



# Chairman's Message

No doubt, you have all attended presentations or read articles discussing *change* - how to *cope with change, survive change, manage change, lead change*. The list is endless. Almost exclusively, however, such discussion content presents change with a sense of foreboding, apprehension, concern or unknown consequence rather than from the perspective that 1) change is constant and 2) change creates new opportunities; particularly for those who not only actively seek to predict change by understanding the inherent drivers and then determine how it "fits" their situations but also, and more critically, strive to promote and then steer change to their advantage. It is not circumstantial coincidence that we consistently see the same companies and the same leaders in the *right place* at the *right time* with the *right resources* to take first, and usually the most lucrative, advantage of resulting entrepreneurial opportunities.

CTOTF's 2009 Fall Forum theme is **CHANGE** but with a user focused twist. In addition to the longstanding concentration upon pertinent operational and maintenance information for all combustion turbine designs and installations, the Industry Issues Roundtable program is specifically formatted to focus upon the underlying drivers that move our industry. For example; **staffing and retention, environmental transitions, renewables, new fuels, insurance and financing, emerging technologies, and increasing regulatory oversight each have profound future operational and business impact**. By focusing upon the precursors of change, the CTOTF Leadership team seeks to stimulate proactive, collective action by the combustion turbine user community that puts us not only ahead of the change curve but also in an effective leadership position to steer change.

Two years ago, in anticipation of tighter budgets, rising travel costs and limited travel scopes, CTOTF was the first - and only - user organization to incorporate all power plant equipment into a single Forum Roundtable agenda that already includes all engine models. The user recognized value of attending a single meeting that discusses all power plant equipment, all combustion turbine models, operations and management initiatives, and industry issues is increasingly positive in their response and dramatic in magnitude. I commend the CTOTF Leadership team in raising the "technical bar" for Roundtable agenda quality and scope as well as those attending user members who provide incremental discussion content and topics for these sessions. As a critical supplement to these meetings, CTOTF recognizes the need for a communications network and library of past events instances and user experience as well information on supplier products. Accordingly the **CTOTF.org** website continues to be expanded and enhanced to meet increasing user requests and anticipated needs.

In recognizing that there are many major and active change initiatives at the forefront of the industry, the CTOTF Leadership Committee is committed to increasing the user value of this organization by expanding its program and, of paramount value, by creating a collaborative and synergistic relationship with the individual model user group community. We enthusiastically invite the leadership committees and members of the specific model user groups to use the CTOTF meetings as an "off-cycle" forum to update users of their model's current issues and to provide the entire combustion turbine user community with access - and participation in - an expanded technical and business data base. From an industry perspective, combustion turbines is a unique but small user community. As such, the opportunities and incremental value created by combining our resources and working *hand in hand* are limitless. A collective effort simply makes good business sense but, your best opportunity to steer this program is to attend the CTOTF Fall Forum.

Let's discuss the details in Scottsdale,

Bob Kirn  
Chairman, CTOTF

