consideration to hiring non-engineering grads (e.g., geologists, env scientists) and/or foreign nationals (with or without engineering degrees) to fill vital paraprofessional roles in our CoMET departments.
8	We are posting ads in areas where unemployment is high, and paying to relocate good candidates.
9	Use of more on line recruiting services (Indeed.com as an example) in lieu of postings and newspaper ads. In general, being more aggressive in our searches.
10	Ensure the new employee has a well defined career path. Some employees may want to do the same job for 25 years. Others (most) likely want to know "what else is out there". Consider providing career paths within CoMET departments and even opportunities to transfer to other departments (e.g., geologist or environmental scientist hired to work as CoMET technician has possibility of transferring to geotech or environmental services departments).

Summarize the three most important items from the discussion that should be shared with GBA members:

1	Be willing to go "outside the box" to find talent such as considering candidates with non-traditional educational backgrounds, finding candidates from other areas and relating them, and having a more robust referral/signing bonus system,
2	Provide candidates the opportunity for advancement (in both salary and position) and a well-defined career path (that could even take them into other operational departments of the firm).
3	Don't give them a reason to exclude you (make the application process easy, show community involvement, show them you are a progressive firm, etc.)

Should we consider using this topic again next year? Probably not, due to low participation. The two tables for a similar topic at the 2015 RT dealing with retention (as opposed to recruiting) strategies were full at both sittings, so the low turnout is a bit confusing. Perhaps these types of topics are losing interest.

Topic: 2. Threats to the future of CoMET services and relevance

Moderators: Saad Hineidi and Pat Donovan

Number of participants at 1st session: 9 Number of participants at 2nd session: 5

Insert an abstract of the topic here.

<p>One of GBA's missions is to help its members identify risks and threats to our businesses. This topic will focus on identifying known or potential threats to CoMET services that could impact the relevance of our business. We will discuss what CoMET providers and trade organizations need to do in order to maintain relevance in the construction marketplace.</p>
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Briefly summarize the ten things from the discussion that were of most interest:

1	Intelligent compaction and the fear that contractors will self-perform CoMET services.
2	Automation or use of robots to obtain samples.
3	General civil firms performing CoMET services in house.
4	Lack of enforcement of the technician certification requirements of the building codes
5	CoMET service is viewed as a necessary evil (check the box), rather than a value by some clients.
6	With appreciable improvement in the quality of the construction materials, there is a perception that checking them is not needed.
7	Finding and retaining qualified technicians that want to have a career in CoMET.
8	

Summarize the three most important items from the discussion that should be shared with GBA members:

1	Commoditization of CoMET services is nothing new, but there is some concern that automation will further reinforce CoMET as a commodity.
2	There is a fear of Civil firms and Contractors performing more of the CoMET services reducing CoMET firms revenues.
3	We should lobby local and state agencies to fully enforce the applicable building codes relating to qualifications of the inspectors and the inspecting agencies.

Should we consider using this topic again next year? YES

Include any additional notes here, attach an additional page if needed:

<ol style="list-style-type: none"> 1. We need to have more dialog with structural engineers and have more conversations about the value of our services. STRUCTURAL ENGINEERS AND ENFORCABLE BUILDING CODES ARE OUR ALLIES. 2. We need to promote more enforcement of the code to building officials. “We have to show up.” CoMET firms need to be more proactive in speaking about local codes being enforced.

Topic: 3. Safety in your organization

Moderators: Maryellen Tuttell and Mike Covert

Number of participants at 1st session: 3 Number of participants at 2nd session: 0

Insert an abstract of the topic here.

<p>We all know the business case for having an effective safety program in our organizations: lower workers compensation claims, higher productivity, increased appeal to potential employees and clients. And more importantly, we know the “people” case – we want our employees to stay safe and healthy. But what does an effective safety program look like, and how do you customize it to your specific areas of practice? How can you craft a safety program that is relevant to the broad variety of employees, from office employees and geotechnical engineers to surveyors to drillers to materials technicians to geotechnical engineers? How do you measure your safety program’s success? This roundtable will provide</p>

an opportunity for sharing thoughts and ideas about how to develop and implement an effective safety program for multi-disciplinary consulting firms.

Briefly summarize the ten things from the discussion that were of most interest.

1	Of the 3 participants, two were small businesses (94 and 25 employees) looking at how to develop better safety programs (one firm had no safety officer, other firm had a PM that also acted as safety officer) and 1 was a large business (1600 employees) that has a full-time safety officer. Moderators firms had PT safety officer (400 employees) and FT safety officer with 3 other safety positions (4,500 employees).
2	Impetus for improving safety typically results from Client pressure. Small company was sole-sourced large project but couldn't pass required safety certification to work on project so lost the job. Large company wanted to work for Eli Lilly but Eli Lilly has EMR standards that weren't met, resulting in improving safety program and FT safety officer. One person shared a story of an employee fatality when employee was enroute to work site and how that motivated the firm's CEO to improve the safety culture (multiple full time safety folks).
3	We discussed safety efforts. One firm shared their STAR (Stop. Think. Act. Refine.) safety program measures, including a STAR observation checklist hanging near doors folks go in and out of so folks can grab them on the way to a site and do a quick check of site operations. Also noted that firm has Geotab units in cars that track driving behavior (speed, etc.)
4	Another firm's safety slogan is "Everyone goes home safe everyday." They feel that if you can ingrain a safety culture into the firm, it becomes easier to ingrain quality culture as well.
5	There was a lot of focus on driving safety. One firm requires a "ride along" check with an employee before they can drive company vehicle (typically van or truck that may be larger than folks are used to); two firms have some type of real time tracking of driver behavior, multiple firms discussed policies with the use of cones during parking. One firm even noted that their policy requires everyone to use a cone when parked, even if backed in and even when out and about (like grabbing lunch at McDonalds).
6	There was discussion of "guidance" versus "requirements." One firm shared that they have safety rules (required) and practices (guidance). If you have 3 "rule" violations, you are terminated. Another firm has LSAs (life-saving absolutes), if you violate one of these you are terminated.
7	One firm noted that drillers do a BMP workshop each year to talk about safety issues and suggest ways that operations can be changed/improved to increase safety. Another mentioned a Safety Stand Up meeting that was held because there were 4 PMVIs (preventable motor vehicle incidents) in one month.
8	There was discussion about "consequences." One firm said that office profit centers get penalized \$200/month if they don't document compliance with certain safety procedures. Others discussed the potential for termination as mentioned above.
9	In discussing the "cone" requirements for all employees, it was noted that the more people you are regulating under a rule, the better the rule better be. If your rule applies to everyone, it better be a really good rule.
10	

Summarize the three most important items from the discussion that should be shared with GBA members:

1	The safety programs in GBA firms range from non-existent to fully-staffed multi-person divisions. Client requirements tend to be what is driving many safety programs.
2	Many firms are adopting technologies that allow for better monitoring of employee driving behaviors in company vehicles.

3	It is important to have consequences for safety infractions. Many firms will terminate employees that violate critical safety requirements.
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Should we consider using this topic again next year? Probably not

Include any additional notes here, attach an additional page if needed:

There was low interest in the topic. Only 3 firms for first session (other than moderators) and none for second session. Likely because most firms' safety staff do not attend GBA conferences, they attend safety-related professional organization meetings.

Maybe having a safety summit day before conference starts would encourage firms to send a safety person to the conference?

Topic 4: Business Expansion, Other than M&A

Moderators: Tom Blackburn and James Harless

Participants: 6 + 2 moderators

Summary of main points:

1. We generally defined this topic as organic growth and service line growth. Generally, we thought non-M&A growth was a vital part of firm growth. Several said this should be at least 50% of your growth.
2. Don't grow for growth's sake. Have a well thought out, well-defined plan, then execute it like a project management task. Define what makes you special in the new business line and why/how you will succeed. Don't dip your toes in it, go all in with principal buy-in and funding.
3. Don't abandon your branch managers in new offices. They should be strong leaders and will need lots of support.
4. Hire an outside planner/consultant to help the BOD overcome "fear" of expansion and help plan the service line or geographic expansion.
5. Best to grow service lines off existing "adjacent" service lines, such as water resources, pavement engineering, environmental. Large civil firms now self-perform geotechnical services, we should strategically add some of these business lines to survive.

Should we consider this topic again? Yes! We had an excellent discussion. However, no one showed up to our second session.

Other comments: It was confusing to alternate session breaks. Maybe only offer each session once, since we had 0 participants in the second session? Time seemed about right.

Topic: 5. Employee Retention and Satisfaction

Moderators: Bryan Field and EJ Barben

Number of participants at 1st session: 9 Number of participants at 2nd session: 7

Insert an abstract of the topic here.

In the "War for Talent", retaining and satisfying your employees is imperative to your company's success. Providing advancement opportunities, challenging projects, good benefits, workplace flexibility and a fun workplace environment are important to engage and retain employees of all levels. Having the right staff manage your employees is also important in order to instill the company culture, provide mentorship, foster teamwork and help to train and develop the employee's professional development. Oh, and make sure you are compensating your staff for what they are worth! This roundtable will focus on building from last fall's conference roundtable discussions and dive deeper into specific questions to help satisfy and retain your best and brightest employees.

Briefly summarize the ten things from the discussion that were of most interest:

1	Important for managers/leaders of the company to engage with ALL employees. Keep your ears open and listen. Sometimes incorrect assumptions are made by both the supervisor and employee – one case history depicted a young, start employee that changed companies in order to shorten his commute; the fact that his original company had another office closer to his home was missed.
2	Work life balance is very important and will vary between employees. Provide an environment that positions your staff to be successful.
3	Interview process is important to determine if the candidate is the right fit for your firm. Be prepared and ask the right questions.
4	One company tried to implement half day Fridays, as long as deadlines/assignments were completed. Received mixed reviews, specifically between salary and hourly staff.
5	Provide staff with career growth/advancements opportunities. Discussion of future career progression/fit within company can help engage employee.
6	Company culture is important. It may take 3 to 5 years for new employees to adopt a company's culture.
7	New generations (i.e., Millennials) tend to not want to work long hours (relative to members of the Baby Boomers or Gen X). However, they are productive when their time at the office is focused.
8	Leaders/managers have found lunch meetings as a good way to engage with employees, especially younger staff. Most younger staff are not as interested in attending social events outside of the work day.
9	Management needs to be aware to not overload staff. Do not push staff too hard or too fast.
10	Losing employees hurt morale and adds stress on management and coworkers. However, if the employee that leaves created a toxic environment, it can be a benefit to your company and culture.

Summarize the three most important items from the discussion that should be shared with GBA members:

1	Employees do not quite companies, they quite managers. Important to have the right leaders managing staff.
2	Project and growth opportunities tend to outweigh salary. Take time to discuss career path and milestones with employees. But make sure you compensating your employees for what they are worth.
3	Employee engagements can be accomplished in many ways. Talk to you staff to understand how they operate and create an environment for staff to thrive both professionally and for the benefit of the company.

Should we consider using this topic again next year? Yes

Topic: 6. Current project and business issues that are increasing our firm's risks.

Moderators: Ted Lewis and Stephanie Cook

Number of participants at 1st session: 6 Number of participants at 2nd session: 5

Insert an abstract of the topic here.

The ability to understand risks, and how clients try to shift those risks to geoprofessionals is critical to limiting the number of claims, and the severity of claims that do occur. In many cases, these risks are not recognized by the geoprofessionals and there is no increase in fee to account for this increase in risk. In addition, numerous business practices in our industry increase the risks we take when completing our services. This round table will focus on identifying those risks, and discussing ways to account for this risk.

Briefly summarize the ten things from the discussion that were of most interest.

1	Documentation is the key
2	Use an attorney as a ghost writer
3	Local government Claims are increasing
4	Environmental factors such as bigger rains, floods, etc are creating more risk
5	Large shortages in labor are causing very inexperienced staff to be involved on projects
6	Prevailing wage in California creates situation where companies are managing staff with no control over them.
7	Getting legal counsel involved early is critical
8	

Summarize the three most important items from the discussion that should be shared with GBA members:

1	Environmental impacts such as bigger rains, floods, etc. are causing more risk to projects
2	Larger contracts creating more risk due to size and inability to change terms.
3	

Should we consider using this topic again next year? _Yes. However, participants made up of engineers and lawyers. It might be better to separate out or be more specific on what we are looking for.

Topic 7: Strategies for Selling Value Instead of Low Fees

Moderators: Victor Barchers and Fernando Pons

Number of participants at 1st session: 5 Number of participants at 2nd session: 7

The Oxford dictionary defines ‘value’ as the worth of something compared to the price paid or asked for it. Wikipedia defines [economic] value as a measure of the benefit that may be gained from goods or services; customer-perceived [marketing] value, is the difference between a customer’s evaluation of the benefits and costs of one product compared to others. In short, Value = Perceived Benefits/Perceived Costs.

Geo-professionals are good at providing outstanding value. We know this. In our case, high value can be significant construction savings, project claim avoidance, improved project resilience and safety, and other project life-cycle savings and benefits. These project benefits, just considering economic value, can – more often than not - exceed our own fees by several multiples. However, our client’s continue to experience cost project pressures from owner and public stakeholders in a dynamic and competitive environment. These cost pressures, coupled with a poor understanding of the benefits of our services, can result in demands to provide low fees for our work. Hence, we increasingly find ourselves educating new clients or stakeholders on the benefits of what we do and provide.

Session 1

What does group think is value to the client?

- Trusting us as advisors, our knowledge and experience.

What metrics can be used to demonstrate value?

- Difficult to prove value and document the actual value to client. Seems like it should be obvious.
- Case studies could be helpful in demonstrating what has happened before.
- Defining the value in the proposal proactively rather than just rates and scope so that clients can see where we are saving them money compared to the competition.

Is there a regional difference with how clients view value?

- West coast may have higher standards that clients expect compared with south. Other regions are more apt to expect bare minimum in fees and costs where value is secondary to bottom line costs.

Educating clients in areas they may not be seeing as costs or risks on the project.

- Fostering professional relationships and clients may gradually stop challenging rates as much.
- Challenges on different types of delivery - design build, etc?
 - Different client motivations dealing with contractors vs owner. Value is demonstrating schedule and velocity. Understanding client drivers and what is important to them is key to demonstrating value.
- Strategies for financial performance under pressure to reduce rates?
 - Daily rates for equipment usages to make up for reduced hourly rates.
 - When possible use lump sum contracting so efficiencies are shared rather than client gains only.
- Lessons learned with taking jobs at low fees and then regretting it later?
 - Needy clients that end up getting a lot of free consulting and advice from constant calls and requests.

Session 2

What is value for our clients?

- Saving time or money for clients.
- Solving their problems for a fee that is acceptable
- Easier to sell value in geotech side than CoMET side. Perception that all firms are the same on the testing side. Difficult at the proposal stage with new client to demonstrate that there are differences in testing firms regarding value and what they get for their money. With opportunity to prove yourself, it is easier to show things like staying on schedule.
- On construction side, value is showing what you bring to the table to help build the sites. Better to sell consulting services throughout the build process rather than just the testing to show expertise and experience beyond simply conveying results.
- In 3-bid requirements, demonstrating the value is challenging because they are only looking at lower costs.
- Testimonials from other happy clients can help with showing value to new clients.
- Clients that competitive bid every job may not understand our business well enough to differentiate one firm from another. May be wise to avoid certain clients.
- Debrief with clients after jobs that were won and executed by others to understand if those low bidders delivered on promises. Gain understanding of the challenges the client faced and where you can sell value in the future.

What opportunities do you see to bring the value to clients?

- More conceptual, less detailed, proposals to protect the intellectual property from being given away for free while still demonstrating expertise and value.
- Selling our expertise by providing basic proposals with optional add-ons so clients can compare level of scope sophistication without missing out based solely on cost.

Topic: 8. Recruiting the Best New Graduates

Moderators: Christopher Clark and Stephen Patt

Number of participants at 1st session: 4 Number of participants at 2nd session: 6

Insert an abstract of the topic here.

Is your firm having trouble or looking for additional insight into attracting new college graduates within the geoprofessional industry? In the highly competitive market for top level new hires, attendees will discuss, share and learn from one another practices used during the college recruiting process all the way from attending career fairs, the interview process to the preparation of an employment offer. With most college graduates expecting standard benefits and competitive salary, firms need to differentiate themselves during the recruiting process to land the best new graduates.

Briefly summarize the ten things from the discussion that were of most interest.

1	Beyond career fair – teaching, have someone assigned to that school that will be almost like a liaison, scholarships, involved in alumni associations/programs, utilize professors at universities (so developing a relationship with the university professors)
2	Have dedicated staff to recruiting (if possible) and use resources to best of ability
3	Sponsor events at career fairs (info sessions, cocktail hour, etc.)
4	Treat recruits like clients and you are trying to win them over to get the best and brightest
5	Internships having a “handler” during an internship so there is consistent contact with the office and have set goals for the field people, teach interns what the engineering side of the tests they are doing, change up their tasks from day to day
6	Using technology to help recruit and also differentiate your firm from others by showing the firm is “tech savvy”
7	Knowing the type of projects you work on and making sure that aligns with the students expectations.
8	What are the best traits: personality fits to your firm, eagerness, ask questions
9	Offer Package (what things besides salary): paying off some of the student loans, housing stipends (to get people to locations that are not as desirable, tax free),
10	Have an onboarding and mentoring process set up, students will ask and want to know onboarding, mentoring, etc.

Summarize the three most important items from the discussion that should be shared with GBA members:

1	Get involved with the university/universities you want to recruit from beyond attending carrier fairs.
2	Treat recruits like clients as you are trying to attract them to your firm.
3	Being honest with the candidate about the type of work they will be doing and the way your firm operates.

Should we consider using this topic again next year? Yes

Topic: 9 Keys to Successful Operations Leadership: Above the PM Level

Moderators: Jeff Gebhard, Stewart Osgood

Number of participants at 1st session: 9 Number of participants at 2nd session: 11

Insert an abstract of the topic here.

Regardless of your firm's size, solid operational leadership and management is essential. This session will focus on what successful operational leadership looks like, starting at developing alignment and a shared purpose for the organization, and extending into coaching and mentoring at the senior level to help project and client managers continually move up in their ability to practice. One easy way to separate the CEO from the COO in any organization is to say CEO is responsible for formulating and delivering the strategic plan, and the COO is responsible for formulating and delivering the annual business plan. As such, we will discuss how to assemble a business plan, how to communicate a business plan, accountability and check-ins, possible re-visitation/modifications, key performance indicators to use and avoid, and how build from year to year to develop a culture of excellence and buy-in and accountability among the next tier or leadership.

Briefly summarize the ten things from the discussion that were of most interest.

1	CEO v COO – How are your companies structured? Most in both sections had a CEO and COO (Maybe not that title, but someone responsible for opps). Consensus was that with larger companies, the need for a COO grows. Seems like somewhere between 100 and 200 the need for split CEO/COO emerges.
2	Can the CEO and COO roles be similar? Some companies treat the COO as the stepping stone to CEO. In fact, it seemed that this is most common. Many at both sessions believe the skills are different. As a company grew, the skills diverged even further. Some folks had witnessed that when COO made the step to CEO, their relationship and the skills they demonstrated morphed.
3	KPIs – How many are enough/too many? Most companies tracked 3-4 KPIs on a monthly basis. Many tracked up to 8 on a quarterly basis. A few companies felt that tracking utilization and DSO should be done more often, as these are the two key metrics to running a company. Important that the company be managed based on a select and manageable number of metrics on at least a monthly basis. Revenue, profit, utilization, DSO, effective multiplier, and backlog were common metrics.
4	How do companies balance opps/BD/technical growth? All table members feel there needs to be a balance within the company. Different roles may require a different balance. Typically smaller companies balance these per individual (seller doer model), larger companies can afford to have specialists.
5	Interesting that at both sessions, mid-sized (150-500) and larger (500+) companies gravitated to our table. Possible due to the perception of the need for someone focused on opps. Or maybe just a sign of who attends the conference.
6	Most people agreed that the COO should be the person in the firm that is responsible for delivering the annual business plan and holding people accountable. The CEO should be the cheerleader and the person responsible for the strategic plan.
7	CEO reports to the BOD, and COO reports to CEO in all the organizations.
8	Common problem is when there is too much overlap between CEO and COO and their efforts are not choreographed.
9	

Summarize the three most important items from the discussion that should be shared with GBA members:

1	Need a COO when you get to about 100 to 200 people. Smaller firms can have the duties of CEO/COO combined in one person.
2	COO needs to hold senior managers accountable for their actions and what they commit to in the annual business plan. Not a popularity contest. CEO should focus on delivering the longer-term strategic plan.
3	Pick several metrics to monitor monthly, drill them into your culture, and share them broadly to drive performance.

Should we consider using this topic again next year? sure

Topic: 10. Building Financial Management Expertise among Non-Financial Professionals

Moderators: June Jewell and Woody Vogt

Number of participants at 1st session: 7 Number of participants at 2nd session: 3

Insert an abstract of the topic here.

<p>Many technical professionals never get exposure to business related topics, and struggle to manage the financial aspects of their project work. As a geotechnical engineer’s career develops, and especially as they move into project management, they may get involved in many aspects of the financial aspect of a project including developing scopes and estimates, reading financial reports, negotiation critical terms and conditions with clients, and assessing the performance of their teams. All of these responsibilities require expertise and competence with financial and business management topics. This roundtable will focus on assessing what skills our technical professionals and project managers need to be successful, and the best practices for developing this expertise in our teams.</p>

Briefly summarize the ten things from the discussion that were of most interest.

1	Financial responsibilities, authorities, and firm expectations vary widely among firms and are shared by non-financial professionals, para-professionals, and administrative staff.
2	Larger firms tend to be more structured, formal, and possibly more project focused than smaller firms.
3	“Project management” is interpreted differently by member firms and the responsibilities and authorities of PMs vary widely, even between disciplines at the same firm.
4	Financial management training varies between those in technical roles and those in management roles as well as with firm size, office size, and project size, scope, and fees.
5	Larger firms appear to provide more focused, formal, and firm-wide training with some outsourcing – PSMJ, ACEC, AEC Business, Lee James, McMahon-Siegel, etc. – while small firms appear to provide little internally-developed training relying more on OJT, one-on-one coaching/training, and outsourcing.
6	Many smaller firms rely heavily on GBA and other organizations for training resources.
7	Not all technical staff are cut out for project management or firm leadership. Some firms are moving towards offering multiple tracks for staff including technical, BD and project management.
8	Firms often struggle with their systems and getting people trained and able to use them effectively.
9	Staff are so busy that training is often made a lower priority even though it is really important.
10	It is good to have people come in from the outside to do training and offer a different perspective and best practices.

Summarize the three most important items from the discussion that should be shared with GBA members:

1	As defined by the topic abstract, “non-financial managers,” are generally interpreted to be “project managers” that might develop technical scopes and service proposals, might negotiate contract terms and conditions, and might assess financial performance of project teams or might simply monitor services – time and units - within the limits of the firm’s scope. However, “project management,” as conveyed by the firm representatives, is interpreted differently by member firms and the responsibilities and authorities of PMs, therefore, vary widely, even between disciplines at the same firm.
2	Firm representatives all agreed that business acumen and an understanding of the terminology are important for all firm professionals but the level of financial management training varies between those in technical roles and those in management roles as well as with firm size, office size, and project size, scope, and fees. Larger firms appear to provide more focused, formal, and firm-wide training with some outsourcing – PSMJ, ACEC, AEC Business, Lee James, McMahon-Siegel, etc. – while small firms appear to provide little internally-developed training relying more on OJT, one-on-one coaching/training, and outsourcing.
3	Depending on firm culture and the expectations of project managers, the dissemination of financial information to “project managers” varies from providing “real-time” information on individual workstations to providing periodic – monthly to quarterly - financials. Particularly in smaller firms, more-senior firm principals – group, discipline, office, and branch managers with greater financial expertise – often assume more responsible roles for financial profitability and performance.

Should we consider using this topic again next year? Possibly

Include any additional notes here, attach an additional page if needed:

In answer to: “Should we consider using this topic again,” I’m not sure. I did not identify any specific “best-practice(s)” emerged while financial management responsibilities, authorities, expectations, training, etc., vary with firm culture, size, office size, and project size, scope, and fees. It might be a good topic for a broader discussion or breakout session around employee development, etc.

Topic 11: Understanding Worth and Negotiating the Selling Price of Your Firm

Moderators: Bill Siegel and Lee James

Number of participants at 1st session: 5 Number of participants at 2nd session: 3

First Session

Questions and discussions included the following:

- How should internal ownership transition valuation price be determined?
 - Discussed the pros and cons of different levels of valuations
 - Discussed value of bringing in an outside consult to assist in the valuation result
- What multipliers are occurring in sales transactions?
 - Shared that crazy high multiples are occurring in recent sale transactions
 - Multipliers on unadjusted earnings recently vary from 6 to 12
 - Buyers always discuss multiples on adjusted EBITDA which then result in usually a 6 to 9 multiple
- How many firms are using brokers to make external transitions”
 - Many shared bad experiences of brokers knowing nothing about the industry, accountants and other inexperienced people being inappropriately used in brokering a transaction.
 - Bill and I shared the importance of utilizing an experienced person who is knowledgeable of the industry.

- If this occurs, many times the value of these individuals will more than pay for their fees.
- Is debt used to make acquisitions?
 - Shared that this varies by transaction. However, it's not uncommon to have a mix of cash, stock of acquiring firm and debt.
 - Also shared that some Buyers request for sellers to carry a note for a period of time.

Second Session:

Questions and discussions included the following'

- What multiples do you see being experienced in sale transactions?
 - Shared that crazy high multiples are occurring in recent sale transactions
 - Multipliers on unadjusted earnings recently vary from 6 to 12
 - Buyers always discuss multiples on adjusted EBITDA which then result in usually a 6 to 9 multiple
 - How determined?
 - Shared the six factors of each of the following are normally used in valuing a firm:
 - Net Revenue
 - Full Time Equivalent Staff
 - Book Value
 - Backlog
 - Earnings
 - Before Bonuses and Discretionary Distributions
 - Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)
 - Formal valuations can also be obtained that also consider Discounted Cash Flows, Public Company Valuations, marketing and closely held discounts, etc.
 - How often do you see an earn out work?
 - Shared that these are usually the result of the Buyer and Seller not being able to come to mutually satisfactory price. Earnouts are then developed based on future revenue, profit, growth, etc. to determine the additional price to be paid in the future if agreed to levels of performance are achieved.
 - Pros and cons were discussed
 - Shared that usually Earnouts result in both parties being less than satisfied with the results. Best is to negotiate a fair present price, agree, accept or find another interested party.
 - Share with group that a saying used in the Brokerage industry is that the Buyers pay for the past and buy the future. It's important for all sellers to understand this.
 - Sellers need to clean up their Balance Sheet and deliver very good income results for the most recent three years to maximize the price they obtain.
 - How does the Buyer determine the actual return achieved?
 - This is very difficult. Calculating a return is almost impossible in any transaction and especially a successful transaction in which integration has worked well and the purchased firm has blended well into the new firm and all are working seamlessly together as is desired.

- Many times the intangible are as or more important the actual calculated return even if it could be calculated.
- What determines a successful transaction?
 - Every transaction has different goals. Those goals should be documented and communicated. Metrics should be established and maintained to measure whether goals are achieved.
- How many transactions are successful?
 - Shared that this very difficult to assess. Surveys by M & A professionals reveal that a high as 80%+ of transactions do not turn out to be what was expected by the Buyer. However, that may not mean the transaction is not successful.
 - However, M & A transactions are difficult to obtain all the value that was expected at time of the transaction.
- How many transactions include employment contracts?
 - Virtually all transaction require a 3 to 5 year employment/non-competete type commitment by the selling owners and key leaders.
- What are traits of successful transactions
 - Shared that this can vary by each individual transaction but the following are examples of such traits:
 - $1 + 1 > 2$
 - Synergy actually occurs
 - Technical
 - Leadership
 - Overhead spread across larger base
 - Geographic expansion
 - New market areas
 - Additional technical and/or business talent
 - Present and future leaders
 - Improved industry position

Topic 12: What is your firm doing to Develop Future Leaders?

Moderators: Greg Hebler and Brad Melocik

Number of participants at 1st session: 8 Number of participants at 2nd session: 5

Insert an abstract of the topic here.

Does your firm know a future leader when you see the person, or do you take a longer term approach in developing your employees? This roundtable will discuss the experience of going through a leadership program, the development of such a program, lessons learned and to share the experience of those at the table. Most companies believe that the time and money spent on these programs is worth it in the long run. Many think that the retention of these employees will change after the program, but maybe it does not.

Briefly summarize the ten things from the discussion that were of most interest.

1	Six of Fifteen of attendees had a formal leadership program, others were looking for ideas that they could use for a program
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2	Thoughts of what firms would like in a successful leadership program <ul style="list-style-type: none"> - Knowledge of financial metrics - Business Development - Project Management
3	Firms look to professional development for future leaders <ul style="list-style-type: none"> - FOPP or other PM Programs - Future Leaders Programs - President’s Advisory Committee
4	Discussion on how often and how many employees should be in program. Determined that the size of the pool should dictate length of program and amount.
5	Some firms discussed requiring folks to join technical groups (Toastmasters) <ul style="list-style-type: none"> - Presentations in front of groups to gain confidence

Summarize the three most important items from the discussion that should be shared with GBA members:

1	Challenges for firms in developing leaders <ul style="list-style-type: none"> - Roll out – staff that is not chosen may be upset by selection process - Keeping millennials challenged - PM training – many want the training but many folks do not want to be PM - Time and availability of staff... already working and trying to keep billable - Who is best for training
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Should we consider using this topic again next year? Yes

Topic: 13. Working from Home & Irregular Work Hours

Moderators: Dan Cassidy, Wayne Ma

Number of participants at 1st session: 7 Number of participants at 2nd session: 3

Insert an abstract of the topic here.

Working from home and/or working irregular hours, for the right people, can increase productivity and decrease stress. However, some believe unsupervised personnel will get nothing done. Regardless of which camp you sit in, our employees are demanding these alternatives. This session will cover the benefits and challenges to working from home and/or working irregular hours.
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Briefly summarize the ten things from the discussion that were of most interest.

1	Most firms do not have a working from home policy and only a few are evaluating having a policy. However, of the table participants, none had any really negative feelings or experiences towards working from home.
2	Working from home is an incentive for employee recruiting and retention. Some positions require the ability to work from home to attract talent (e.g. certain IT positions). Many in the younger generations expect to have flexible working hours and ability to work from home, at least part time.

3	<p>Criteria for working from home: job requirements and ethics</p> <ul style="list-style-type: none"> • Easier for certain employee types <ul style="list-style-type: none"> ○ IT, accounting, CAD • Employee should have the characteristics to work productively and independently with minimal supervision • We all work together, so the collaboration continues regardless of where we sit • Supervisor really should not be working from home regularly <ul style="list-style-type: none"> ○ Point made that it may not impact interactions because technology allows for easy communication. • It's impossible to sit with all our staff anyways, so does it matter that we are working from home? • One approach could be to mix in office visits to keep collaboration
4	<p>Challenges to working from home:</p> <ul style="list-style-type: none"> • If working from home, have to work harder to maintain connections • Some realize that working from home is not all what it's cracked up to be and want to return to office • Some leave their firm because they do not have a good connection to the firm • Could limit an individual's growth <ul style="list-style-type: none"> ○ Likely will not be considered for leadership opportunities ○ Might not be considered for certain opportunities, special projects- out of sight out of mind
5	<p>Do firms allow working parents to work 4 days a week to spend time with their family?</p> <ul style="list-style-type: none"> • Legal issue, could be considered discrimination if you do not
6	<p>Potential impacts from working from home?</p> <p>Could limit an individual's growth</p> <p>Likely will not be considered for leadership opportunities</p> <p>Might not be considered for certain opportunities, special projects- out of sight out of mind</p> <p>Lack of productivity</p>
7	<p>How do we get staff to work irregular hours?</p> <p>Hourly staff - it's pretty easy, use money</p> <p>Salary staff - use spot bonuses or other type of incentive catering to particular employee's desire (contributing to charity event, community services, etc.)</p>
8	<p>How do we get staff to work irregular hours?</p> <ul style="list-style-type: none"> • Hourly staff it's pretty easy, they get paid for extra hours • Salary staff - use spot bonuses; could use gift cards

9	<p>Do you require person working from to always be available?</p> <ul style="list-style-type: none"> • Most people said it's not necessary because there is no issue - despite no written expectations <ul style="list-style-type: none"> ○ We have already established a trust level ○ If we trust people to run million dollar projects, why wouldn't we trust them to do their work at home? • Hiring a new person to work from home could be a bigger challenge since no level of trust built. <ul style="list-style-type: none"> ○ Must have a strong orientation program then
10	<p>Are we experiencing a "jealousy" factor when allowing opportunity to work from home?</p> <ul style="list-style-type: none"> • Occasionally, but typically we can deal with it by re-setting perspective and understanding (e.g. some folks end their day at 5, while others work 24/7). • Sometimes, just need to tell people to worry about themselves and not what other people are doing. • Develop policy with clear criteria

Summarize the three most important items from the discussion that should be shared with GBA members:

1	GBA firms should establish policies and setup (software and hardware) to allow the flexibility of working remotely as a way to attract and retain talent.
2	Perform job/position analysis to evaluate potential for working remotely. Perform candidate talent analysis to evaluate if the person is suitable for working remotely. Clearly communicate policies with employees to minimize jealousy.
3	For those employees working irregular hours, understand what each of them values the most. Recognize them by giving them what they value, such as a pat on the back, a small gift card, or contribution to a charity event under their names.

Should we consider using this topic again next year? probably not. Not really a major issue and we can share best practices in other ways

Topic 14: The Best Business Travel Apps

Moderators: Steve Noble and Matt Moler

Number of participants at 1st session: 9

Number of participants at 2nd session: 4

Insert an abstract of the topic here.

<p>So your bags are packed for that next family vacation or business trip, but have you remembered your favorite travel apps? Yes, apps are becoming a near necessity to make the most of your next adventure away from home. Whether you are wanting to find a great restaurant, arrange for your rental vehicle, or simply track your expense receipts, there is likely an app to make your trip easier and more enjoyable. We invite you to join this Roundtable discussion to share examples of your favorite travel apps, or to learn of apps that may make ordinary trips extraordinary. Bring your smartphone!</p>

Briefly summarize the ten things from the discussion that were of most interest.

1	Flight-Aware: Provides live flight data, airport delays, fuel prices, airline operational tools, weather maps, flight planning, flight routes, oceanic tracks, and navigation charts, as well as aviation news and photos to over ten million users a month via the FlightAware.com web site and mobile apps.
2	Flight View: Flight tracking app from the leaders in real-time flight information. Track upcoming and in-air flights throughout the world, and receive status alerts via push notification. Check gate assignments, delays and cancellations and use the attractive flight map to see a flight's progress.
3	FlightStats: Free real-time flight status and airport tracking application for Android.
4	GateGuru: Check your flight status, find and explore airport amenities, book rental cars and track your travel stats. Tells you where everything is in the airport. As an example, when you want to know where the Starbucks is on Concourse D, this will tell you.
5	Skiplagged: Find unique flight and hotel rates. Save hundreds of dollars compared to Expedia or Kayak. This app helps find really cheap flights by taking advantage of a layover. Users can't have bags on the flights though.
6	KAYAK: Provides the world's favorite travel planning tools. KAYAK searches other sites to show travelers the information they need to find the right flights, hotels, rental cars and vacation packages.
7	Hotel Tonight: Mobile travel app that allows users to find discounted hotel accommodations up to seven days in advance throughout the Americas, Europe and Australia. Due to the last minute nature of the bookings, the app can offer deep discounts off the listed hotel rate. As an example, the app works with local hotels in major metropolitan areas to post last-minute room rates for properties with vacancies.
8	Open table: The service allows users to search for restaurants and reservations based on such parameters as dates, times, cuisine, and price range. Users who have registered their email address with the system will then receive a confirmation email.
9	TripAdvisor: Travel and restaurant website company providing hotel and restaurant reviews, accommodation bookings and other travel-related content. It also includes interactive travel forums.
10	Tripso: Discover and book hotels, restaurants, local experiences & activities in 50,000 destinations worldwide. Tripso works offline so you can wander freely. You'll get recommendations for activities, hotels, restaurants and more, including maps and directions.
11	Triplt: Forward us your travel confirmation emails, and we'll create a detailed master itinerary for every trip. Access anytime, anywhere, on any device!
12	Peak Finder: The mountains are calling! Explore more mountains than any mountaineer! PeakFinder AR makes it possible... and shows the names of all mountains and peaks with a 360° panorama display. As an example, this app identifies mountain peaks that are around you in real time based on your current location and orientation.
13	Rick Steves travel guides: brings together information from his popular guidebooks as well as PDF maps to help you explore more than 50 European destinations. Guides range from general city overviews to in-depth walking tours of popular museums and attractions.
14	HistoryHere: Interactive, location-based guide to thousands of historic locations across the United States, brought to you by HISTORY®.
15	Viator: Discover the world's coolest insider tours and activities with Viator -one of National Geographic's "Favorite On-The-Road Apps." Viator, a TripAdvisor company, puts exclusive access

	to thousands of destinations in the palm of your hand, as well as over a million user reviews and photos. It's like ordering off the secret menu for travel.
16	Around Me: Quickly identifies your position and allows you to choose the nearest Bank, Bar, Gas Station, Hospital, Hotel, Movie Theatre, Restaurant, Supermarket, Theatre and Taxi. AroundMe shows you a complete list of all the businesses in the category you have tapped on along with the distance from where you are.
17	Waze: GPS navigation software that works on smartphones and tablets with GPS support and provides turn-by-turn navigation information and user-submitted travel times and route details, while downloading location-dependent information over a mobile telephone network. As an example, let's you know where police are stationed and the location of traffic jams. Be aware that the app can tell you to go through residential streets for commuters since it provides the shortest travel times.
18	Goby: Aims to help you find something to do, wherever you are (in the United States). The free app from Goby is impressively adept at offering up fun options in your area. As an example, this app pinpoints the neighborhood hot spots (including museums, hotels, eateries, and more) in your vicinity.
19	Google Maps: Web-based service that provides detailed information about geographical regions and sites around the world. In addition to conventional road maps, Google Maps offers aerial and satellite views of many places. In some cities, Google Maps offers street views comprising photographs taken from vehicles. While you'll need an Internet connection to find new locations, you can save unlimited numbers of maps for later offline use. The GPS in your phone or tablet will still work without a cell signal, and you can even get driving and public transit directions without being connected.
20	Maps.me: Free, fast, detailed and entirely offline maps with turn-by-turn navigation.
21	Units: Unit Converter is a simple, smart and elegant tool with more than 44 categories of units that are used in daily life.
22	XE Currency: The XE Currency Encyclopedia offers currency rates, forex news, and facts for every world currency like the US Dollar and the Euro. You can also learn about services available for each currency like money transfers, currency data, and more. As an example, choose all the different dollars, pesos and baht you'd to convert between, then pick the one you'd like to use right now. Enter an amount, and the equivalent in all other currencies will show on one screen.
23	OANDA Currency Converter: OANDA's currency calculator tools use OANDA Rates, the touchstone foreign exchange rates compiled from leading market data contributors. It converts currencies with the quick ability to factor the typical ATM rate (2 percent) or credit card rate (3 percent) into the conversion.
24	Startpage: The world's most private search engine. Use as your search engine if you're particularly sensitive about who might be watching what you're doing online.
25	Dolphin: Freeware mobile browser for the Android and iOS operating systems developed by MoboTap. It was one of the first alternative browsers for the Android platform that introduced support for multi-touch gestures. Dolphin Browser uses the Webkit engine and its native platform rendering abilities, which allows for a small disk footprint.
26	Weather+Free: Local weather radar map, hurricane & storm tracker, and severe alerts for free. Prepare for your day with accurate clock & weather widget with 7-day forecasts. Weather radar, alerts, and forecast from your local NOAA NWS office. Your Go-To Meteorologist, informs you (in English) of the climate in multiple locations. It features the local time, temperature, humidity, visibility, wind speed, and other key factors that will inform your decision about what to wear before stepping outside.

27	Snapseed: Photo-editing application that enables users to enhance photos and apply digital filters. Snapseed users can edit pictures using swiping gestures to select different effects and enhancements.
28	Postagram: The simple way to send your photos as real postcards. As an example, send personalized photos and messages from your phone to relatives, which they'll receive on actual postcards for \$0.99 a piece (postage is included).
29	JotNot Pro: Bare-bones app without a lot of fancy features. Basically, it's a miniature copy machine, designed to take pictures of text documents that you can e-mail to your computer and then use in other, higher-powered programs. What makes JotNot so valuable is it takes really, really good pictures. The app automatically adjusts the perspective, sharpness and contrast of your iPhone camera to optimize images of text. It also allows you to crop a picture of a document by adjusting each corner independently of the others, and then tinkers with the contrast ratio, perspective and alignment on the fly. The app also allows you to convert color images to black-and-white, a big plus if you're going to run the image through an OCR program on your computer later. You can use this to turn pictures of receipts into easy-to-develop expense reports.
30	Free Wi-Fi Finder: Get WiFi Finder to find Fast WiFi wherever you go. The offline functionality makes it possible to download places you are traveling to, so you can locate Fast WiFi anywhere.
31	WiFi Map: Connect to WiFi passwords for FREE internet access all over the world.
32	Express VPN: Creates a secure tunnel between your computer and the internet, allowing you to surf the web anonymously from wherever you want.
33	Krowdfit: Proven, patent pending wellness rewards program that focuses on rewarding the "Effort" our members make to live a healthy, active lifestyle.
34	Bring Fido: Explore over 100,000 places to stay, play, and eat with your dog.
35	Veenmo: Mobile payment service owned by PayPal. It allows users to transfer money between one another using a mobile phone app or web interface. easy way to transfer money to another person (similar to Paypal)
36	GasBuddy: Helps you save \$340 a year by telling you exactly where and when to buy gas, and more! Use the #1 car companion app today. GasBuddy uses gas price information provided by our users to bring drivers together to support the common goal of saving money on gas.
37	Pocket: Application and service for managing a reading list of articles from the Internet. The application allows the user to save an article or web page to remote servers for later reading.
38	WeChat: Chinese social media app that provides text messaging, hold-to-talk voice messaging, broadcast (one-to-many) messaging, video conferencing, video games, sharing of photographs and videos, and location sharing.
39	Google Translate: Free multilingual machine translation service developed by Google, to translate text from one language into another. Google Translate supports over 100 languages at various levels and as of May 2013, serves over 200 million people daily. Great app for ordering food, getting directions, communicating with others when language is a barrier.
40	Mobile Pass: Speeds you through U.S. Customs and Border Protection at 1 cruise port and 24 airports.

Topic: 15 Taking great photos with your smart phone

Moderator: Steve Thompson

Number of participants at 1st session: 6 Number of participants at 2nd session: 0

Insert an abstract of the topic here.

What's the best camera in the world? The one you have with you! Smartphone cameras and the apps that drive them have come a long way. Technology has put a very capable camera right in your pocket that is yearning to do far more than take selfies. Come share your favorite smartphone camera tips, apps and experiences. Find out what your phone is capable of doing with just its native camera app, learn how to use the editing/adjustment capabilities built into your phone, and pick up a handful of other apps (you really don't need many) to get a full spectrum of additional features and capabilities beyond what came with your phone. And watch out – GBA's Fall 2017 Conference will become the most photographed GBA event in history as scores of newly empowered photographers practice on you!

Briefly summarize the ten things from the discussion that were of most interest.

1	Three things are required for a good photo: focus, exposure, composition
2	Icloud and Google Docs – leaves a smaller sized photo on your phone but also saves a higher quality photo in the cloud
3	Good apps: Camera Plus and Camera +
4	HDR function: Takes pictures at 3 different exposures and then takes the best parts of all three pictures to create one photo.

Golden Ticket Table

Table 16: Leadership Secrets of World and Business Leaders

Moderator: Rick Lewis

Note-taker: Derrick Shelton

Total Participants Session 1: 6

Total Participants Session 2: 5

1. The moderator had participants match seven (7) organizational benefit with each of his seven (7) "Rules We Were Born to Break."
 - Several people had difficulty matching up the benefit and the rule
 - Some participants had different views on how the benefits and rules matched, but were able to provide sound reasoning
2. Participants spent considerable time discussing the difference between thoughts and feelings and one participant thought that what most people consider feelings are simply thoughts.
3. One participant expressed concern that the female gender has been taught to avoid mentioning their feelings in today's professional environment.
4. Participants got into a deep discussion related to the idea of "Breaking Rules". Most agreed that there is a need to break the rules in order to provide continued benefits to an organization

Major Takeaways

1. The Moderator's format for conducting the roundtable caused about 25 to 30 percent of the roundtable time to be lost while participants were writing down the rules and benefits and trying to match them on their own before the group discussion.

2. Most participants made a connection between the organizational benefits and the corresponding rule to be broken, but they weren't necessarily the same as those that were in the Moderator's book.
3. The Moderator spent more time talking rather than getting the group to engage. In the future, it may be good to give "guest moderators" instruction or guidelines for the roundtable so that GBA receives the most benefit from them.
5. I think guest moderators are a good idea, but advance notice of who they are would give conference attendees more time to consider participating at the guest moderator tables. I received the impression that many conference attendees had already decided which roundtables they wanted to attend before they learned about the guest moderators. Also, the guest moderator's should have experience at moderating and be good at moderating.

Golden Ticket Table

Topic: 17 Leading through change

Moderators: Dr. Gary Bradt

Note Taker: Matt Poirier

Number of participants at 1st session: 10 Number of participants at 2nd session: 6

Briefly summarize the ten things from the discussion that were of most interest.

1	Growth causes problems with the company structure. You need to adapt as the company grows.
2	If there are significant job changes (like the President handing over day to day operations to a VP) changing the President's office may help people go to the VP for help.
3	If you're a good leader, you can leave the office and it will run well. Let your staff lead it.
4	Leaders really need to forget the technical work, focus on the people.
5	Physically get out of the way. The people you've trained will do a good job if you've done a good job training them.
6	Leaders really need to develop a system to allow people to succeed and develop. Just let go.
7	If you're the CFO your job is not to do work. It is to lead people. Their job (your reports) is to do the work.
8	Sharing the marker. Have your team provide you with the solutions. Let them lead. They will be motivated.
9	Your job isn't to solve all the problems, it to make sure the problems get solved.
10	If you're a really good leader you need to be reinventing your role because you're constantly training your replacement.

Summarize the three most important items from the discussion that should be shared with GBA members:

1	Your job isn't to solve all the problems, it to make sure the problems get solved.
2	If you're a really good leader you need to be reinventing your role because you're constantly training your replacement.
3	Physically get out of the way. The people you've trained will do a good job if you've done a good job training them.

Should we consider using this topic again next year? Yes

Include any additional notes here, attach an additional page if needed:

Overall attendance for the second session was down. People took off for the afternoon. Consider doing the roundtables on Friday morning next time.
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