

Veteran's Day November 11, 2009



# NDTAGRAM

## Defense Transportation News

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### USS New York LP-21 - We won't forget

Finally, some of what we lost returns. The USS New York, LPD-21 sailed into New York Harbor on Monday, November 2nd of 2009 for the Commissioning event of the century. No other active duty ship in world history carries the sentiment and import this ship possesses. In her bow is 7.5 tons of World Trade Center Steel. On her decks for

the ceremony stood the best and brightest crew this nation can produce. Even after the event, this vessel will carry the hopes and dreams of a nation that will not be kept down.



The USS New York LPD 17 belongs to the San Antonio Class, a key element of the Navy's seabase transformation, and is mission capable according to 21st century platforms. It is designed to accommodate the Marine Corps' "mobility triad" – Expeditionary Fighting Vehicle (EFV), landing craft air cushion (LCAC), and the Corps' new tilt-rotor MV-22 Osprey to ensure our ability to "reach out and touch someone" hundreds of miles inland, at increased speeds.

Take a Photo Tour Aboard the USS New York [HERE](#)

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**NDTA Salutes our Military | We Stand Behind YOU**  
NDTA also extends thoughts and prayers to the Fort Hood Community

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**From Ship Yard to Service**

LPD 21 USS New York was constructed at Northrop Grumman Ship Systems (NGSS), Avondale Operations in Louisiana. NGSS' Avondale Operations, which is located on the banks of the Mississippi River approximately 12 miles upriver from downtown New Orleans, has been in continuous operation since 1938 and is Louisiana's largest manufacturing employer with more than 6,000 employees. Avondale has direct access to the Gulf of Mexico via the Mississippi River, where people gathered recently to give fond farewell to USS New York as she sailed to New York for christening in early November.



PHOTO BELOW: The USS New York sails down the Mississippi River through the Port of New Orleans in New Orleans, LA., Tuesday, Oct. 13, 2009. AP Photo Bill Haber

Junior Chavers, foundry operations manager at NGSS, said that when the trade center steel first arrived, he touched it with his hand and the "hair on my neck stood up. It had a big meaning for all of us," he said. "They knocked us down. They can't keep us down. We're going to be back."



Displayed in the November NDTAGram is a selection of World War II posters from the Truman Library collection.

**Patriotism in America**

Flag waving at ship christening ceremonies in New York shows our patriotism. When we look at the flag, we see beyond the cloth and the colors. We see the faces of all those who gave their lives to defend our way of life. In the case of 9/11, that includes civilians as well as active duty military who currently serve at FOBs in Iraq and Afghanistan and elsewhere in support of front line troops.

An NDTA member recently posed the question: "How patriotic are we compared to citizens during past conflicts?" While NDTA cannot provide an answer about past American sentiment, it did prompt a look at vintage campaign posters.....

It was a global war like nothing before it. The world's armies and navies were engaged in mortal combat in the Atlantic and the Pacific, in Europe and in Asia, on land, on sea, and in the air. But the war was not waged by troops alone. Entire populations were mobilized in active support of the war effort. The printed poster was one of the most effective ways of motivating the public. Posters could be placed anywhere to provide citizens with constant reminders to give more, produce more, and sacrifice more for the war effort.



WW II posters were a vital communication medium; they also symbolized an important art form. Produced by government agencies and by commercial firms, posters conveyed their messages through a combination of emotional illustrations and memorable phrases of text. They inspired patriotism while urging citizens to make sacrifices for the national cause.

*If you or your NDTA chapter have a question or comment you'd like to pose, please let us know. Headquarters is in the process of launching an online blog on the NDA website. We'll keep you posted!*

### DASH7 Alliance Launches Container Security and Sensing Initiative

SAN RAMON, CA. – Nov 5, 2009 – The DASH7 Alliance, a coalition of organizations promoting a standard for wireless sensor networks, today announced the formation of the Container Security and Sensing Initiative (CSSI) aiming to define the next generation of cargo container tracking and monitoring devices. Specifically, DASH7 members will address the long-awaited need for interoperability among container intrusion detection devices.

"We are taking a fresh look at the issue of container security while simultaneously addressing the need for a common way of processing sensor data," said Patrick Burns, president of the DASH7 Alliance. "This initiative goes beyond just electronic seals and provides carriers, shippers, customs authorities, and others with a set of low-cost, low power, and reliable options for tracking, securing, and monitoring many different types of container and packaging devices."

[Read ON](#)

**About the DASH7 Alliance** The Alliance is a coalition of organizations from multiple industries committed to advancing the use and adoption of wireless sensor technologies based on the ISO18000-7 standard for active RFID. Participating organizations include Analog Devices, Austria Microsystems, Dow, Evigia Systems, Hi-G-Tek, IDENTEC SOLUTIONS, KPC, Lockheed Martin, Michelin, Northrop Grumman, RFind, Savi Technology, ST Microelectronics, and Texas Instruments Corporation. The U.S. Department of Energy and three of its laboratories, the Argonne National Laboratory, Oak Ridge National Laboratory, Pacific Northwest National Laboratory, as well as the University of Pittsburgh, plan to serve as technical advisors. Membership is open to end users, technology providers and research organizations. For more, visit [www.dash7.org](http://www.dash7.org)



### 2010 SDDC SYMPOSIUM & NDTA EXPO

“DEPLOYMENT AND DISTRIBUTION IN AN ENTERPRISE ENVIRONMENT”

Atlanta Marriott Marquis - Atlanta, Georgia  
March 8-10, 2010

REGISTER AT  
[WWW.SDDCSYMPOSIUM.ORG](http://WWW.SDDCSYMPOSIUM.ORG)

#### HIGHLIGHTS

- Monday, March 8  
Registration, Tack-On Meetings (TBA), Welcome Social
- Tuesday, March 9  
Opening General Session, Exhibits, Functional Breakouts
- Wednesday, March 10  
General Session, Exhibits, Functional Breakouts, Symposium Banquet
- Thursday, March 11 and Friday, March 12  
Tack-On Meetings (TBA)

Global Surface Transportation Experts...  
Committed - Dependable - Relentless!

**SDDC**  
Military Surface  
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**Exhibitors  
Contact Denny  
Edwards for  
Expo Info**

## The Top 100 Global Infrastructure Projects Announced

(Washington, DC; Oct. 23, 2009; Reuters) CG/LA

Infrastructure LLC, the world leader in infrastructure project identification and development, announced today the release of the Top100 Global Strategic Infrastructure Projects. The total estimated value of the projects identified is nearly US\$550 billion. The Top 100 List is released prior to the 3rd Annual Global Forum (New York City, Dec 9-11,2009).

According to Norman F. Anderson, President and CEO of CG/LA Infrastructure LLC, "The aim of the Global Forum is to fix a spotlight on the most important infrastructure projects in the world -- and to give the men and women who lead those projects an opportunity to build long-term assets critical to their country's future, at world-class levels of quality and velocity."

Geographic Leadership - Infrastructure Hotspots & the BRIC's: The Leadership Forum focuses on infrastructure Hotspots, particularly including \$170 billion in projects from the BRIC countries -- Brazil (\$34.8 billion); Russia (\$21.7 billion); India (\$34.5 billion); and China (\$72.8 billion). In terms of regional representation: North America (primarily the US) makes up \$89.2 billion; the Middle East totals \$100.9 billion; Asia (excluding China and India) is \$76.9 billion; Latin America (excluding Brazil) makes up \$29.5 billion; and Africa adds an additional \$32.2 billion. "These projects are critical to economic recovery," according to Anderson, "and every single project offers a business opportunity in the next 3-12 months."

### Leading Sectors, Investing in Global Opportunity

The Global Forum groups projects into ten distinct infrastructure sectors:

1. Water / Wastewater (\$15.5 billion)
2. Airports (\$31.7 billion)
3. Surface Transportation (\$83.2 billion)
4. Ports & Logistics (\$23.1 billion)
5. New Infrastructure/Renewable Generation (\$54 billion)
6. Urban Mass Transit (\$68.2 billion)
7. Oil & Gas (\$22 billion)
8. Electricity Generation & Transmission (\$16.8 billion);
9. High Speed Rail (\$138.2 billion).
10. Strategic Projects (\$87.5 billion)

**Read ON**

## Reports question efficiency of contractors' drawdown in Iraq

(By Elise Castelli; Nov. 2, 2009; Federal Times)

Two reports recently released question the efficiency of the drawdown of contractors in Iraq.

The Defense Contract Audit Agency, in an audit released today by the Wartime Contracting Commission, found that KBR, the government's chief logistics contractor in Iraq, is drawing down at a slower pace than U.S. troops.

If KBR continues to reduce staff at its current rate, the Defense Department could waste \$193 million on services it doesn't need while troops are reduced, according to the audit. At the current rate, KBR staff will drop 34 percent while military levels will be reduced by 60 percent by the time KBR's contract [is up?] next August, DCAA said. DoD said it plans to reduce troop levels from 130,000 to 50,000 by August.

But Defense contends the overall reduction of contractors in Iraq is proceeding faster than planned. Navy Rear Adm. Thomas Traaen, vice director for logistics with the Joint Chief of Staff, told the commission that total contractor employee levels are down to 115,000 as of Oct. 1, from 149,000 in January. While he could not reveal the target number, he said it is lower than what was planned.

According to commission data, KBR has reduced staff at half the rate of other contractors. Between February and August, KBR staff dropped from 58,600 to 53,300, a decline of about 9 percent. Over the same period, other contractors' staffs declined from 75,500 to 62,000, a drop of nearly 18 percent.

### No drawdown plans

DCAA found KBR has no plans, written or otherwise, to lay out how it will draw down between now and the August 2010 deadline.

"If the contractor proactively develops written contingency plans, it will be able to respond more quickly to optimize staff levels," the DCAA audit said. So far, KBR has not taken action, even though troop levels are already down. In fact, DCAA found KBR staffing levels are slightly higher than they were at the height of the surge 20 months ago.

Lee Thompson, executive director of the Army's Logistics Civil Augmentation Program, said KBR cannot submit a plan yet because the military has not determined what troop levels will need to be supported at various points during the withdrawal. Thompson said his office is gathering that information from divisions, and KBR meanwhile is required to maintain services.

**Read ON**

## National security and social networking are compatible

Social networking tools must be a core part of national defense, harnessing the power of communities of interest to collaborate and share knowledge to address a range of issues from analyzing intelligence data to post-war recovery initiatives, according to panelists speaking this week at the Open Government and Innovations Conference in Washington.

Social media software is being used by activists, businesses, governments and even criminals and terrorists worldwide and, as a result, cannot be ignored, panelists acknowledged.

“We have to find a place to make use of it,” said Linton Wells, a distinguished research professor with the National Defense University’s Center for Technology and National Security. He spoke on Tuesday during a session titled “Web 2.0 and National Security.” The conference was hosted by 1105 Government Information Group, the parent company of Government Computer News.

[Read ON](#)

### **Web 2.0 and Security Best Practices**

2009 Forum Presentation by

**[Mr. Ted Rybeck](#)**

CEO & Chairman

**[Benchmarking Partners](#)**

and

**[Mr. Richard A. Russell](#)**

Deputy Associate Director of **[National Intelligence for Intelligence Community Enterprise Solutions](#)**

Watch for a Wrap Up of this professional session - and others - in the upcoming issue of the Defense Transportation Journal

Forum Presentations are ONLINE ... NOW  
Click [HERE](#)



## November is Aviation Month!



**[Online Aviation History Museum](#)**  
History, Photos and some really nice video clips

**Consider Air Topics for Discussion w/Chapter Members, Colleagues and Partners**

➤ “Navy Green” Military Investigates Biofuels to Power Planes and Ships [HERE](#)  
*Scientific American* Sept. 14, 2009

➤ The Imperative for a New Tanker Now  
Air Mobility Command Report [HERE](#)  
Sept. 25, 2009  
<http://tiny.cc/LcVDo>

➤ The Strange Case of the Black Unmanned Aircraft at Kandahar  
Apr. 21, 2009 [HERE](#)  
and

➤ Unmanned Aerial Vehicles Keep Watch in Afghanistan  
American Forces Info Service;  
Oct. 19, 2009 [HERE](#)

➤ GPS vs Air Traffic Control  
GPS could eliminate air traffic blind spot in Gulf  
AP Texas News; Oct. 25, 2009 [HERE](#)

**MAKE NDTA YOUR SOURCE SPOT FOR STUDY**  
Let us know what topics YOU are interested in

**Pentagon hopes new M-ATV is 'life-saver'**

(Mike Mont, CNN; Nov. 4, 2009)

*It looks like a cross between a Humvee and a monster truck, and Pentagon officials hope it can save the lives of U.S. troops in Afghanistan.*

*The Pentagon is rushing the M-ATV, the latest version of the U.S. military's blast-resistant vehicles, to Afghanistan as roadside bombs take a heavy toll on U.S. forces there.*

*"It will be a life-saver in Afghanistan," said the Pentagon's chief weapons buyer, Ashton B. Carter, undersecretary of defense for acquisition, technology and logistics.*

*October was the bloodiest month of the Afghanistan campaign, with 59 U.S. troops killed. At least 26 were victims of roadside bombs, also known as improvised explosive devices, or IEDs, according to Pentagon figures.*

*Since 2007, the number of roadside bombs in Afghanistan has jumped 350 percent, according to Pentagon statistics. Although many of the bombs are found before they detonate, the number of troops killed has increased by more than 400 percent, and the number wounded is up more 700 percent over the past two years.*



*The U.S. military has thousands of blast-proof Mine Resistant Ambush Protected (MRAP) vehicles in Afghanistan. The MRAPs have been highly effective in shielding troops from roadside bombs in Iraq, but mountainous Afghanistan differs markedly from desert Iraq, where the MRAPs operated largely on paved roads and in open areas.*

*Combat operations in Afghanistan often involve unpaved roads and small mountain villages not suited to the bulky, 40,000-pound MRAP, Pentagon officials have said. And the military's ubiquitous and more maneuverable Humvees have proved vulnerable to roadside bombs during Afghan operations.*

*So the Pentagon quickly developed, and is betting on, the new MRAP-All Terrain Vehicle, or M-ATV, to protect troops.*

*With the weight reduced to 25,000 pounds, independent suspension and a better turning radius, the M-ATV gives the troops more power and maneuverability in Afghanistan's tight spaces, the Pentagon says. Officials say it will eventually replace the Humvee as a combat vehicle in rural Afghanistan.*

*"The terrain in Afghanistan is different from Iraq. It's more uneven; the roads are difficult to traverse. That's why we've had to create an all-terrain version," Carter said, standing next to one of the vehicles at the Pentagon this week.*



**Renew your NDTA Membership and a percentage of your dues will be donated to Toys For Tots - MARINES Questions? Speak to Patty or Leah**

*Forty-one of the M-ATVs have been deployed to Afghanistan since late September, according to Pentagon officials. They hope to have at least 5,000 of the trucks there by March.*

*The first production order was given to Wisconsin-based manufacturer Oshkosh Corp. in June, according to Carter, and the factory in Oshkosh has been working feverishly to build them since.*

*Each M-ATV costs \$437,000, but the price tag rises to more than \$1 million each when all of the combat equipment is installed, according to Pentagon officials.*

**[Read ON](#)**

## NDTA supports Logistics Students at Industry Day / Career Fair

[Robert H. Smith School of Business](#)

(By Jeff Campbell) University of Maryland [Supply Chain Management Society's](#) (SCMS) 17th Annual Industry Day and Career Fair on Oct. 30 was a humbling experience. Not only were the eyes of the business school students afire with zest for their studies, but several of them twinkled with appreciation as they shook our hands and thanked NDTA for their scholarship award.

"You've really helped me and my family out a lot," said one. Students had an outstanding networking opportunity during the 2-day event—over 30 companies attended to share career options. NDTA, long term partner and scholarship donor, joined in support. Students who participate in the Society are also granted Association membership.

Dan Evanchek, Sr. Systems Engineer, Lockheed Martin and A-35er from the Washington, DC Chapter spearheaded the NDTA exhibit team that included LtCol Roger Neumann, USAF assigned to the Pentagon and from the Washington, DC Chapter, and Chuck Bolduc and Bob Reilly both from the Maryland Chapter and representing ProGov Alliance. Karen Schmitt and Jeff Campbell from NDTA Headquarters were on hand to share information about Association events and programs

An impromptu "mentoring session" sprung up during lunch between one student proudly sporting his UMD tie and LtCol Neumann; while another student dressed for success in her business suit listened attentively to the business/life lessons learned from Chuck Bolduc.

"Learn another language, trust yourself, and do something big when you're young," was a nugget shared in the keynote address from the 2009 SCM Person of the Year, John T. "Jock" Menzies, III. Menzies is Chairman of The Terminal Corporation, a third-party logistics service company dating from 1893 headquartered in Baltimore; he also serves as director of the American Logistics Aid Network. As the students—many of whom were juniors and seniors—prepared to head into the "real world", Menzies challenged them to take chances now because, "It's impossible to test yourself later if you haven't tried before." During Q&A, some students expressed the worry of entering a challenging job market. He encouraged them by calling this an exciting time for people starting out in business. How's that? "Uncertainty will lead to opportunity," Menzies said. "Just because we're challenged doesn't mean it can't be exciting and fulfilling when it's done."



*Daniel Evanchik encourages UMD logistics student to continue NDTA membership after graduation. Photo: Jeff Campbell*



*NDTA HQ Public Relations Director Karen Schmitt talks transportation with SCM Person of the Year, John T. "Jock" Menzies, III. Photo: Jeff Campbell*

According to Menzies and representatives of companies attending the SCMS event, eagerness and enthusiasm are the qualities that will turn today's business students into tomorrow's leaders. [Read ON](#) for info about the Supply Chain Management Society and a student wrap up of the Career Fair / Industry Day event.



**Plans underway for 2010 NDTA Forum**

All NDTA Staff visited the Gaylord National Hotel & Convention Center on Nov. 5th to tour spaces that will be reserved for Forum usage in Washington, DC. General Wykle, Denny Edwards, Mark Victorson and Jeff Campbell take a moment to pose before the Hotel signboard.

**Central PA Chapter Dinner** 19 November 2009 [RSVP](#)

The Central PA Chapter also participates in **Wreaths Across America** to honor fallen heroes. Mark your calendar for 12, December, 2009. You can also participate individually. Click [HERE](#) for options. See photos of Central PA at Indiantown Gap National Cemetery [2008 Photo Archive](#)

**3<sup>rd</sup> annual “Truckers for Troops” Fundraiser**

sponsored by NDTA Member Owner-Operator Independent Drivers Association (OOIDA)

*Beginning in December  
“CARE” packages for the Holidays  
will be forwarded to troops serving overseas*

During the first 2 years of the Fundraiser, OOIDA raised over \$96,000 to purchase supplies to be assembled in “CARE” packages and shipped to troops overseas. 100% of the funds raised are used to purchase supplies and to ship the packages overseas. OOIDA headquarters employees volunteer their time to assemble the packages - not surprising since 41% of membership has served in the armed forces. Visit [TRUCKERS for TROOPS](#) to learn more.

**JEADDC 2009**  
*Achieving Unity of Effort –  
Across the Supply Chain*  
Info [HERE](#)

**Washington, D.C. NDTA Chapter October Luncheon** *By Jeff Campbell*

‘Death by PowerPoint’ has died. Left in its wake is an active new setting for monthly NDTA meetings.

The Washington, D.C. Chapter October luncheon at the Crystal City Sports Pub made mingling easy, as members and friends could check out sports highlights while catching up with old friends and meeting new logistics and transportation partners. The pictures around the room didn’t distract from the business at hand, as Chapter President Kirstin Knott led attendees in the Pledge of Allegiance and a moment of silence for our nation’s war fighters.

Ms. Knott shared one of the awards she brought home from the NDTA Forum with the Chapter’s A-35 committee chairs—the Category III A-35 Chapter of the Year. The moment was both an opportunity to thank A-35ers for their outstanding efforts over the past year and extend to them encouragement to not just keep it up, but turn it up, as the NDTA spotlight shines on the Capital area for the 2010 NDTA Forum. In the coming year, members will be busy volunteering not only for regular chapter activities, but also Forum preparations.

The meeting featured a moving update from the US Army Materiel Command Deputy Chief of Staff for Operations, Major General Kevin Leonard. Moving both in the passion he described for his favorite theater—Southwest Asia—and his favorite Captain—his daughter.

“My job is all about resetting the force at the moment,” Leonard said. “We’re trying to help bring balance back to the Army and we’re trying to do that by 2011.” Reset and balance are the two topics he most wanted audience members to take home with them. He asked the crowd an opening question he also directed at his Nashville Forum breakout session, “What do you remember about the drawdown from Vietnam?” As at the Forum, unified responses were heard even before the pictures were on screen—helicopters tumbling over the edge of aircraft carriers.

“We will not look like that—I promise you,” the General guaranteed. He then offered a personal story to illustrate why people like the dedicated military and industry members in the room wouldn’t let a hasty Reset picture settle in American minds again. With over three decades of military service, the General has seen a lot of equipment tested in the field, but he never thought something called thermo-nuclear binoculars could become so important so quickly.

“Dad, it may be non-standard to you, but it’s standard to me,” Captain Jessica Leonard assured him.

New equipment, like night vision goggles that enable soldiers to see objects otherwise obscured by darkness and debris, has become standard thanks in part to the combined efforts of military and industry partners like those present at the October Washington, D.C. Chapter Luncheon and active in the NDTA. If chapter meetings are a small indicator of ‘Forum things to come,’ well-deserved awards, productive networking, and insightful presentations in a vibrant atmosphere are all on the horizon at the 2010 Annual NDTA Forum in Washington, D.C.

## DOT Awards Research Funds to CCDoTT for Research in Magnetic Levitation Technologies

(CA STATE UNIV, LONG BEACH; Sept. 7, 2009) *The DOT has awarded \$245,000 to California State University, Long Beach (CSULB) to support the Center for Commercial Deployment of Transportation Technologies (CCDoTT) in its research into magnetic levitation technologies, CSULB President F. King Alexander announced. Awarded through a grant agreement with the Federal Railroad Administration, the funding received under this agreement will be directed to developing magnetic levitation technologies for goods movement applications.* [Read ON](#)

## CSX Becomes First Transportation Provider to Join Maryland Green Registry

(CAMBRIDGE, MA; Nov. 7, 2009) *CSX is the first transportation provider selected to join the Maryland Green Registry, a voluntary self-certification program that promotes and recognizes sustainable practices by organizations throughout the state. The selection was announced by Maryland Governor Martin O'Malley at a Maryland Chamber of Commerce Business Policy Dinner in Cambridge, Maryland. The Maryland Green Registry includes organizations that complete a best practices profile covering environmental management and leadership, waste reduction, energy and water conservation, transportation, and green building design* [Read ON](#)

## US State Department selects ODIN's RFID Asset Tracking Solution

(WASHINGTON, DC; Oct. 14, 2009) *The U.S. Department of State is tagging 10,000 mission critical IT assets with passive radio frequency identification (RFID) to save money, increase security, and reduce administrative burden. The State Department chose the leading RFID solutions company, ODIN, headquartered in Ashburn, VA to provide a turn-key IT Asset tracking solution. ODIN's packaged solution is more secure, faster to deploy, and drives a quicker ROI than integrating separate RFID products or using 35 year-old bar code technology.* [Read ON](#)

## Brain Drain: A Looming Epidemic

Chuck Bolduc - NDTA Maryland Chapter

As baby boomers continue to leave the workforce and as organizations are forced to downsize, many are beginning to face an intellectual capital loss of unprecedented proportions. Some have made plans to ensure that talent and skills are passed down. But in effect, a SURVIVAL MODE has replaced SUCCESSION PLANNING in the workplace. This is not the best course of action to take.

The lack of succession planning hits specialty areas or vertical markets hard. When experienced logisticians retire from government offices that don't have a defined plan, for example, they leave a huge gap that's hard to fill and efficiency drops. If no one has been mentored, trained or guided along the way, that gap is even greater. The same is true in companies where key skill sets, historical knowledge and seasoned resources reside within people and project teams, who, upon departure, take an entire business element with them. Sadly, some company doors close for good.

*How can you reverse the downward spiral of loss within your organization?*

### PLAN TO THRIVE – NOT MERELY SURVIVE

FACE THE REALITY of loss before employees leave and begin to plan in advance. Adopt a “top down” philosophy of skill replication, and see that team leaders share that mindset. Foster an information-sharing environment staff-wide. In order for an organization to thrive and not just survive, the culture of SUCCESSION PLANNING must be a way of life.

#### Pointers for Planning

- Develop a Monitor/Mentor Program in the organization so that knowledge and experience may be shared.
- Encourage, applaud, and celebrate the benefits and successes of the M&M Program.
- Consider working with schools, community colleges, and universities to seek candidates for employment or intern programs. Begin to pass the torch to another generation!
- Consider part time or special project work for retirees who would welcome an opportunity to share experiences and expertise. Local faith community, senior centers, and professional associations make good starting points to discover these treasured individuals.
- Explore consulting companies with particular skill sets or specialties that can be infused into the lifeblood of your organization.
- Seek seminars and other training venues that focus on the areas you wish to develop in your organization.
- Visit professional forums, chat rooms and other outlets to learn how others in your market sector are resolving this issue.

The current economic climate should be considered when preparing your succession plan. The stock market downturn and the subsequent reduction in retirement investment plans and 410k programs impact baby boomer retirement as well as employment and advancement opportunities for subsequent generations. Potential retirees in this volatile economy may hold fast to their jobs or seek full time hire elsewhere or part time employment to compensate for decline of their retirement funds and / or salary reductions. At the same time, companies and government entities are offering early retirement or attractive buyout opportunities to some of their most experienced and knowledgeable workers in the hope of reducing costs. Younger, lower-paid workers may then fill these jobs where mentoring and training issues become critical. It is clear that changes in the economy directly impact organizational succession plan.

#### RESOURCES

Logistics – Australia's Leading Logistics & Supply Chain Website; [Mercury awards give young recruits a voice](#) Sept. 24, 2007

Aging Workforce News; [Preventing Crucial Knowledge Leaving with Retiring Older Workers](#) Mar. 8, 2005

Governing – Connecting America's Leaders; [Clogs in the Brain Drain](#) Aug. 12, 2009