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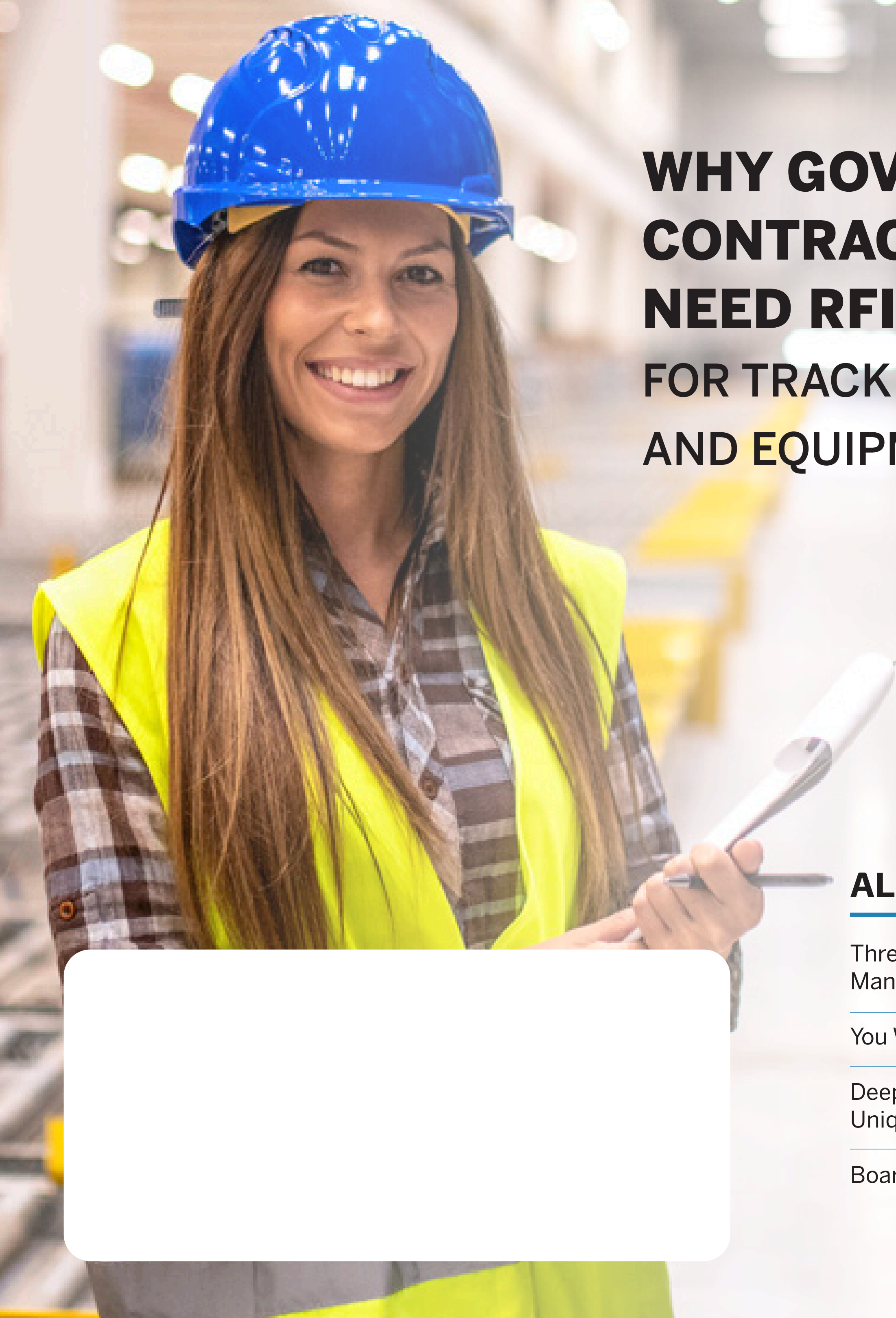

WHY GOVERNMENT CONTRACTORS NEED RFID

FOR TRACKING INVENTORY AND EQUIPMENT

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COVER STORY

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NATIONAL PRESIDENT BRANDON KRINER, CPPM, CF

MAKING THE BEST USE OF YOUR RESOURCES

I would like to start the New Year off by sharing a concept that has really resonated with me recently. I was casually scrolling through my Facebook feed one morning when I came across an article in *Inc. Magazine*. The premise of the article was that former CEO Steve Jobs brought Apple, Inc. back from disorganization by shrinking the company's product line and focusing exclusively on the 30% of Apple's products that were truly top of the line and abandoning the rest.

The portion of the article that really hit home for me was a description of how to apply this 30% rule in my own life:

> "It's easy to find things that are fun and interesting to work on. But don't forget that every task, every project, takes a specific amount of resources...so, you have to ask yourself: am I making the best use of my resources? Am I focused on the 30 percent-that is, making the best of the best? Or am I wasting my time on distractions? Then, once you answer those questions, make the necessary adjustments. It will probably mean giving up things you're kind of interested in, or things you're kind of doing well. It may mean turning down meetings. Missing out on opportunities. And making tough choices. Because remember, no one can do it all."[i]

This concept is simple, yet hard to apply. We live in an age (and especially a workplace culture) where "multitasking" is considered a virtue. Whenever anyone asks you how you are doing, do you respond "I'm so busy" as if it were a badge of honor? Is anyone else guilty of checking email during meetings? Taking conference calls from the car? When we are doing these kinds of things, we create the illusion of being more productive, when we're just doing two things (or more) at less than 100%.

Sometimes we truly have no choice but to divide our attention but, if we really stop and think about it, there are even more times when we're just unconsciously darting from task to task because we've been conditioned to do so. I find it helpful to break tasks down into what I must do and what I'd like to do. When you start paying attention to this, you'll find that there are quite a few things that are "nice" to do, but not important. The challenge is to start shedding some of those "nice tos" so that the "have tos" are less overwhelming, and you free yourself to focus on doing those things well. As the article states, it may even mean letting go of things that are interesting or easy, but removing these distractions helps ease the clutter in our minds and direct our energy on true priorities that advance our lives and careers.

Take a few minutes to ask yourself: what do I have to do? What can I let go to make room for what is truly important in my life?

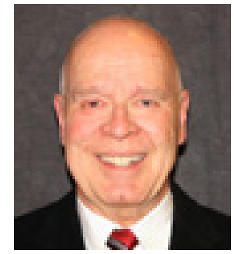
Take a few minutes to ask yourself: what do I have to do? What can I let go to make room for what is truly important in my life?"

Rerferences

i Bariso, Justin (October 2019). "Steve Jobs Used the 30 Percent Rule to Bring Apple Back from the Dead (It'll Work for You, Too)." *Inc.* Retrieved from https://www.inc.com/justin-bariso/steve-jobs-used-30-percent-rule-to-bring-apple-back-from-dead-itll-work-for-you-too.html

MANAGING EDITOR KEITH RECORD, CPPM

HAVE A CLEAR "20/20" VISION



It’s here! The Year 2020! As another decade slips into “the past,” do we have a clear “20/20 vision” of this new “2020 decade” along with its challenges and opportunities? Hindsight is said to be “20/20.” A hundred years ago, during the decade of the “Roaring 20’s,” the US population shifted from rural to urban, women were granted the right to vote, an immigration quota for Europeans was established, the baseball world series was first broadcast on radio, tariffs were increased, Charles Lindbergh flew from New York to Paris, the first “talking movie” was produced, a 15-nation pact outlawing war was signed, the stock market collapsed, and Micky Mouse was created. Progress has been made since then, yet similar situations still face us today. One hundred years from now, what will be said concerning the “decade of the 2020’s?”

While we may not be able to influence world or national events, we can influence the lives of individuals and families that make up our nations. Professionally, how is what we are doing today helping the future of our organizations and professions? Most of our present-day companies and organizations didn’t exist one hundred years ago. What changes will be happening ten years from now; one hundred years from now? Change is inevitable. Fortunately, we can choose to embrace change as constant and become a “continuously improving person” (CIP). As Mahatma Gandhi said, “Be the change you want to see in the world.” Many resources are available that can help us improve - NPMA being one of them. As we move forward in this new decade, here are a few thoughts to ponder:

- “Don’t let yesterday take up too much of today.” - *Will Rogers*
- “This is a wonderful day. I’ve never seen it before.” - *Maya Angelou*
- “Stop worrying about the world ending today. It’s already tomorrow in Australia.” — *Charles Schulz*
- “Where you are is a result of who you were, but where you end up depends entirely on who you choose to be from this moment forward.” - *Hal Elrod*
- “The things you do for yourself are gone when you are gone, but the things you do for others remain as your legacy.” - *Kalu Ndukwe Kalu*
- “What lies behind us and what lies before us are small matters compared to what lies within us.” -*Oliver Wendell Holmes*

DEFENSE PROCUREMENT:

Ongoing DOD Fraud Risk Assessment Efforts Should Include Contractor Ownership

Some companies doing business with the Defense Department have opaque ownership structures that may conceal who owns, controls, or benefits from the company.

We identified fraud and national security risks to DOD from opaque ownership such as ineligible contractors receiving contracts and foreign firms receiving sensitive information through U.S.-based companies.

We recommended DOD include contractor ownership in its department-wide fraud risk assessments.

What GAO Found

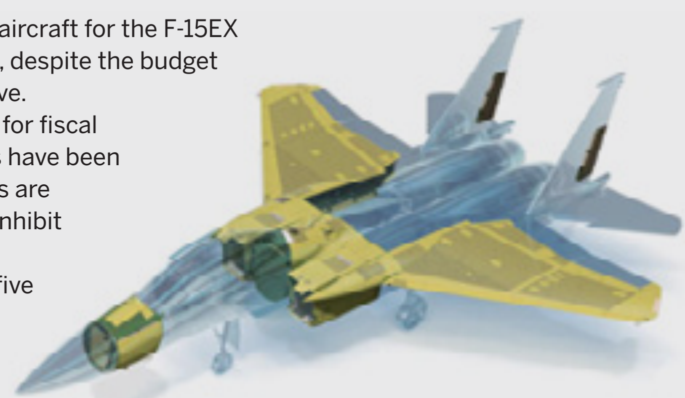
The Department of Defense (DOD) faces several types of financial and nonfinancial fraud and national security risks posed by contractors with opaque ownership. These risks, identified through GAO's review of 32 adjudicated cases, include price inflation through multiple companies owned by the same entity to falsely create the appearance of competition, contractors receiving contracts they were not eligible to receive, and a foreign manufacturer receiving sensitive information or producing faulty equipment through a U.S.-based company. For example, one case involved an ineligible foreign manufacturer that illegally exported sensitive military data and provided defective and nonconforming parts that led to the grounding of at least 47 fighter aircraft.

The full article can be found at https://www.gao.gov/products/GAO-20-106#summary

JUST IN:

Boeing Says F-15EX Initiative Progressing Despite Budget Impasse

By Jon Harper



ST. LOUIS - Boeing's plans to deliver the first two test aircraft for the F-15EX fighter program by the end of next year are still on track, despite the budget gridlock on Capitol Hill, according to a company executive.

Congress has yet to pass a defense appropriations bill for fiscal year 2020, and the Pentagon and other federal agencies have been operating under a continuing resolution since Oct. 1. CRs are problematic for the Defense Department because they inhibit new-start programs such as the F-15EX.

The Air Force plans to buy 80 of the jets over the next five years, and eventually procure a total of 144 aircraft.

Key congressional committees and subcommittees that oversee defense spending have included funding for the F-15EX in their fiscal year 2020 appropriations and authorization bills, which have yet to be passed. But nothing is guaranteed at this point, Kumar noted.

"We feel very optimistic they'll stay in the budget," he said. "But until [the bill and contract are] signed, you know there's always risk."

The full article can be found at https://www.nationaldefensemagazine.org/articles/2019/11/22/boeing-says-f-15ex-initiative-progressing-despite-budget-impasse

WHY GOVERNMENT CONTRACTORS NEED RFID

FOR TRACKING INVENTORY AND EQUIPMENT

BY PETER COLLINS, NORTH ATLANTIC CHAPTER

In today's business world, data accuracy and time efficiency are more important than ever. Companies are being required to move faster and continually streamline their operations. Organizations - large and small and in every sector - need to rely on smart technology to survive.

Government contractors, in particular, need to rely on technology to help them achieve and sustain audit readiness. This audit readiness initiative (the Financial Improvement and Audit Readiness Initiative or FIAR) is being mandated by Congress. The Pentagon has embraced this initiative and made it clear that audits are now the "new normal" for the Defense Industry.

The combination of increasing audits along with the current business environment is forcing government contractors to reevaluate their asset management programs. Modern organizations don't have the luxury of inaccurate or incomplete inventory data. They need robust business systems that will track assets autonomously to provide total visibility and 100% accountability in as little time as possible.

Government Audits

The FIAR initiative has sent a tidal wave through the Defense community in recent years. Stories of contractors being audited abound; but probably the most notable story comes from the F-35 Program.

Earlier this year, the Inspector General's Office released a report that found the F-35 Joint Strike Fighter Program had not adequately managed the government furnished property (GFP) used to build their fighter jets.[i] Specifically, the only record of the government property was with the contractor and had not been properly reported to the DoD systems. The estimated value of this property is 3.45 million pieces worth $2.1 Billion.

Make no mistake, these audit initiatives are not just about financial statements and bookkeeping -- their goal is also to verify the accountability of qualifying assets and inventory. The auditors are investigating government contractors and performing site visits to verify the existence and completeness of their inventories.

Currently, auditors for the DCMA are able to schedule an audit in as few as 10-business days. There is little chance to resolve issues with inaccurate data in that kind of a time frame and that is why a sustainable asset management system needs to be implemented early.

As you might imagine, the auditor's expectations are that a government contractor knows what inventory they have on hand and that it has been reported accurately to the appropriate Accountable Property Systems of Record, or APSR.

The Pentagon has made it very clear that improved visibility and accountability of government property is one of the highest priorities of the 2019 audit. Specifically, it's the inventory accuracy and proper reporting of that inventory that is under scrutiny.

In my experience, it's not uncommon to find government contractors with an inventory accuracy in the 60-70% range. Meaning, that when they perform an inventory audit and compare what's on the floor to their database records, they are finding 70% accuracy. I am afraid that 70% accuracy will not be acceptable any longer.

RFID is the Game Changer

There is a common misconception that RFID technology is best applied to high ticket items in a retail store environment. And certainly RFID technology can provide excellent inventory control and added security in a shop -- but there is much more to this exciting technology than just that.

Using RFID to track assets is a game-changer. The biggest reason why RFID is so powerful is its ability to improve an organization's inventory accuracy to near 100%. Total asset visibility is an achievable goal with an appropriate system implementation.

The other benefit that is worth mentioning here is the time savings. Barcode tracking systems are typically able to achieve a 10% savings in labor over a manual clipboard process. RFID tracking systems, in comparison, are able to **achieve 30% savings in labor.**

By design, Barcode systems scan one item at a time requiring a direct line of sight between the reader and the barcode. RFID technology does not require that direct line of sight between the label and the scanner; instead it's picking up the RF signal from the antenna. Because of this, RFID allows for identifying hundreds of items in a few seconds.

How to Leverage RFID

RFID has been around for many years, but has recently been gaining more attention as the technology has greatly improved and the costs have come down. The technology can certainly be considered mature and robust asset tracking systems can be implemented with a very modest investment.

It's also notable that some asset tracking platforms are able to augment RFID tracking to existing barcode systems in a way that allows your organization to benefit from both. Imagine being able to scan a particular barcode, when you are investigating a specific item, as well as having the ability to scan an entire area reading hundreds of assets with the pull of an RFID trigger.

RFID Tags

There are many different types of RFID tags available on the market today; but, almost all of them can be put into two main categories -- Active and Passive tags.

Active RFID tags contain an internal power source (a battery) that runs the RF microchip circuitry and is used to broadcast a signal to a reader. By design, an active tag is always on (usually transmitting at a set cadence) and looking for a reader's signal.

Passive RFID tags have no internal power source. Instead, passive tags rely on the RFID reader to power up and scan the tag. The reader sends out electromagnetic waves to induce a current in the tag's antenna that is then broadcast back to the reader. Because they don't contain a battery, passive tags tend to be much less expensive and last longer than active tags.

Deciding between an active and a passive tag system would really depend upon the specifics of the implementation. And it's fair to say that both types of tags have their advantages and specific applications where they are appropriate. However, passive tags are more popular due to affordability and minimal maintenance.

Mobile and Fixed RFID Readers

Mobile RFID readers are wireless handheld units that allow users to scan for RFID tags as they move throughout an area. This mobility is a powerful benefit for workers who can bring a handheld scanner to a particular location and capture all of the RFID tags within read-range.

Understand that mobile RFID readers are very similar to barcode readers. The big difference is that barcode readers will read one tag at a time and require a line of sight between the tag and the reader. RFID readers are able to capture hundreds of tags within seconds as it doesn't require that direct line of sight and instead only needs to detect the presence of an RF signal.

The benefit of a mobile RFID reader is that it can perform a physical inventory in a fraction of the time required by a barcode system or a manual method. Organizations that have adopted RFID are able to walk through a warehouse and perform a total inventory capturing thousands of assets in a matter of minutes.

Fixed RFID readers are more often mounted in a doorway, a portal, or a small hallway to create a gateway for the assets to move through. Picture a loading dock door with a fixed reader mounted above it that is designed to automatically capture all assets as they move in and out of that dock door.

This kind of hands-free asset tracking is incredibly powerful in its ability to capture and record an asset's last known location automatically. The benefits of autonomous tracking are astounding. Organizations that are able to create RFID choke points or gateways that are strategically located in their facility can capture the movement of their assets during their day-to-day operations. Establishing a fixed gateway that automatically captures all assets as they move from one part of a facility to another, with no work from the staff, brings the accuracy of the inventory to another level.

The proper combination of mobile RFID and fixed gateway readers can provide 100% asset visibility to an organization.

Government Property Managers are Getting Squeezed

The US Congress is holding the Defense Department accountable to be able to complete a full financial statement audit. The Pentagon is embracing this audit initiative and putting increased pressure on the branches of the military as well as the contractors who support them. This pressure, of course, trickles down to the individuals who manage government property.

Government Property Managers need to improve their inventory accuracy. Organizations need to leverage smart technology - like RFID asset tracking - to maintain compliance to their government contracts. As the FIAR audits increase it will be the organizations that are able to respond to this call for improved accountability that will survive.

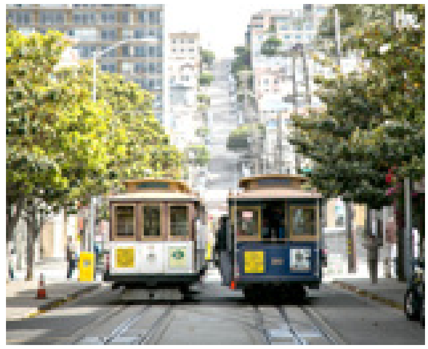
References

i Retrieved from https://www.dodig.mil/reports.html/Article/1786178/audit-of-management-of-governmentowned-property-supporting-the-f35-program-dodi/

ABOUT THE AUTHOR

Peter Collins, A2B Tracking President and CEO, has been a member of the NPMA for over 15 years. He has worked with many industries, including the Department of Defense, on Auto ID policies such as barcode and RFID. He has a wealth of knowledge in developing and implementing RFID and barcode asset tracking systems in organizations around the globe. Mr. Collins has played a key role as a consultant to the DoD in the department's effort to adopt the use of IUID technology in 2004. He received the ID Global Leadership Award in 2009 for his role in worldwide adoption of IUID, and is an active participant in IUID industry trade associations.

2019 FALL EDUCATION SEMINAR
Hightlights from the Bay!

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2019
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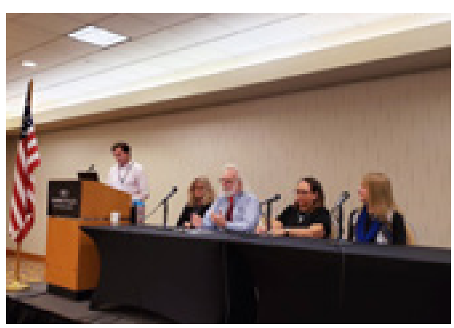
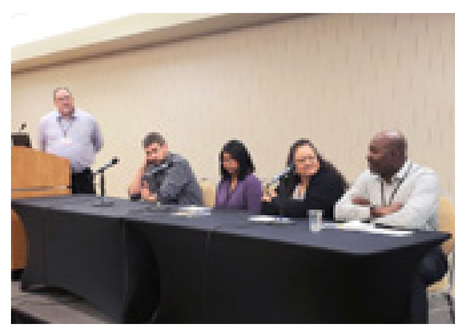
Well another NPMA seminar is in the books, and with almost 100 members in attendance, it goes to say it was without a doubt another success! This year's Fall Education Seminar was held in the San Francisco Bay Area, November 13th and 14th. Two days jam packed with education, networking and of course a little bit of fun!
Check out some highlights from some of the speakers, sponsors/exhibitors, NPMA foundation and testimonials from first time attendees!
A special thank you goes out to the two chapters who hosted the event - Bay Area and Higher Education & Research, co-chairs Scott Ray and Greg Sallee, as well as, Meeting Expectations staff who all helped make this event possible.

GENERAL SESSIONS

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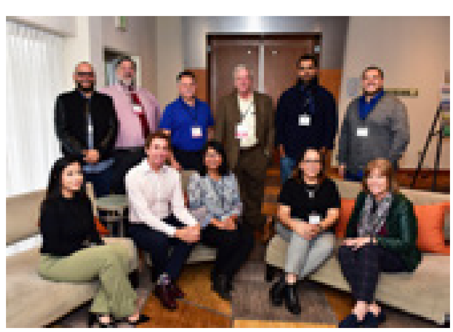
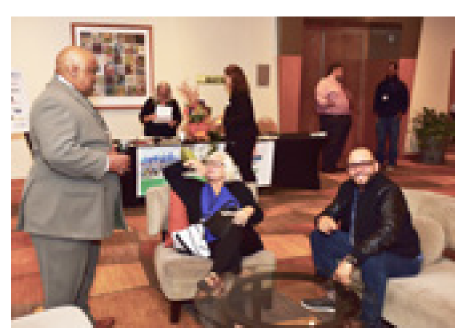

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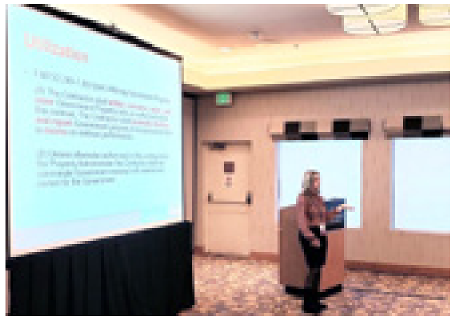

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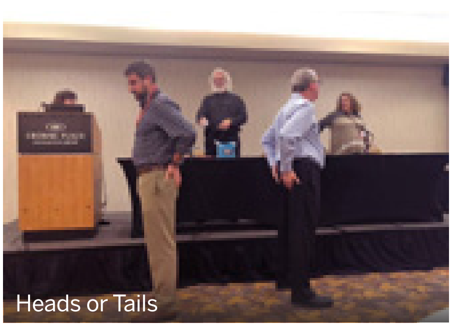

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TESTIMONIALS FROM FIRST TIME ATTENDEES

"Attending FES for the first time was an excellent learning opportunity for me in that I was able to meet other Property professionals and expand my knowledge of Property, as well as learn the importance of asset management within our organizations.

- Andrea Anders, CPPS

"The NPMA educational seminars allow you the opportunity to take stake in your own professional development. The venue provides insight from your peers and pioneers, toward NPMA foundational concepts to working in a sound Property Management environment.

- Ron Barlow

THREE SKILLS

SUCCESSFUL ASSET MANAGERS NEED IN TODAY'S WORLD

By Angel J. Rosario, DAWIA Level II, Nutmeg Chapter

Okay, so here's the deal. Sometimes, asset management professionals aren't the most popular kids on the block. There's a certain reputation asset managers carry, and at times it's not the most flattering kind. It is my experience asset managers – especially internal auditors – have the reputation of being cold, stern and unwavering. They are also observant, detail oriented and inquisitive by nature. You can say the reputation is earned because auditors often disclose something we may not have been doing "right" or not in accordance with our procedures.

For many of us in positions of leadership, we welcome and enjoy the opportunity to shine through a 'clean audit report.' But I'll admit, no matter how confident I may be in our asset management program, I'm always apprehensive because you never know what kind of auditor you're going to get. Some auditors are more reasonable than others, and as an auditor myself, I understand the challenges to remaining consistent, unbiased and fair.

Asset management professionals at all levels may find the Forbes Insights with KPMG article, titled "Five Skills Auditors Need to Succeed Today,"[i] useful as we perform self-assessments, internal audits and general administration of Asset Management.

1. Strong communication skills

What do communication skills look like in action? For the successful auditor, it means clearly conveying thoughts, ideas and suggestions during meetings, presentations, interviews, and negotiations with audit clients and executives.

As many asset management professionals are aware, communication is a two way street. In order to be successful in our careers, we have to both listen to what is said and what isn't. Often times the way answers are provided can give us insight as to day-to-day operations, attitudes and our peers' points of view. You can practice active and passive listening to enhance your communication skills.

www.indeed.com defines Active listening as *the ability to focus completely on a speaker, understand their message, comprehend the information and respond thoughtfully.*[ii]

Active listening helps build connections by helping others feel comfortable sharing information with you. Active listening helps you identify and solve problems by allowing you to detect challenges and difficulties others are facing.

Practice active listening exercises as follows: Paraphrase and summarize the main points communicated to you, allowing the speaker an opportunity to clarify or confirm you've understood correctly.

Example: "So what you're saying is conducting monthly wall-to-wall inventories is not an efficient use of your labor hours?"

Ask open-ended questions to show you understand the concerns expressed and allow the speaker an opportunity to share even more tips, suggestions or concerns.

Example: "If you were king for a day, how would you enhance the current record keeping process?"

Display empathy by showing the speaker you recognize their emotions on the topic. You can show empathy by acknowledging the speaker's feelings as you interpret them.

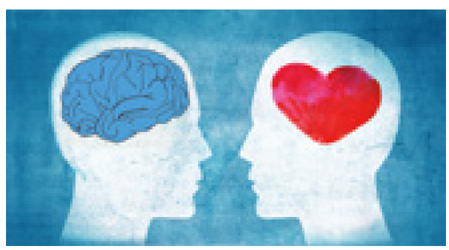
Example: "I'm sorry to hear you're dealing with a backlog of property that needs to be screened and potentially dispositioned. Let's figure out some ways we can streamline the current state."

Passive listening is often described as non-verbal listening. This is the ability to communicate to a fellow speaker by engaging in non-verbal cues. As asset management professionals we engage with stakeholders at all levels of the organization daily. Whether briefing management, investigating losses, communicating with customers or performing any series of tasks related to asset management, we use active and passive communication to persuade others.

Some examples of passive/non-verbal listing are as follows:

- **Nodding** shows your speaker you're listening and understand what the speaker is telling you. Whether you agree or disagree with the context being relayed, nodding can assure the speaker they are being understood.
- **Smiling** provides your speaker affirmation that you understand their point of view. When coupled with nodding, it does not necessarily mean you agree, but rather that you understand their point of view.
- **Maintaining eye contact** with the speaker helps make a connection between both parties. Additionally, maintaining a natural gaze along with nodding and smiling helps reduce tension during potentially tense situations. I have found this helps the speaker feel comfortable and not intimidated as we perform our audits.

2. Emotional intelligence



Oxford Dictionary defines emotional experience as *"The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically."* [iii]

I find this emotional intelligence important to fully perform my duties as an asset management professional. While I spend a good portion of my day-to-day performing administrative reviews of contracts, procedures and research, the most significant part of my day is spent developing interpersonal relationships as I perform property administration tasks.

An article titled "Emotional Intelligence" by PsychologyToday.com reports emotionally intelligent individuals are both *"highly conscious of [their] emotional states, even negativity - frustration, sadness, or something more subtle - and able to identify and manage them."*[iv]

To me, emotionally intelligent asset managers remain poised during challenging times, and consciously understand the emotional cues set off by their counterparts. For example, while performing a process review, an employee may appear unsure of the process in question, or annoyed with certain steps in the process. Identifying subtle cues can help an asset manager further explore improvement opportunities. I've found explaining the importance of a step - as it relates to the organization's overall goal - useful in obtaining buy-in. We may also identify this as an opportunity to determine whether any improvements or exceptions can be made.

Emotional intelligence is a skill which can be honed, and can prove useful daily. The ability to interpret whether a person is being defensive, concerned or worried is useful as it can help an auditor put others at ease or identify whether concerns arise.

Asset managers with high emotional intelligence:

Demonstrate empathy, which includes working hard to see things through other's eyes. *"Empathy doesn't necessarily mean agreeing with another person's point of view. Rather, it's about striving to understand - which allows you to build deeper, more connected relationships."*[v]

By seeing actions, decisions and processes through someone else's eyes, you may be better equipped to explain the importance of certain tasks and requirements. Taking a step back to look at the bigger picture can provide insight into improvements from a different point of view. You can demonstrate empathy by actively listening (maintaining eye contact; paraphrase to show you understood the content.)

Give helpful feedback by providing constructive feedback that helps rather than hurt the recipient. Emotionally intelligent asset managers reframe criticism by acknowledging positives you want to encourage, while at the same time eliminating the perceived weaknesses or areas that need improvement. I recommend taking the time to recognize positive actions taken by the employee – which directly relate to the topic in question, identify the area of improvement, and recommend a path for reaching the desired result. Better yet, explain the desired result and ask for their suggestion on how they may best reach it.

3. Critical thinking and business acumen

Critical thinking and business acumen is the ability to objectively analyze information found during an audit, and relate it to the business enterprise's overall mission. Possessing sharp business acumen enables asset managers to identify how an organization operates, how the organizations focus shifts, and the underlying culture within different departments. This proves insightful to asset managers because we're able to tap into the strengths, weaknesses and challenges that affect the day-to-day operations within your organization.

Having participated on numerous hiring panels, I have observed the importance of critical thinking as a sought-after skill to many hiring managers. Critical thinkers are valuable to an organization because of their ability to conceptualize, analyze and evaluate information to form an informed decision or recommendation. As asset managers, a good portion of our time is spent troubleshooting, investigating, interpreting and navigating through challenges. Whether we gather data to support a solicitation, or we review executed contracts to ensure we're complying with requirements, successful asset management professionals perform critical thinking exercises daily.

Looking to expand your critical thinking skills? An article titled "How to Learn Critical Thinking"[vi] at psychologytoday.com touches on specific strategies for honing our strategic thinking. Here's a few of my favorite:

- Be aware of your thinking by thinking about ***HOW*** we think. We all have different degrees of alertness, experience, emotional states and bias.
- Train the ability to focus by learning how to concentrate, eliminating distractions, and extracting meaning from what we read or observe.
- Use evidence-based reasoning instead of confusing opinion with facts. Question claims without evidence, and consider omitted and/or contrary evidence into our decision making.
- Identify what is missing from someone else's persuasive viewpoint. Often times, it is not only what is said, but what isn't.

During a recent post on the NPMA Facebook group we asked, **what are some of the top skills successful asset managers need today?**

Here's what they said:

"*Positive attitude, focus on how to get to Yes. Network with your Program Managers and show them the value you can bring to organization or mission. Don't just quote regulation, be a game changer by showing your acquired assets, including Government property in the possession of a Contractor are accounted for and all capitalized assets are part of the balance sheet.*"

- Steven H.

"*Be a team player. Learn the processes in place BEFORE recommending changes. Be adaptable. Discover ways to apply regulations and standards within existing processes where possible. Network with both the Project Managers AND the process team members.*"

- Ed U.

"*Become proficient in your area of responsibility. Learn regulations, organization processes and procedures. Make continuous learning a priority. Precise communication with all parties. Don't be afraid to ask questions. Be solution focus and seek best practices.*"

- Courtney G.

"*Learn real facilitation skills. If you are a contractor, a lot of your focus may be on continuous improvement. The ability to bring together different points of view to lead to common ground is an art that can be learned*"

- Christina R.

In your experience, what additional skills do you feel asset managers need to succeed in today's environment? Please continue this conversation at the NPMA Facebook Group or write into hq@npma.org to expand our list!

References

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ABOUT THE AUTHOR

Angel J. Rosario, MBA, is a Marine Corps Veteran, business owner, Government Property Administrator, and President of the NPMA Nutmeg Chapter. Angel has been working with DoD contractors since 2011, and has earned a DAWIA Level II certification under the career field Industrial/Contract Property Management. Angel began his career in asset management as a collateral duty while in the Marine Corps. As a Logistics Non-Commissioned Officer, Angel was responsible for administering acquisition, receipt, physical inventories, records, maintenance, transportation, storage and use of Government-owned property. After a career in the service, Angel continues to serve as a Government Property Administrator assigned to several large defense contractors.

PROPERTY: THE HEART OF IT ALL

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ASK THE EXPERT

BY YOUR NPMA 'EXPERT' PANEL

A recent question was posted to the NPMA Facebook page regarding "Ship in Place." In an effort to memorialize the responses and great technical references – the following is provided.

Question: *Contract Line Item Number (CLIN) items are shipped In place and being stored for months awaiting shipping instructions and at no additional cost to the Government. Contract Period of Performance (PoP) ended, yet should these be tracked and tagged as Government Furnished Equipment (GFE)? I don't believe these fall under 52.245-1? My concern is the liability if items are lost or damaged? Trying to see what options are there to resolve, if any, since contract ended? In a Querulous Quandary!*

Expert: The first thing one needs to understand in this situation is that the Deliverable End Items called out as a CLIN is NOT Government property ACCOUNTABLE as under a contract. It IS Property of the Government. It is OWNED by the Government. It is TITLED in the Government. But it is NOT ACCOUNTABLE as Government Furnished Property under the instant contract, i.e., the contract that produced it.

ISSUE #1

Who is liable for the loss of these Delivered items? One Contributor cited the FAR F.O.B. clausal requirements. Check the various Free on Board (F.O.B.) Clauses in FAR 52.247 – there are about two dozen different clauses addressing F.O.B. If we look at 52.247-30 entitled, F.o.b. Origin, Contractor's Facility, we see in paragraph (b) "The Contractor shall-

(4) Be responsible for any loss of and/or damage to the goods-

(i) Occuring before delivery to the carrier;

So, in this situation the Contractor would be responsible for ANY loss of said property following inspection and acceptance by the Government but PRIOR to the delivery to the carrier.

ISSUE #2

Storage Costs. One Contributor cited a Government Policy section, DFARS *245.570 Storage at the Government's expense.*

All storage contracts or agreements shall be separately priced and shall include all costs associated with the storage.

Technically, the Contracting Officer should have known better than to request a "ship in place" if they followed the prescriptive DFARS policy and the contractor should NOT have agreed to "ship in place" without a fully funded storage agreement.

ISSUE #3

Additional Guidance regarding this topic. There is amplification in the DoD Guidebook for Contract Property Administration-- buried, but there, nonetheless.

Here is the link -- https://dodprocurementtoolbox.com/cms/sites/default/files/resources/GFP%20Guidebook%20DEC%20Fomatted%2011122014.pdf (Downloaded 11/18/2019) Read the Guidance to the Government folks found on Page 1, Footnote 1. It states,

If a contract deliverable item is shipped in place (FOB Origin), the deliverable item would become either GFP (in which case 52.245-1 applies) or "not" (52.245-1 does not apply). If the contracting officer intends the property to be GFP, then 52.245-1 and its associated clauses must be added to the contract (assuming the contract lacks those clauses). If the property is not designated as GFP, then the Government has ostensibly imposed upon the contractor a property storage requirement (a "service"), in which case the contracting officer should ensure the contract includes appropriate terms and conditions relevant to the type, scope and duration of storage. The contract should also include necessary and appropriate funding (storage at no cost is not appropriate), a clear statement that the property is not GFP, and an appropriate liability provision (the Government would not ordinarily assume the risk of property loss (self-insure) for property shipped in-place that is not GFP). NOTE: The contract cannot be closed until shipped in place items are ultimately shipped to their final destination.

Government representatives need to follow the PRESCRIBED Policies provided by the FAR and DFARS. Contractor Property and Asset Management Professionals need to be aware of the potential risk they are exposing their company to in allowing a "Ship In Place" action as described above.

To take a "Well, that's the way we've always done it" approach creates problems for both sides of the acquisition team!

GOT QUESTIONS?

SUBMIT YOUR TOPIC ON THE NPMA MEMBER FORUM TODAY!

NPMA
MEMBER
FORUM

MISSION:

The Member Forum is your path to the knowledge and experience of asset management professionals from all functional areas within NPMA. The Member Forum is a networking opportunity where you can ask questions, present problems, and receive quality advice. This is the place for everyone; no boundaries based on functions, no boundaries based on type of organization, where we can all learn from each other.

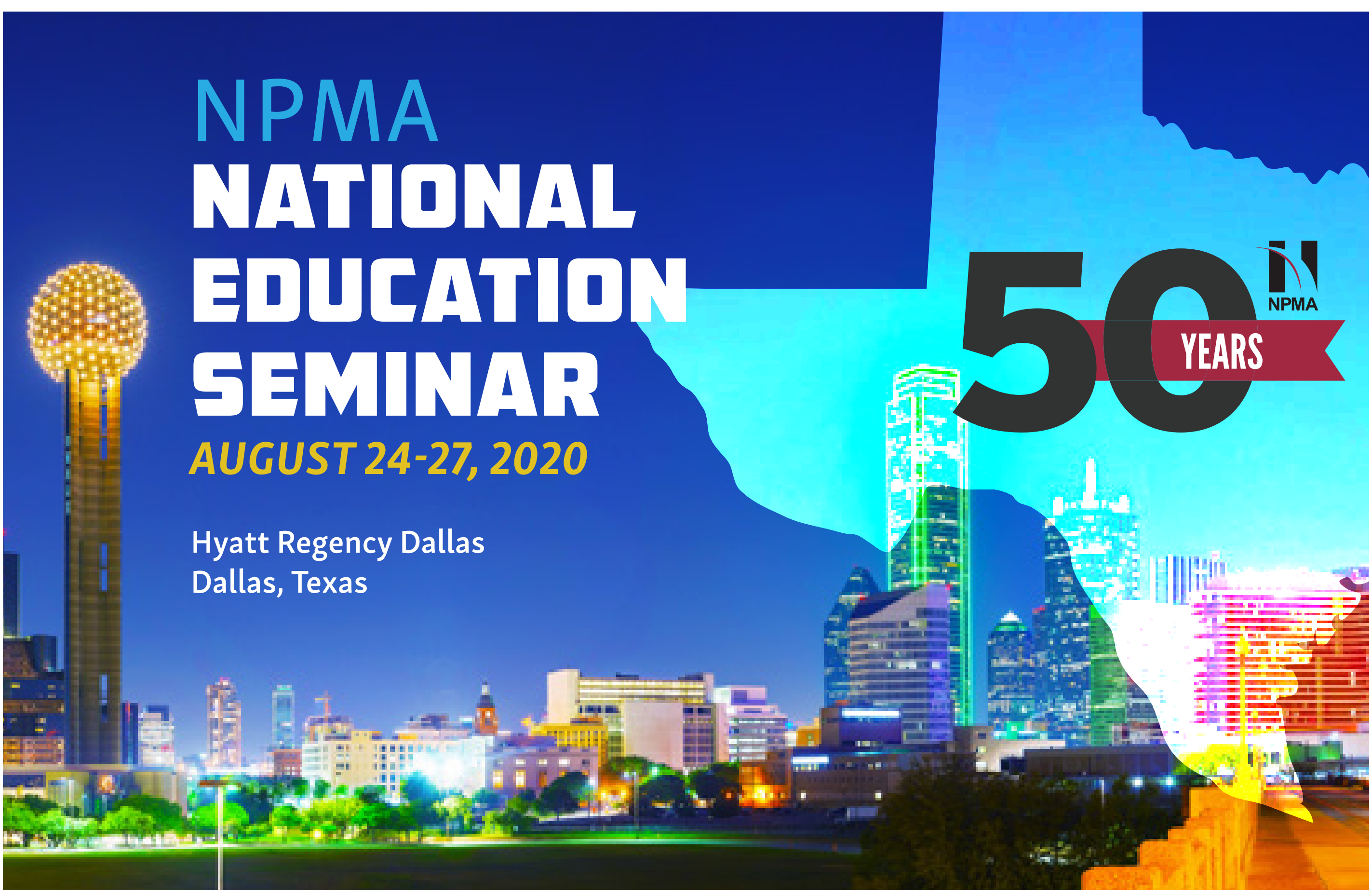
CONTACT US:

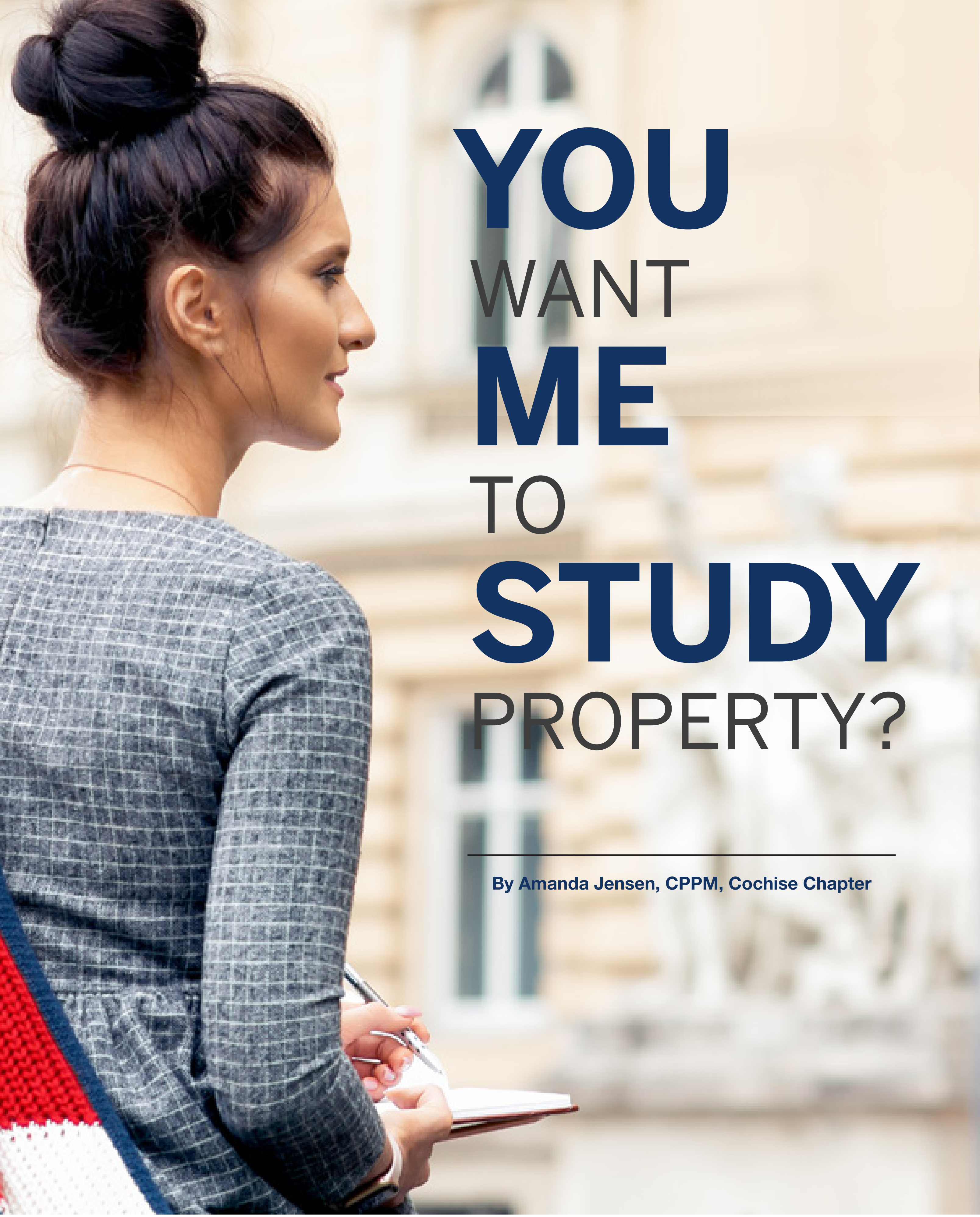
SCOTT RAY, Director of Communication and Membership Media at **SCOTTRAY@STANFORD.EDU**

KIM SAEGER, VP of Marketing and Communications at **VPMARKETING@NPMA.ORG**

LINK TO THE FORUM:

WWW.NPMA.ORG/FORUMS





YOU WANT ME TO STUDY PROPERTY?

By Amanda Jensen, CPPM, Cochise Chapter

How do I find the records requirements? What is the difference between BOAs (Basic Ordering Agreements) and IDIQs (Indefinite Delivery/Indefinite Quantity) contracts? Who has title to property under a certain funding type?

Property questions come out of the woodwork once you are named as a point of contact within your organization; so how do you start harnessing those skills in order to quickly recall information when inquired.? In my experience, you start slow. You listen and learn from peers and how management handles situations of non-compliance. You study your organization policies and attempt to understand the regulations that drive them. You can even take the advice of a peer and blindly join an association dedicated to your profession, as I did.

In each of our industries we are driven to some sort of regulation in which those around us incessantly reference when we are newbies in our career field. So what does all of it mean? How can you possibly begin to tie it all together? Honestly, the best thing I ever did was to join the National Property Management Association (NPMA) to expand my knowledge of this vast career. The resources that are immediately available to you are the library of free webinars and articles written by those who just like you started out trying to piece it all together.

So where do you start? You start by taking your role or specific project and researching!!! You literally just begin NERDING out on everything you can get your hands on. Review webinars, articles, training slides or even your own organizational policies. When you see a regulation reference – look it up and try to understand what it means, how it pertains to your policy and how it effects the compliance of your organization. Also, if you were asked, how would you explain the meaning of that reference? Part of learning for your own behalf is being able to teach and share that knowledge with those around you.

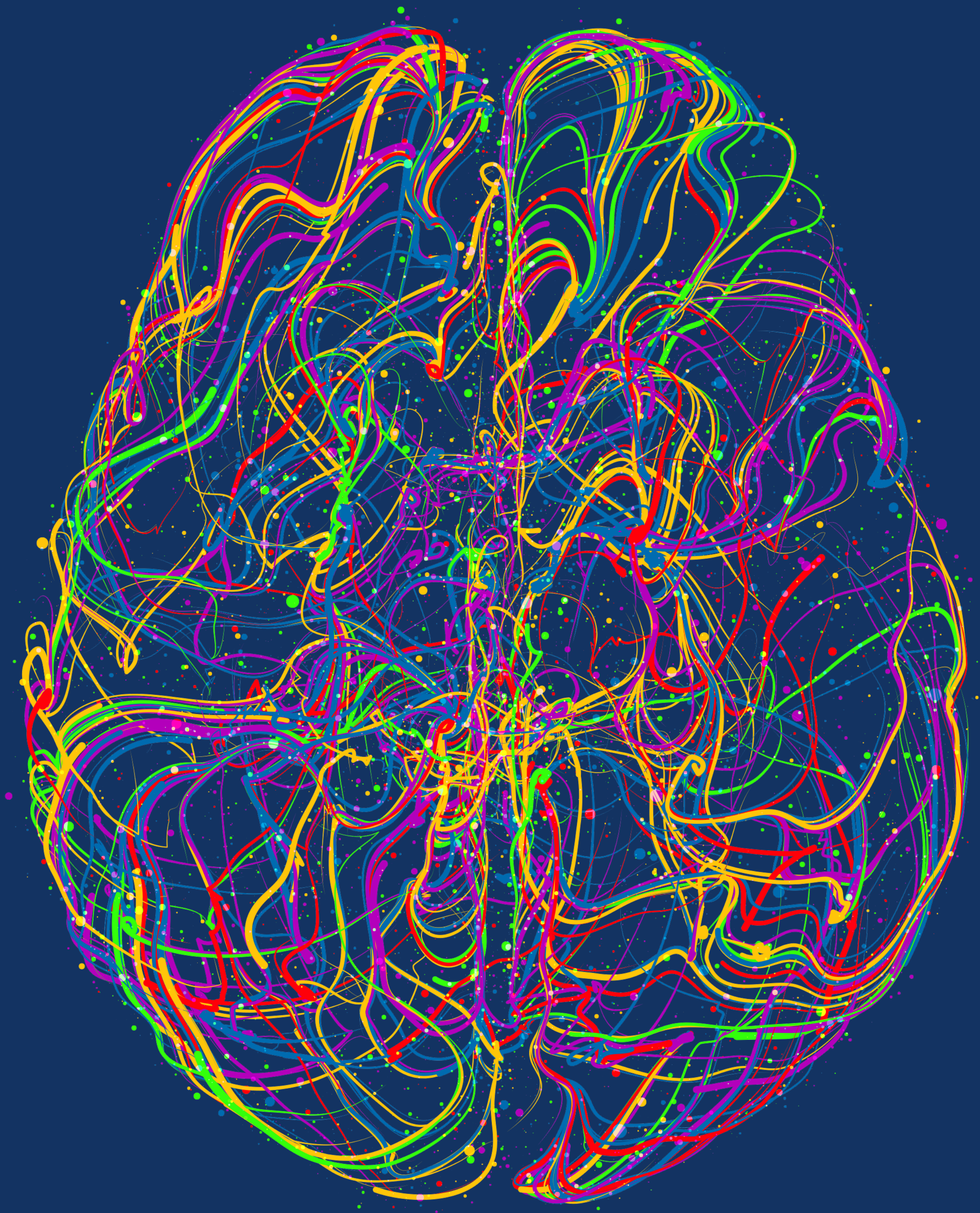
Take the property element of acquisition as an example. In order to understand acquisition you must understand what your organization policies and regulations say are compliant practices to this process. For those who are driven by the Federal Acquisition Regulations (FAR) you know (or will know) that among understanding parts (including, but not limited to 31.201 and 52.245-1) you also have to refer to your contract. Knowing your contract is crucial to compliantly acquiring property; and understanding acquisition references within the FAR will help you articulate any non-compliance concerns to those in your organization.

Now that you have been researching and studying your craft, let's do you one better – start attending conferences or trainings or get certified. How do you do that? Ask!! It never hurts to put yourself out there and ask for funding to expand your knowledge, or apply for a grant depending on how long you have been a member. My attendance to education conferences not only gave me more to come home and study up on, but also gave me the networking opportunities so I could reach back out to those instructors or peers. I owe my knowledge to many well-known names within our association and thank them for their willingness to share their knowledge. It also gave me the courage to then start presenting my own research and experiences.

I implore you to study property and get involved for your own benefit. Take charge of your own career and be a valuable asset to your organization and our association by sharing your research and experiences. You may feel as though you aren't ready or overwhelmed in the big world of property, however, remember that all of us started exactly where you are. No one was born with knowledge of property and the management of assets, we all took it piece by piece and dedicated ourselves to keep learning with every situation, each new perspective that was thrown at us and every mistake.

ABOUT THE AUTHOR

Amanda Jensen, CPPM was an enlisted physical medicine journeyman of the United States Air Force for 8 years. Shortly after she started with Raytheon Missile Systems in 2013 and joined Property Management in 2014. Amanda has served various property functions over the past 5 years and currently is a subject matter expert lead in Acquisition and Records. She received her MBA from the University of Arizona. Amanda has been an active member of the NPMA since 2014. She has served NPMA as Chapter President, National Director of



DEEPENING OUR UNDERSTANDING OF THE

UNIQUE IDENTIFICATION NUMBER (UIN)

By Jon Shelness, Northstar Chapter

Are you familiar with this federal regulation FAR 52.245-1(f)(v)(B) “The Contractor shall assure its subcontractors are properly administered and reviews are periodically performed to determine the adequacy of the subcontractor’s property management system”?

If you are working with tiny, mom and pop subcontractors, this means you are responsible for making sure they comply with Federal regulations related to property management. As an NPMA member, you know all-to-well the importance of rigorous property management. Your smallest subcontractors may need your advice and assistance in fulfilling the requirements for an asset management system that can track Government property just like the largest institutions do.

Let’s explore the various Federal regulations that impact property management and offer some suggestions on how you can help those tiny, mom and pop shops. Remember, for auditing purposes, as the main contractor, you are responsible for even the smallest subcontractors.

FAR 52.245-1(b)(1) notes that industry-leading practices and standards may be used to provide effective and efficient property management (except where inconsistent with law or regulation.) Specifically, the Contractor and/or subcontractor must create and maintain records of Government property. And FAR 52.245-1(f)(1)(v)(B) states that “reviews shall be periodically performed to determine the adequacy of the subcontractor's property management system.”

And let’s not forget the loophole-closing DFARS Case 2015-D035 VI which states, “Acquisition value alone...is not an indicator of the criticality or sensitivity of the property.” We know that big subcontractors can afford to invest in turnkey enterprise asset management (EAM) systems with the help of the large players in asset management technology. But this is probably not an option for smaller subcontractors because of the expense and complexity of implementing such a system.

The hang up is not the backend database but rather the uniqueness of the asset tag. To compound that, there seems to be confusion about what an asset tag actually is and what it’s supposed to do. On the surface, an asset tag doesn’t seem that complex. FAR 52.245-1(f)(1)(ii) states, “identify as Government owned in a manner appropriate to the type of property (e.g., stamp, tag, mark, or other identification)...” And DFARS 252.245-7001(b) states, ”The Contractor shall tag, label, or mark Government-furnished property (GFP) items identified in the contract as subject to serialized item management.” But what does that really mean?

A hint comes from NFS 1852.245–74(c)(2). The contractor will list a “Unique Identification Number (License Tag)” on a spreadsheet with other pertinent information about the item being tagged. 1852.245–74(b) gives a hint as well. Equipment shall be marked with a unique identification number (UIN) “... in a location that will be human readable, without disassembly or movement of the equipment...”

Now we’re getting somewhere. A license tag. Where have we heard something like that before? Of course, it’s the way we tag and register our cars—a practice codified in law shortly after the turn of the 20th century. This is significant because all 50 states have centralized registry databases of human readable, unique license plate numbers which, in turn, are tied to Federal and State databases containing unique vehicle identification numbers (VIN).

Making up your own, random license plate number and affixing it to your car is not a wise decision. The whole point of putting a license plate on a car is because, by law, there has to be some sort of globally recognizable, human-readable system, with a widely accessible lookup feature that is easily understandable by police and citizens.

Tiny mom & pop subcontractors can’t just make up random “license tags” and slap them on GFP either. Using a permanent marker or generic asset tags with random numbers and listing them on a spreadsheet does not make them NFS 1852.245–74(c)(2), Unique Identification Numbers (UIN). The same is true of randomly generated barcodes, 2D matrix scan codes and RFID reflector chips.

NFS 1852.245–74(c)(4) goes even further by asking for “An explanation of the data used to make the unique identification number.” So, the problem hinges not on UI, UII, UID or IUID, but rather on the UIN. But what exactly is a UIN? How should a UIN be constructed? What are the rules and guidelines for UINs?

Not widely known in the United States, but recognized in over 50 countries worldwide, the Loss Prevention Certification Board (LPCB) has developed UIN standards to protect property using human readable, internet-based, asset management strategies.

LPCB’s Loss Prevention Standard (LPS) 1224(3.1) “specifies requirements for asset registration companies providing secure asset registration services designed to support the identification and repatriation of assets when those assets are lost or stolen.”

LPS 1225(3.2)(i) provides a strategy for the “marked asset to be traced to the legal owner via a secure database register linked to the marking system employed.”

In conclusion, a UIN should be a onetime-use number, uploaded to the cloud that is tied to a unique and discrete IP address. That IP address and onetime-use number is also embedded in a commercial-grade asset tag, all of which is tied to a client’s privacy-protected, web-based account. When that asset tag is affixed to a serialized item and the pertinent information about that item is uploaded to the secure database, that tiny mom & pop subcontractor now has a globally recognizable inventory-control, property-tracking and crime-prevention strategy that meets the most stringent government regulations.

ABOUT THE AUTHOR

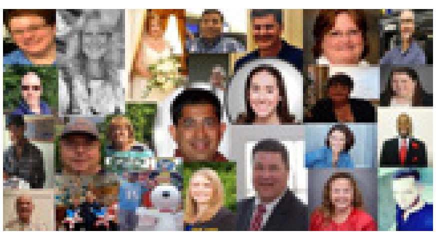
Jon Shelness, from Des Moines, Iowa, is the founder of ***MyPropertyID***, an asset management strategy and security system. Jon is a leading expert on the police-endorsed, home security system known as Operation ID. Operation ID was originally designed for individuals, homeowners and small businesses over 55 years ago—and is still promoted today by police departments nationwide. The ***MyPropertyID*** solution advances the state of the art of Operation ID, making it compliant with current government regulations.

Connection CORNER

BRINGING CHAPTERS TOGETHER

In this issue of the Connection Corner, we caught up with our national award winners for Large Chapter of the Year: Nova (Eastern), Austin (Central) and Great Salt Lake (Western).

NOVA



What Industries make up your chapter membership?

Contractors, Federal and Local Government and University

What type of meetings does your Chapter hold?

We hold monthly meetings except for January and August. We try to offer a way for people to dial in if possible. Giving an in-person and phone option seems to work best as we are spread out geographically. We try to encourage in-person interactions as that is important to build relationships and make the chapter go.

How does your chapter drive participation?

People are busy, we get it. Over the years we have had a few participate and we have had many. We try to encourage each other, do our best and work together.

Does your Chapter participate in community service activity?

Our community service includes Adopt a Highway, Collecting food for Virginia Family Services, collecting warm clothing for the Carpenter's Shelter, and donating and placing wreaths at Arlington National Cemetery.

Tell us something unique / interesting about your Chapter?

We are always open to new ideas. This year we started a CPPA study group for those working on their CPPA! We meet online Wednesday nights to prepare for the CPPA exam. It's all about moving the team forward. We have a number of members who serve at the regional and national level as well.

AUSTIN

What Industries make up your chapter membership?

We are made up of State and Local Government, Universities, and GOV Contractors

What type of meetings does your Chapter hold?

GoToMeeting works best for us because we are all located across Texas and jobs keep everyone very busy. We have one meeting face-to-face a year and that is the holiday lunch every December

How does your Chapter drive participation?

We drive participation through emails, discussions at chapter meetings, and follow-up phone calls.

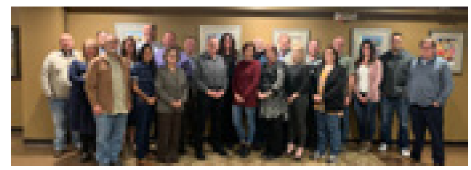
Does your Chapter participate in community service activity?

Every December for our holiday lunch we donate toys to the VFW for children of needy families

Tell us something unique / interesting about your Chapter?

Austin Chapter is very diverse and we also have the largest percentage of state & local government members of any chapter.

GREAT SALT LAKE



What Industries make up your chapter membership?

University and Government Contractors.

What type of meetings does your Chapter hold?

We hold two Face-to-Face meetings a year and the rest are webinars. Our chapter is made up of members from both Utah and Idaho. Having more webinars means that we can get more people to attend.

How does your Chapter drive participation?

One of our face-to-face meetings is to solicit members. We invite potential members and their spouses. We have a dinner and a speaker (motivational with property ties). We also do drawings for our members. One for those who have presented at a webinar and one for those who get new members to join our Chapter.

Does your Chapter participate in community service activity?

Most of our chapter members volunteer in their communities. We also have a lot of chapter members who do volunteer activities with their employer. We would like to add a volunteer activity in 2020.

Tell us something unique / interesting about your Chapter?

We have members from Utah, Idaho and Mississippi! Our member from Mississippi joined our chapter to be more "involved" in NPMA activities. He is also one of our delegates!

NATIONAL

The election for NPMA National and Regional Officers will take place at the Delegates Meetings to be held on August 23 in Dallas, Texas. The candidates included in this issue of The Property Professional are those who submitted their information by the print deadline. In addition to the candidates listed on the following pages, other candidates may be running for these offices. Bios and photos of all candidates can be found on the NPMA website. For more information on the candidate submission process, please visit www.npma.org/page/2020elections.

Name: William Franklin
Position Sought: National President
NPMA Certification Level: CPPM
Chapter Affiliation: NOVA
Length of Membership: 23 Years
Current Job Title: Enterprise Technology and Operations Senior Manager
Employer: Noblis

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I currently hold the position of Executive Vice President and have been part of the National Board since 2016 when I was elected Vice President of the Eastern Region. I have held leadership positions at the chapter level and within ATSM E53 Committee on Asset Management, serving as its Chairman for four years. My leadership experience within NPMA at both the Region and Chapter level as well as ASTM help define my style and approach that I bring to the National level: understanding the need, determining the path to fulfill the need, and finding the compromise to get it done.

MISSION AND GOALS:

If elected I will fulfill the duties of this position as written and uphold the mission of NPMA. I will support the membership ensuring NPMA is providing quality opportunities to fulfill your goals as members of this organization. I will work with the Board, the Regions, the Chapters and membership to keep NPMA a valued organization. I will continue in the steps of those before me to ensure strong financial stewardship, transparency of this office and open communication. I believe very strongly that the board exists to put in place opportunities that support the NPMA membership and that belief is why I am running for National President.

Name: Steven Holland
Position Sought: Executive Vice President
NPMA Certification Level: CPPM, CF
Chapter Affiliation: NOVA
Length of Membership: 31 Years
Current Job Title: Senior Consultant, Logistics/Property Management
Employer: Logistics Management Institute

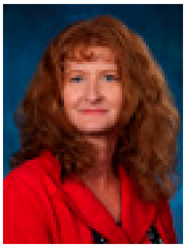
I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I am a Principal in Property Management and Logistics for the Logistics Management Institute (LMI) and have served in a senior advisor role to the U.S. Government for the past 14 years. I have over 40 years of work experience in property management and logistics involving company-owned, leased, and Government property. I have over 30 years serving NPMA and currently serve on the ASTM International Committee E53 and have held leadership positions in the Bay Area and NOVA chapters. I am a frequent presenter at NPMA Seminars and author of various literary articles on Property Management published in the Property Professional and NPMA Journal of Asset/Property. I hold a Bachelor of Administration degree with concentration in Acquisition and Contract Management with honors.

MISSION AND GOALS:

In representing NPMA as the Executive VP, I will bring my experience of developing and implementing policies and procedures to strengthen NPMA's Strategic Plan and other initiatives. I will take an active role to ensure the newly established Member Forum is receiving the attention and oversight needed to accomplish its mission, and ensure the NPMA Executive Board (EB) understands and votes on standards and policies written by ASTM E53 Committee, and other governance bodies. I will be an active and vocal member of the EB to ensure our association moves forward in a positive manner to benefit all members. My goal is to bring my work, leadership and volunteer experiences to the EB, offer a fresh view within the Board, and continually foster a cohesive team environment.



Name: Tara Miller
Position Sought: Executive Vice President
NPMA Certification Level: CPPM, CF
Chapter Affiliation: Space Coast
Length of Membership: 23 Years
Current Job Title: Program Manager
Employer: Apache-Logical, JV

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I have served in leadership positions with the NPMA at the Chapter and Regional levels. For the past four years, I served as the VP of Professional Development. Prior offices include two terms as the Eastern Region Vice President, two terms as the Eastern Region Treasurer, and several positions at the Chapter level to include Chapter Vice President as well as Chapter Program Chair. In addition, I also served as the ASTM E53 Secretary for two terms. This extensive experience serving the NPMA will enhance my ability to serve as the Executive Vice President.

MISSION AND GOALS:

My experience as VP of Professional Development will enable me to support the NPMA Strategic Plan to ensure we follow the road map and achieve the established goals to support the NPMA's continued growth and expansion. This includes supporting the membership by expanding education and training in specified areas, supporting the road to accreditation, and working avenues to make the training more accessible to our membership. These goals also tie into the NPMA Advisory Board initiatives to expand educational opportunities for our members. I am looking forward to continuing to serve the NPMA President and Executive Board as well as the NPMA Association. My 20+ years of being an active NPMA member and my many years of management experience will aide in this endeavor.

Name: Jennifer Batcha
Position Sought: Vice President Administration
NPMA Certification Level: CPPM
Chapter Affiliation: Tidewater
Length of Membership: 20 Years
Current Job Title: Property Administrator
Employer: HII - Newport News Shipbuilding

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I have been an active member of NPMA and worked in Property Management for over 20 years. In my time with the Tidewater Chapter I have held the Vice President, Secretary and Treasurer positions. I have also served the Eastern Region as Director of Membership and Director of Awards. Additional leadership positions held within my community include local PTA President and Vice-President, as well as Secretary for a recreational social club.

MISSION AND GOALS:

As Vice President of Administration, my mission would be to uphold the NPMA Bylaws and provide administrative support to the Executive Board - with enthusiasm, professionalism, and dedication. As a history major in college, I have a personal interest in highlighting our NPMA Historical Archives. I would also focus on continuous improvement in the NPMA Awards Program and increasing participation.

Name: Gina Gant
Position Sought: Vice President Administration
NPMA Certification Level: CPPA
Chapter Affiliation: Cochise
Length of Membership: 6 Years
Current Job Title: Subcontract Manager
Employer: Raytheon

I do plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

If elected Vice President of Administration, Gina will effectively record and maintain records for the Association's business and legal documents. She will support and promote the NPMA Strategic Plan for managing the growth and focus of this diverse organization. Gina believes she can bring real passion and energy to this role if she is elected. Gina has a strong desire to help others and develop as a professional. Her attitude has always been that if she is going to do something, she should put every effort into it, in order to succeed.

MISSION AND GOALS:

My mission and goals for my office are to ensure smooth running of National Board meetings while recording and maintaining records for the Association's business.

Name: Kimberly Saeger
Position Sought: Vice President Communications and Marketing
NPMA Certification Level: CPPM
Chapter Affiliation: Cochise
Length of Membership: 10 Years
Current Job Title: Manager I, Compliance and Systems Support
Employer: Raytheon Missile Systems

I do plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I have been a member of the Executive Board for the last two terms, as VP of Administration and currently as the VP of Communications and Marketing. I have enjoyed serving the membership in the Marketing and Communications role in my most recent term and would like to continue to serve this great association. Marketing and Communication are important avenues to ensure our members, sponsors and industry know what NPMA has to offer. Professionally, I have been in property for over 12 years. I bring leadership, high energy and the willingness to learn and grow to help make NPMA great! I am excited to see what the future has in store for NPMA for its next 50 years!

MISSION AND GOALS:

My goals for marketing and communications are focused around continued communication and increased awareness of what NPMA has to offer! Communication to the membership is key, as well as, increased marketing to our sponsors and property profession as a whole. I am committed to providing continued support to the members and growing this association. With 2020 being our 50th year as an association, I think it is an exciting time to reflect on the history and look ahead to the bright future of NPMA. I would be honored to be a part of it serving as the VP of Marketing & Communications.

Name: Scott Petersen
Position Sought: Vice President Membership
NPMA Certification Level: CPPM, CF
Chapter Affiliation: Denver Rocky Mountain
Length of Membership: 17 Years
Current Job Title: Senior Government Property Compliance Specialist
Employer: Raytheon Company

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I have served the NPMA proctoring 50+ members for certification, presenting at Regional and National conferences, serving multiple times as a National Delegate, founding the Yorkshire England Chapter and as President of the Denver Rocky Mountain Chapter. I served as the 2019 Spring Education Seminar Chair, and currently serve as Central Region Editor and National Director for Membership Media.

MISSION AND GOALS:

If selected for the VP of Membership, it will be my mission to enhance membership outreach, encourage individual development, increase chapter support, and improve membership retention. I look forward to collaborating with our Executive leadership, Meeting Expectations staff, as well as Association members and their Chapter leadership to develop, initiate, and accomplish the specialized progression of the NPMA. Our Association's strength is with its membership.

Name: Marsha Campbell
Position Sought: Vice President Professional Development
NPMA Certification Level: CPPM, CF, CFFS
Chapter Affiliation: Great Salt Lake
Length of Membership: 27 Years
Current Job Title: Partner, Consultant, Instructor
Employer: Campbells

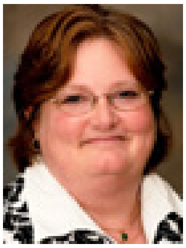
I do plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I have 35 years' experience including as a government contractor with responsibility for property and materials management and as a consultant to federal agencies for asset management. I was trained as a teacher, am a current NPMA instructor, and will use this experience and knowledge to guide materials and process updates. During my 27 years with NPMA as a CPPM, CFFS, and CF, I have held offices at the chapter and national level including VP of Certification, and oversaw the property manuals for university, state and local governments, and federal tracks. I was instrumental in initiating the degree program including first degree graduates. I continue to present at conferences and chapter meetings. I revitalized the NPMA Advisory Board and led new initiatives for the growth and future of NPMA. I will use these experiences to guide the future of NPMA professional development.

MISSION AND GOALS:

I will continue to collaborate with current Executive Board members to ensure an integrated mission for professional development. Focus goals include: • Augment the course curriculum with new training tracks that support the NPMA strategic goals. These could include on line course development and webinars • Sustain and develop texts and materials, including supporting the challenge for new classes that require materials and updating certification manuals • Manage the educational institution relationships for certificate and degree programs • Support specialty certificates, including the roll out of professional development certificates To accomplish these goals, I will work closely to align professional development to certification and NPMA strategic goals.



Name: Cathy Seltzer
Position Sought: Vice President Certification
NPMA Certification Level: CPPM, CF
Chapter Affiliation: NOVA
Length of Membership: 17 Years
Current Job Title: Sr. Manager of Government Property
Employer: SAIC

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

Greetings everyone. My name is Cathy Seltzer and I am the Sr. Manager of Government Property for SAIC, responsible for the Government Property Management System of more than 50 SAIC sites around the world. I have 26 years experience in Property Management and Government Contracting. I have conducted numerous workshops and presentations related to Property Management, both internally for my company and externally on behalf of NPMA and have written a few articles for the Property Professional. I am an NPMA Certified Professional Property Manager and Consulting Fellow and over the last 12 years, I have been intimately involved in all aspects of NPMA's Certification Program and the Certification Accreditation process. I have been a working member of the Certification Governing Board since its inception in 2009, dedicated to ensuring our Certification program is the Gold Star Certification Program available for all Property Professionals. My NPMA experience also includes past President of the NOVA Chapter, former Eastern Region Secretary and former National VP of Professional Development.

MISSION AND GOALS:

As the National VP of Certification, I intend to continue working hard to ensure NPMA's Certification Program is well represented, managed and maintained. I look forward to bringing on-line proctoring and newly constructed, psychometrically validated and SME Beta tested exams to all certification candidates. I am also determined to see that NPMA's journey to Certification Accreditation comes to a successful conclusion.

Name: Kendrick Dickerson
Position Sought: Central Region Vice President
NPMA Certification Level: CPPS
Chapter Affiliation: Alamo
Length of Membership: 11 Years
Current Job Title: Records Management Specialist
Employer: MORI Associates

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

The experience I would bring to this position would be innovative. I have a diverse background in asset management. Throughout my 20 plus year career, I have served as a Lead Property Administrator for Government agencies and Contractors. My dedication to NPMA speaks for itself - Currently I am the Alamo Chapter President, CR Secretary, CR Parliamentarian and a member of the Certifying Governing Board. I have also served two terms as CR Treasurer, multiple positions within the Alamo Chapter, and I strongly support the Foundation. My skills and experience have prepared me to serve as the Central Region VP.

MISSION AND GOALS:

My mission is to fulfill and uphold the NPMA Bylaws in a professional manner, by providing sound leadership and support to all chapters and the members; get to know each chapter within the region more personally by providing open forum opportunities. My goals are to encourage members to volunteer/serve; promote NPMA; increase chapter and membership growth/retention; and continue to share my knowledge with educational events. I am a strong supporter of NPMA and the Central Region and welcome the opportunity to serve as Vice President.

Name: Rick Shultz
Position Sought: Eastern Region Vice President
NPMA Certification Level: CPPM, CF
Chapter Affiliation: Harbour Lights
Length of Membership: 30 Years
Current Job Title: Material Management and Transportation Group Supervisor
Employer: Johns Hopkins University Applied Physics Laboratory

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I have been an active member of the NPMA for over 30 years and have served as the Eastern Region Secretary for the past 3 years. I have held several Harbor Lights Chapter officer positions over this period including President, Vice President and Delegate. I am currently assisting with the editing and writing the CPPA exam. I am currently the Chairman of the ASTM E53 Committee on Asset Management and am a past Secretary. I have been involved with the E53 Committee since 2005.

MISSION AND GOALS:

My mission in accordance with the Vice President's role will be to consistently and effectively communicate between the Eastern Region membership and the executive board, lead Region Board meetings, uphold the Regional and National bylaws and appoint Regional Directors. In addition, I will work with the ER Board members to set and accomplish goals that will support our region and members.

Name: Amanda Jensen
Position Sought: Western Region Vice President
NPMA Certification Level: CPPM
Chapter Affiliation: Cochise
Length of Membership: 5 Years
Current Job Title: Sr. Property Administrator
Employer: Raytheon Missile Systems

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

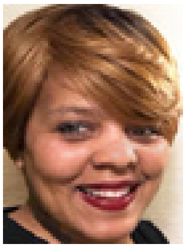
STATEMENT OF EXPERIENCE:

As the current VP of the Western Region it has been an honor getting to know our members at a deeper level and have learned so much this last year on how dynamic our region is. Previously serving as the National Director of Awards and Chapter President there is nothing more important than acknowledging and representing our members. Professionally, I am the lead of Acquisitions and Records. I hold an MBA from the University of Arizona. Through the positions I have held within asset management and NPMA it is clear how valuable this organization and continuation of education is to be successful.

MISSION AND GOALS:

* Consistent and thorough communication from the National level, ensuring each member feels valued, empowered and part of the NPMA family. * Continue Annual Region Summits to enhance communications. * Support chapter and member educational opportunities by providing funding and speaker networks. Improving communications and awareness of various NPMA activities is crucial for maximum involvement. I have spent the last year dedicated to this position and increasing opportunities for our region. I show passion and energy with everything I do and encourage and inspire our region to do the same. The Western Region members are amazing and we will continue to do great things!

REGIONAL



Name: Camille Stanfield
Position Sought: Central Region Secretary
NPMA Certification Level: CPPS
Chapter Affiliation: Austin
Length of Membership: 6 Years
Current Job Title: Resource Support Specialist II
Employer: Texas Department of Transportation

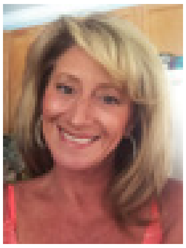
I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I have been an active member of NPMA since 2013 and I have held the Secretary position for the Austin Chapter for two years and I have been the vice president and now the president of the Austin Chapter for the last 2yrs. I have been a part of the planning and executing of the 2017 Fall FES held in Austin, TX, Boss's Day Luncheon and our Chapter holiday lunches hosted by the Austin Chapter. I have over 20 years' experience in property and Asset Management with 15 ½ years of that as a Supply Sergeant in the US Army and 5 ½ years as the Inventory & Store Specialist for the Health and Human Services and now 1yr in my current position Resource Support Specialist with TxDOT.

MISSION AND GOALS:

As the Central Region Secretary, my mission would be to uphold the NPMA bylaws and provide administrative support and professional guidance to the Vice President, Delegates, and Region Chapters. My goals as Secretary are to: a) Prepare, distribute, and maintain accurate and concise meeting minutes and records, b) Provide clear communication between Chapter leaders and members



Name: Judy Hively
Position Sought: Eastern Region Treasurer
NPMA Certification Level: CPPM
Chapter Affiliation: Harbour Lights
Length of Membership: 15 Years
Current Job Title: Government Property Manager
Employer: BAE Systems

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I have held many past positions at the Chapter level with Harbour Lights including President, Delegate, and Treasurer. I have been in the NPMA organization for most of my career and have 20+ years of property management experience. As I sometimes tell folks that ask me why I do this for a career, well "Property is my Passion!"

MISSION AND GOALS:

I would like to improve some things within the NPMA and have some ideas to bring to the table if elected. The NPMA and local chapter websites could really use some revamping and should all be similar. I am going through this process currently within my company and the various websites we have across the sites. The events NPMA holds could also be expanded as well as the Awards process and selection criteria for Chapters of the Year.

Name: Andrea Anders
Position Sought: Western Region Secretary
NPMA Certification Level: CPPS
Chapter Affiliation: Cochise
Length of Membership: 3 Years
Current Job Title: Property Administrator
Employer: Raytheon Missile Systems

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I have been a Property Administrator at Raytheon Missile Systems for almost 4 years and my current position is in Compliance and Audit Support. Previous to that I was in Contract Closeout. I recently became CPPS certified and I am excited to be a member of NPMA for the past 3 years. I am looking to continue developing my knowledge in Property Management by becoming more involved in NPMA. If elected to Western Region Secretary some of the experience I would bring is that I have excellent communication and organizational skills. I am very detail oriented and a team player. I enjoy secretarial roles requiring me to keep the team efficient and organized, and to ensure meetings run smoothly.

MISSION AND GOALS:

As Western Region Secretary my goals are to promote effective communication and to maintain excellent organization within, by providing administrative support and guidance to the Vice President, Directors, and Region Chapters. I am very passionate about what I do and want to convey my enthusiasm and energy to make the Western Region successful.

Name: Terri Snook
Position Sought: Western Region Secretary
NPMA Certification Level: CPPM, CF
Chapter Affiliation: Los Angeles
Length of Membership: 35 Years
Current Job Title: Property Compliance Staff IV
Employer: Aerospace Corporation

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

I am the current Secretary of the Western Region, and previously served two (2) terms as Secretary several years ago. I have served several terms as Secretary of the Los Angeles Chapter and am the current President. I am well organized, take precise notes and submit meeting minutes in a timely manner. My past experience serving at both the Chapter and Region level, as well 35 years of NPMA membership brings valuable insight as to what I can provide to the Western Region.

MISSION AND GOALS:

It is my mission to serve the Western Region membership with professionalism and in keeping with the requirements defined in the by-laws. My goal is to provide complete and accurate communication to the entire membership, ensuring all data is current and relevant to the Western Region.

REGIONAL

Name: Carolynn D. Bundy
Position Sought: Western Region Treasurer
NPMA Certification Level: CPPM, CF
Chapter Affiliation: San Diego Mission
Length of Membership: 26 Years
Current Job Title: Property Team Lead
Employer: Leidos, Inc.

I do not plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

Carolynn Bundy is a recognized leader in asset management, accountability, compliance and property control systems. Carolynn is an active member of NPMA, NCMA, NDIA, IAM and ASTM. She has been a Chapter Leader with the NPMA San Diego Mission Chapter, including numerous terms as President, Vice- President, Secretary, National Delegate and most recently completed her term serving as the San Diego Mission Chapter Delegate for 2016-2017. She also has held offices at the Western Regional levels of NPMA as Secretary, Director of Certification, Western Region Foundation Director and currently the Western Region Treasurer. Carolynn will be celebrating her 21 years of employment with Leidos/SAIC in 2019. She previously worked for General Dynamics - Convair Division, Hughes Missile Systems Company, and Raytheon Missile Systems. In 2016, Carolynn proudly received her Consulting Fellow certification and in 2017 received a Chapter Outstanding Member Award. She has coordinated San Diego Mission's Chapter community service annual event for Wreaths across America for the past six years.

MISSION AND GOALS:

Carolynn would like to contribute her extensive and continuing experience in leading the Western Region for the National Property Management Association as well as continuing to serve in her role as the Western Region Treasurer for the 2020-2022 term.

Name: Gina Gant
Position Sought: Western Region Treasurer
NPMA Certification Level: CPPA
Chapter Affiliation: Cochise
Length of Membership: 6 Years
Current Job Title: Subcontract Manager
Employer: Raytheon

I do plan on participating in any activity for which I would receive payment from the NPMA during my term of office.

STATEMENT OF EXPERIENCE:

Gina is a dedicated team player. Gina thrives in a team environment and fully believes a team that is communicating well will be the most productive and successful. If elected Treasurer, she will effectively communicate the Region financial information to all Officers and Region Chapters. She will support and promote the NPMA Strategic Plan for managing the growth and focus of this diverse organization. Gina believes she can bring real passion and energy to this role if she is elected. Gina has a strong desire to help others and develop as a professional. Her attitude has always been that if she is going to do something, she should put every effort into it, in order to succeed.

MISSION AND GOALS:

My mission and goals for my office is to be accountable for the financial health and activities of the Region while maintaining records of income and expenses, preparing annual Region budget, and executing the approved budget. To continue to support and promote the NPMA Strategic Plan for managing the growth and focus of this diverse organization.

COURSE Schedule

DON'T WAIT

Register today for an NPMA course!

BY ATTENDING AN NPMA course, you'll gain the knowledge and skills you need to succeed on the job. Don't wait, register today! Seating is limited!

IF YOU HAVE QUESTIONS about NPMA courses, call 404.477.5811 or email education@npma.org. For more information or to register, visit the website at **www.npma.org** and click on the Education tab.

PROPERTY MANAGEMENT SYSTEM ANALYSIS, SELF-ASSESSMENT AND SUBCONTRACTOR SURVEILLANCE

MARCH 9-13 // COCOA BEACH, FL

Dr. Goetz and Prof. Waszczak will offer a comprehensive intensive four and a half day course covering the critical aspects of Contract Property Management System Audit, Self-Assessment and Subcontractor Audit based upon FAR and DFARS requirements as well as AUDITING STANDARDS.

FLEET MANAGEMENT – CERTIFIED FEDERAL FLEET SPECIALIST

APRIL 7-9 // CLEARWATER, FL

The NPMA, in partnership with Mercury Associates, is proud to offer the first Certification for the Federal Fleet Manager. The Certified Federal Fleet Specialist (CFFS) level training is designed for persons who have basic Fleet Management responsibilities or dual roles such as the vehicle control officer. Course subjects include Basic Fleet Management, Fleet Information Management: Regulations, Systems and Data, and Optimizing the Fleet. Certification testing will be performed during the 3-day course.

BACK TO BASICS: UNLOCKING THE MYSTERIES OF PROPERTY MANAGEMENT (PRE-SES)

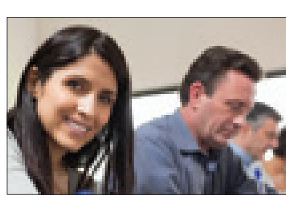
APRIL 23-27 // COLUMBUS, OH

This course, taught by Rosanne (Beth) Green, CPPM, CF, is for anyone who wants to expand their Property Management knowledge and skills. Topics include acquisition, receipt of property, identification records, physical inventory, subcontract control, reports, property closeout and much more!

SUSTAINABLE LEADERSHIP IN PROPERTY MANAGEMENT

APRIL 27 // COLUMBUS, OH

Studies show that sustainability initiatives help to bolster cutting-edge approaches to management practices. This course examines how property managers endeavor to find ways to bring sustainability efforts to the forefront of organizational life to ensure its relevancy and effectiveness in the future.effectiveness in the future.



Visit www.npma.org to register

NPMA CERTIFICATION REVIEWS & TESTING

The NPMA Certification Program is designed to elevate professional standards and enhance individual performance for those who demonstrate a high level of competence that is essential to the practice of property management. If you have made a commitment to a career in property management, you should consider obtaining your NPMA certification. Join a distinguished group of peers worldwide who have chosen to attain this high level of excellence.

For information about NPMA certification, visit the website at www.npma.org/pages/certification

CPPS CERTIFICATION REVIEW / FUNDAMENTALS OF PERSONAL PROPERTY MANAGEMENT

MARCH 25-27 // SAN DIEGO, CA
APRIL 25-27 // COLUMBUS, OH

The Fundamentals of Personal Property Management course is designed to teach the basics of property management, cradle-to-grave, including how to effectively manage personal property. Topics include acquisitions, receiving, identification, storage and warehousing, movement, maintenance, physical inventory and more.

CPPA CERTIFICATION REVIEW

APRIL 24-26 // COLUMBUS, OH

This course takes the property professional from the beginning life-cycle stages of property operations into the broader value-added world of organizational partnering and strategic property management concepts. Attendees will experience an in-depth examination of property management topics ranging from voluntary consensus standards, requirements determinations, contracting and assistance, risk, consumables, and fleet management to value-added solutions and environmental considerations.

CPPM CERTIFICATION REVIEW & TESTING

APRIL 27 // COLUMBUS, OH

This one-day class will provide an intensive review before you sit for the CPPM exam. Functional areas covered include acquisition, audits, consumption, contracts and agreements closure, control, disposition and retirement, environmental considerations, identification, maintenance and more.

COMMERCE PROPOSES

SUPPLY CHAIN SECURITY RULES

By Mark Rockwell

On the heels of new rules at the Federal Communications Commission that limit the use of Chinese-made telecommunications gear in U.S. infrastructure, the Department of Commerce proposed new regulations to identify, evaluate and address transactions involving such hardware.

The proposed rules are the latest move in a bid to blunt the infiltration of telecommunications gear made by Huawei and ZTE, particularly emerging wireless 5G equipment into the U.S. critical infrastructure.

Federal regulators, intelligence and law enforcement officials have said that given Huawei and ZTE's close relationship and legal obligations to the Chinese government, their gear poses a threat to telecommunications infrastructure, as well as to national security. They say the equipment may have backdoors that could allow the Chinese government to meddle with U.S. critical network infrastructure or open the door to massive, crippling data theft.

The full article can be found at **https://fcw.com/articles/2019/11/26/commerce-it-telecom-supply-chain-security-rules.aspx**

Over half of federal cabinet level agencies manage assets in Sunflower.

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