March-April 2011
NPMA Course Schedule

Life-Cycle Processes & Property Management

PART TWO: An Overview of Reports; Relief of Stewardship Responsibility; Utilization; Maintenance; and Property Closeout
Study after study shows that up to 30% of your assets are hidden from view due to incomplete, incorrect or missing descriptions across your spreadsheets, desktop databases and even your enterprise systems. Accordingly you may be spending too much on capital expenditures—duplicating resources you already own.

SMART/ENCATS™ applies quality data standards to your calibration, asset management and accounting records and will identify and properly classify all your missing resources. We’ve helped some of the biggest names in the business improve their equipment utilization and reduce capital expenditures.

Call us a 1.800.755.3968. We’ll help you put them back to work!
Change Doesn’t Have to be Painful
By Scott Hopkins, CPPS

Cross-Pollination for a Bountiful Harvest
By Amber Barber, CPPS

The Mission of the NPMA Foundation
By Brenda Iannacone

Change Doesn’t Have to be Painful
By Scott Hopkins, CPPS

Cross-Pollination for a Bountiful Harvest
By Amber Barber, CPPS

The Mission of the NPMA Foundation
By Brenda Iannacone

March-April 2011
NPMA Course Schedule

Call for Papers: Journal of Property and Asset Management

Departments/Reports
National Editor’s Message ...................4
National President’s Message ..........5
Executive Director’s Message ..........6

Directors, Board & Advisors
Board of Advisors ...............................4
National Executive Board ....................5
National Directors ...............................5

COVER STORY
Life-Cycle Processes and Property Management
Part Two: An Overview of Reports; Relief of Stewardship Responsibility; Utilization; Maintenance; and Property Closeout
By Dr. John I. Paciorek, Ph.D, CPPM, CF
Ladies and gentlemen, I present this edition of The Property Professional.

Property Classifications

Welcome to another edition of The Property Professional and 40 plus years of contributions to the property profession! In recent months, I have been reminded about different criteria for classifying an item of personal property and what can drive that classification to change. An article written in 1988 by Doug Goetz called The Classification of Government Property outlined four general criteria to consider in classifying an item of property; Time, Purpose or Use, Policy and Degree of Control. Although the focus and timeframe of his article was Contract Property and 22 plus years ago, the four criteria do apply to federal personal property as well.

Let me share a classification scenario with you. A project is underway that will build an operational integration center and an end item system that will house equipment and personnel to share information. The project has acquired individual computers and originally classified them as sensitive, based on their ability to retain data. However, those computers will be incorporated as part of the project end item system and realistically, the classification has now properly changed to material. However, the ordering activity wants to retain the original classification of sensitive assets because a) they have a need to track replacement and maintenance information for those items and b) they followed the original policy for acquiring the individual computer items and classified them as sensitive assets. In addition, there is a need for the classification to change from sensitive asset to material based upon when the item was received and subsequently transferred for deployment and installation into the end item. If the computers were to remain individual, non-integrated items, they should remain and be individually controlled as sensitive items. Since those computers will now be part of the end item inside a secure facility controlled by security personnel, the end item system can be classified as sensitive, while the physical control over access reduces the need for specialized individual asset controls.

You see how simple this is, right? Just because you once classified an item of property as “sensitive” or “something,” does not mean it should remain “sensitive” or “something” all the time. We cannot remain so rigid in our understanding of an item’s classification that we fail to recognize reality and an item’s metamorphosis that occurs before us.

Finally, we move on to bigger and more delightful things. We have four delightful articles to share with you. Dr. John Paciorek shares part two of his series on lifecycle processes - An Overview of Reports; Relief of Stewardship Responsibility; Utilization; Maintenance; and Property Closeout. Amber Barber shares a very good perspective on why the integration of two critical responsibilities are so important. Brenda Iannacone provides her own view on the importance of the NPMA Foundation, and Scott Hopkins provides a very good article on Change Management.

Ladies and gentlemen, I present this edition of The Property Professional.
NPMA Awards – Recognizing Property Professionals

On average, 80% of your organization’s budget is the salaries of its workforce. You are your company’s most valuable asset. For most of us, our paycheck is the single most important motivating factor that moves us to get up in the morning and put in a full day’s work. But researchers have found that recognition is nearly as important a motivating factor. Researchers have also found that employees performing tasks above their normal job duties are most often motivated by recognition.

NPMA understands the importance of this recognition, and to express this to our membership we offer several forms of recognition, mainly in the form of awards. I have seen the receipt of an award make a difference in someone’s life. It gave that person confidence and a belief of acceptance by the property community. As we start this New Year, let us recognize those folks in the profession that have either contributed to our profession or our association.

Just some of the prestigious awards we present each year are Outstanding Member, Jack Griffiths Property Person of the Year, Lifetime Achievement, and Federal Property Manager of the Year. In addition to these awards, the association makes literary awards for literature in the profession in several categories. All of these awards have the distinction of being awarded from our peers. The folks who award these honors are those who understand what our profession is all about; they know who is contributing to making our profession more prestigious or more productive or enhancing our professional image.

Each year at the National Educational Seminar (NES), we set aside time to recognize those individuals and chapters that have positively contributed to our profession or association. Please take this opportunity to think about who has contributed in your chapter, region or workplace. Submitting is not a daunting task. All the information is available on the NPMA website under Awards and Recognition, and your National and Regional Awards Directors are available to assist you. These awards demonstrate to members and the business world that those of us in the property management field are making huge strides in our profession and we’re proud of our accomplishments.

Chapters form the backbone of our association and are literally the strength that defines our association. For recognition, chapters compete in three categories based on chapter membership size – small, medium and large. Recognizing the good work of chapters is important. You may ask, why should a chapter submit a petition to be recognized as a Chapter of the Year? Well, for starters, $1,000 is a nice little increase to any chapter’s budget and a patch for your banner is evidence of your hard work and participation. It is the equivalent of the association saying “Job well done.”

All the awards the NPMA offers for individuals and chapters are our way of recognizing those folks that stand out in our profession or as association members. Please think about someone who qualifies and then make a difference in their life by nominating them.
Waste Not, Want Not

Last year marked the 40th anniversary of NPMA. Think back 40 years and all the time we wasted before the advent of fax machines, microwave ovens, and cell phones. Think of all the paper and filing space we used before we had email. Think of all the time and fuel spent in trying to get to an unfamiliar location before there were GPS devices. And think of all the time, paper and other resources needed by property people just to do their jobs 40 years ago.

We now have technological tools to make our property jobs easier and more precise. Advanced software helps us with record-keeping, radio-frequency identification equipment can help us with inventory-taking, and web-based search engines help locate appropriate sources for acquisition, maintenance and disposition. These tools help fight waste when dealing with property.

But what about waste when it comes to your NPMA membership? NPMA provides benefits that can help you in your profession, but are you taking full advantage of these benefits? For example, you can waste a lot of time trying to clear up confusion or find a good approach to tackle a problematic situation. NPMA has a tool that can help: the SIG online forum. Here, you can post your question or problem, and soon reap the knowledge and expertise of other seasoned property managers. But I’ve heard from some members who say their server at work prohibits them from being able to log into these forums and participate. For them, this benefit is going to waste.

Similarly, in-depth articles on useful topics dealing with property are delivered to your door six times a year in the form of the *Property Professional* magazine. But, here again, I’ve heard from some members who don’t get the issues because their mailroom at work won’t deliver magazines and discards them. I’ve also heard from some members who don’t receive NPMA’s weekly electronic newsletter, Newsflash, because of restrictive filtering of their email messages at work.

So these benefits are being wasted unless you can find a way around the restrictions. One suggestion is to simply log into your member profile and change the preferred mailing address and primary email address from your work to your home address. Then these NPMA tools won’t be blocked, and you can enjoy these benefits that otherwise would have been wasted. Please spread the word to those who might not see this.
The new SMART AMIIX Mobile Scanning Software is a key addition to AssetSmart’s Asset Management 360 initiative to provide customers with a completely integrated one-stop solution for their life cycle asset management and inventory needs. SMART AMIIX supports both Oracle and SQL Server platforms as well as mobile hardware running Windows Mobile 5.0 or higher.

For AssetSmart software users, SMART AMIIX offers a seamless process of automatic generation of download data sets without intermediate PC files, spreadsheets or IT intervention. The server-based management module allows real-time status tracking of unlimited working inventory sets which may be selected by organization, last inventory date, location, contract, etc. When completed, inventory data may be uploaded seamlessly back to the server where a full review and approval process may be initiated before the inventory updates the base tables. SMART AMIIX supports the inventory of individually controlled tagged assets as well as storeroom-warehouse controlled material and spare parts inventories.

Call us at 1.800.755.3968. No more red cards. Now That’s SMART!
Life-Cycle Processes & Property Management

PART TWO: An Overview of Reports; Relief of Stewardship Responsibility; Utilization; Maintenance; and Property Closeout

COVER STORY
By John I. Paciorek, Ph.D., CPPM, CF
The views expressed in this article are those of the author and do not necessarily reflect the views of the Defense Acquisition University or the Department of Defense.

Life-Cycle Processes

The effective management of property and assets can be attained through the application of the life cycle processes or “outcomes” which are found in the Government Property Clause at FAR 52.245-1(f), Contractor Plans and Systems. These life cycle processes include: Acquisition; Receipt; Records; Physical Inventory; Subcontractor Control; Reports; Relief of Stewardship Responsibility; Utilization; Maintenance; and Property Closeout. They are very similar to the fifteen functions described in Appendix A of the DoD Manual for the Performance of Contract Property Administration (DoD 4161.2-M).

An overview of the life cycle processes of Acquisition; Receipt; Records; Physical Inventory; and Subcontractor Control was presented in a previous article as Part One. This article will include Reports; Relief of Stewardship Responsibility; Utilization; Maintenance; and Property Closeout as Part Two. The Government Property Clause requires the contractor to “establish and implement property management plans, systems, and procedures at the contract, program, site or entity level to enable the following outcomes.” The order in which they are presented is often referred to as the “life cycle” of government property because it follows an orderly progression of events that mimic the birth, life, and end of a project or program. The first five outcomes were discussed in the December 2010 issue. Outcomes or processes six through ten are discussed below.

6. Reports.

A report is a written record or summary providing a detailed account of an event. It is a contractual requirement that contractors have a process for managing the generation/creation of reports. The Government Property Clause requires contractors to “have a process to create and provide reports of discrepancies; loss, damage, destruction, or theft; physical inventory results; audits and self-assessments; corrective actions; and other property related reports as directed by the Contracting Officer. (FAR 52.245-1(f)(1)(vii))

Under the process of receiving the contractor is required to manage any discrepancies incident to shipment and to submit a report for government-furnished property.

The contractor shall submit a Supply Discrepancy Report (SDR), formerly known as a “report of discrepancy” (ROD) using a Standard Form 364. If the contractor needs to report a transportation discrepancy they should use a Standard Form 361.

The Government Property Clause requires a relatively detailed report for property that is lost, damaged, destroyed, or the result of theft. The clause requires the contractor to “investigate and promptly furnish a written narrative of all incidents of loss, damage, destruction, or theft to the property administrator as soon as the facts become known or when requested by the Government.” (FAR 52.245-1) The report shall contain the following information:

1. Date of incident (if known).
2. The name, commercial description, manufacturer, model number and National Stock Number (if applicable).
3. Quantity.
4. Unique Item Identifier (if available).
5. Accountable Contract number.
6. A statement indicating current or future need.
7. Acquisition cost, or if applicable, estimated scrap proceeds, estimated repair or replacement costs.
8. All known interests in commingled property of which the government property is a part.
9. Cause and corrective action taken or to be taken to prevent recurrence.
10. A statement that the Government will receive any reimbursement covering the loss, damage, destruction, or theft, in the event the contractor was or will be reimbursed or compensated.
(11) Copies of all supporting documentation.
(12) Last known location.
(13) A statement that the property did or did not contain sensitive or hazardous material, and if so, that the appropriate agencies were notified.

These data elements should be addressed in the contractor's Property Management System and Procedures. The procedures must also address the party responsible as well as the specific time frame for reporting. Where small quantities of material are lost or low value items are destroyed that are not sensitive or critical and they are not needed for replacement due to a bulk purchase the contractor should report on a quarterly or biannual basis.

The contractor is also required to report government property that is excess to the needs of the contractor through the use of scrap lists, inventory schedules or electronically via the Plant Clearance Automated Reutilization Screening System (PCARSS). Along with the reports mentioned above, the Contracting Officer may direct the contractor to furnish other reports in order to satisfy contractual requirements.

The contractor's Property Management System shall ensure that reports of audits and self assessments provide a process to ensure the reporting of these findings have materiality or are significant. Timely reporting needs to be defined.

7. Relief of stewardship responsibility.

Contractors may be relieved of stewardship responsibility per the requirements of the Government Property Clause. This clause (FAR 52.245-1) provides the following information on this topic:
(vii) Relief of stewardship responsibility.

Unless the contract provides otherwise, the Contractor shall be relieved of stewardship responsibility for government property when such property is—
(A) Consumed or expended, reasonably and properly, or otherwise accounted for, in the performance of the contract, including reasonable inventory adjustments of material as determined by the Property Administrator; or a Property Administrator granted relief of responsibility for loss, damage, destruction or theft of government property;
(B) Delivered or shipped from the contractor's plant, under government instructions, except when shipment is to a subcontractor or other location of the contractor; or
(C) Disposed of in accordance with paragraphs (j) and (k) of this clause.

Consumption is the process of incorporating, expending, or consuming material into an end item or otherwise consuming it in the performance of a contract. The Government Property Administrator must check to make sure that material is consumed or expended reasonably and properly and that it is accounted for. A consumption analysis should be performed to see if it conforms to contract requirements and to make sure that the contractor did not over consume it. A consumption analysis is the methodical examination of how, when, and why material is used in the performance of a contract. Sources that are helpful in resolving consumption questions are the contract, blueprints, specifications, and records. These documents are indispensable in helping the Property Administrator answer a number of questions pertaining to this subject. Was this government property used properly? Was this property consumed only as authorized by the contract or as approved by the Contracting Officer? How much material was used? Were the quantities of material consumed reasonable? Why was the consumption excessive? Unreasonable consumption is not to be treated as loss, damage, destruction, or theft of government property.

When unreasonable consumption occurs under cost reimbursement contracts, the Government Property Administration shall forward the case to the Contracting Officer recommending cost disallowance under the FAR cost principles. That means that the contractor and not the government is responsible for the costs of any additional procurements of material necessary to complete contract requirements. When the contractor over consumes under a fixed price contract the Property Administrator will forward the case to the Contracting Officer. The C.O. will determine if consideration should be sought from the contractor. If the consumption was reasonable then the contractor should be relieved of stewardship responsibility.

Contractors may also be relieved of stewardship responsibility when the government directs the contractor to ship the property from their plant or when it is otherwise delivered in accordance with contract requirements. Shipping the property to a subcontractor or other contractor location does not relieve the contractor of stewardship responsibility.

Paragraphs (j) and (k) of FAR 52.245-1 provide information that would relieve the contractor of stewardship responsibility for contractor inventory disposal and abandonment of government property. It shall be done in accordance with the contract.
requirements and the Plant Clearance Officer must provide authorization.

Granting relief of responsibility for loss, theft, damage, or destruction to government property is a significant part of relief of stewardship responsibility. Generally, contractors are not held liable for loss, damage, destruction, or theft of government property under the following types of contracts: cost reimbursement, time and material, labor hour, and negotiated fixed-price for which price is not based upon an exception at FAR 15.403-1. However, contractors are liable under fixed-price for which there is an exception at FAR 15.403-1. The two forms of liability are the limited risk of loss and the full risk of loss. These will be discussed next.

If the contractor has a fixed-price contract with FAR 52.245-1 alternate I then “the contractor assumes the risk of and shall be responsible for any loss, damage, destruction, or theft of Government Property upon its delivery to the contractor as Government-furnished property.” The exception to the full risk of loss provision is “fair wear and tear” or when the property has served its useful life and it has simply worn out. Contractor liability was decided in the court case Dynalectron Corporation vs. U. S.: ASBCA No. 29,831; 85-3 BCA Para 18,320, July 31, 1985. According to an opinion by Administrative Judge Freeman Dynalectron destroyed three segments of exposed government motion picture film while it was being developed under an audio-visual production and services contract. The destruction of two segments was attributed to operator negligence and faulty equipment destroyed the third. Since Dynalectron’s contract had the full risk of loss provision the court ruled that it was liable. It was also decided that the Government was owed the intrinsic value of the property or the value of the film to the owner. Since the destroyed film was taken at an airbase in Korea the contractor was required to pay the costs associated with retaking the destroyed segments in Korea.

This court case is important because it helped to determine the value of the property to the owner. Records of government property normally list the acquisition cost of the asset. This might lead one to believe that the acquisition cost is what is owed the government when property is lost, damaged, destroyed, or the result of theft but it is not. Intrinsic value could result in being assessed the replacement value where the government has current or future needs. The contractor could also be responsible for any repairs to damaged property. Intrinsic value could also mean the salvage or scrap value for damaged property where the government has no need for it.

Please Note. The Department of Defense issued a deviation letter dated 12 February 2010 that changed
the Full Risk of Loss provision in the Government Property Clause at FAR 52.245-1. This means that any contract issued after the effective date of this Deviation letter will now include the Limited Risk of Loss provision. This memorandum states that “This deviation adds fixed-price contracts awarded on the basis of adequate competition to the list of contract types under which contractors are not held liable for loss, damage, destruction, or theft of government property.”

The limited risk of loss provision is applied to contractors with Cost-Reimbursement, Time and Material, Labor Hour, or Non-Competitive Fixed-Price Contracts. FAR Section 45.107, contract clauses, requires the contracting officer to insert the appropriate Government Property Clause (limited risk or full risk) in accordance with the provisions of this section.

When the limited risk of loss provision is included in a contract the contractor shall be liable when the risk is covered by insurance. Since the government is a self insurer the cost of insurance is normally not an allowable expense. In some instances it is, so make sure to read your contract. In other situations insurance may cover the loss, damage, destruction, or theft of government property. This may happen, for example, if the owner of an insured vehicle (car, truck, motorcycle) runs into and damages or destroys government property. The contractor is also liable when the loss, damage, destruction, or theft is due to willful misconduct, lack of good faith on the part of the contractor’s managerial personnel. If the contractor’s Property Management System is not in compliance with contract terms and conditions and the contractor’s managerial personnel fail to adequately correct the problems then the government (Contracting Officer) may withdraw the government’s assumption of risk. If the loss were to occur after the withdrawal of the assumption of risk then the contractor would be liable.

The Fairchild Hiller Corporation had an Inspect and Repair As Necessary (IRAN) contract for the stripping, washing, and cleaning of a C-130 aircraft. The contract stipulated that the contractor could only use a prescribed soapy water solution to clean the aircraft. The contractor's insurance policy did not cover the soapy water and the contractor purchased a more suitable cleaning solution. The aircraft was destroyed. The contractor's insurance policy did not cover the soapy water and the contractor purchased a more suitable cleaning solution. The contractor’s insurance policy did not cover the soapy water and the contractor purchased a more suitable cleaning solution.

The limited risk of loss provision states that:


It is an industry leading practice that government property is not utilized (see consumption this section). The Government Property Clause states that:

(A) The contractor shall utilize, consume, move, and store government property only as authorized under this contract. The contractor shall promptly disclose and report government property in its possession that is excess to contract performance.
Contractual authorization to use government property is normally specified in the contract under which it is accountable. Contractors cannot use this property for any other purpose including commercial contracts or even other government contracts without the expressed written approval of the contracting officer. Contractors wishing to use such property for government or commercial purposes must obtain written approval from the contracting officer having cognizance over the property prior to use. In the event the contractor uses government property without authorization, the contractor may be subject to fines, imprisonment, or both under 18 U.S.C. 641.

Government property that has no current usage or activity should be periodically reviewed to initiate disposal action or to justify continued retention. This process must be responsible to contract modifications, completion, and terminations, as well as reduced production rates, reduced demand rates, and engineering changes. If government property will be used for purposes not originally authorized in the contract the contractor’s Property Management System must provide a basis for determining and allocating rental charges to comply with the requirements of the Uses and Charges Clause at FAR 52.245-9. The contracting officer is responsible for collecting any rent due from the contractor in accordance with this clause.

The contractor is prohibited from modifying, cannibalizing, or making alterations to any government property unless it is permitted in the contract. This section of FAR 52.245-1 prohibits the contractor from commingling government property with property that is not owned by the government. It states that:

(B) Unless otherwise authorized in this contract or by the Property Administrator, the contractor shall not commingle government property with property not owned by the government. (FAR 52.245-1(f)(1)(viii))

Commingling is a process where material that is used on multiple projects is stored in a common area and they lose their identity. The
government wants the contractor to be able to readily distinguish its property from those of the contractor. Government material that is stored in a common area is co-located (not commingled) if it can be immediately identified as Government Property. Contractors that have the clause DFARS 252.242-7004 Material Management and Accounting System included in their contract are allowed to commingle government material (CAP and not GFP) with contractor property and progress payment inventory.

**Consumption**

Consumption is the process of using, expending, attaching, or incorporating material into an item being produced under a contract. Contractors may be relieved of stewardship responsibility if the item is properly consumed. Consumption consists of four stages including: 1) Issuing the material in the proper amount required by the contract; 2) Using the material for the intended purposes; 3) The return of any unused material to stock with the appropriate annotation to the record; 4) The return of parts removed from repair, rework, testing, or cannibalization.

Unreasonable consumption is when the amount of material used exceeds what would be considered normal for the work being done. If a contractor over consumes then they will need to procure more material to cover the requirements specified in the contract. The government is not responsible for reimbursing the contractor for unreasonable costs incurred during the performance of a contract. FAR 31.201-3 provides information on determining reasonableness of a cost. It is the contractor’s responsibility to prove that its costs are reasonable. Unreasonable consumption is not to be handled in the same way as government property subject to loss, theft, damage, or destruction. If the Government Property Administrator determines that a contractor has over consumed material then they can recommend to the Contracting Officer a cost disallowance for these purchases because they exceed what would be considered to be reasonable. Contracting Officers may disallow any excess costs associated with over consumption in accordance with the FAR Part 31 Cost Principles. The contractor is responsible for all costs that would be required to replenish the over consumed material.

**Movement**

Movement is another process that is subsumed under Utilization. It is the physical relocation of property from one location to another. It may consist of a local movement where items are transported from one location to another with the proper authorization and documentation. Property may be moved off-site but there must be an authorization to move along with the proper documentation. The user responsibilities must be clearly stated along with the limitations on use. The maintenance and/or repair responsibility must be assumed by the user; the property records must be annotated; and, there must be periodic reviews and re-approval for this process.

The contractor’s Property Management System must provide sufficient procedures for packaging, cradling, and handling of the government property during movement. They should include environmental protection against heat, cold, moisture, contaminants, electro-static discharge, infestation, shock, etc. Personnel assigned the responsibility for movement should be qualified to handle the equipment necessary to accomplish the move (fork trucks, overhead cranes, hoists, tractor-trailer, etc.).

Records must include the local/off-site change of location, change in custodianship, the time frame for such recording, and the documentation of the move. Property movement may be done electronically or with paper and may consist of move tickets, travelers, transfer and accountability forms, hand receipts, or using electronic or automated property passes. Unless it is otherwise specified, the responsibility for movement remains with the contractor/shipper of the property until it is safely received at the destination.

**Storage**

Storage is a process subsumed under the Government Property Clause for Utilization. It refers to the act of placing an item into a specific location or space such as a storage yard, warehouse, building, room, closet, shelf, bin, etc. Storage can be temporary such as when it is placed in a staging area awaiting the next phase of processing or assembly. It can also be long term, for example, when crude oil is placed in the strategic petroleum reserve where it will remain until the President of the United States declares a national emergency.

The contractor must include procedures in their Property Management System for proper storage of government property including physical security and protection for the property. When required, the items must be properly packaged and preserved. Access to items in storage must be limited to authorized personnel. If sensitive or classified property is involved then the contractor must include procedures that address the requirements for additional physical security and protection. Special controls and storage may be necessary for items susceptible to contamination, humidity, corrosion, temperature (heat and
The contractor must comply with all statutory, regulatory, and contractual requirements including those that could have an impact on the environment. These include the Hazardous Materials Transportation Act, The Resource Conservation and Recovery Act, the Comprehensive Environmental Response Compensation and Liability Act, and the Federal Facility Compliance Act. The contractor must read and understand their contract in order to be compliant these and other requirements.


Maintenance is the process of providing the amount of care necessary to obtain the most useful service life of property and equipment. It means taking care of property and assets, as well as providing for, repairing, keeping in an existing state, calibrating, or preserving from failure or decline. The Government Property Clause requires the contractor to have a process to maintain all accountable government property:

The Contractor's maintenance program shall enable the identification, disclosure, and performance of normal and routine preventative maintenance and repair. The Contractor shall disclose and report to the Property Administrator the need for replacement and/or capital rehabilitation. (FAR 52.245-1(f)(1)(ix))

In order to keep the property in the best possible condition and to maximize its service life, the contractor should follow the manufacturer's recommended maintenance procedures. The contractor should also use established practices and standards that include voluntary consensus standards and industry leading practices and standards. A good example is the maintenance manual "Technical Excellence and Integrity in Contract Property Management"

Let GP CONSULTANTS’ faculty and staff help you excel in the application of Federal Acquisition Regulation Government Contract Property requirements:

Consulting Services
Property Management System Evaluation
Review and Evaluation of Property Management Procedures
Subcontract Property Management Applications
Educational Opportunities

For further information contact GP Consultants at:
Dr. Douglas N. Goetz, CPPM, CF
President and CEO
GPCONSULTANTS@ATT.NET
937-754-1811

“Technical Excellence and Integrity in Contract Property Management”
that manufacturers include with cars and trucks. Almost anything purchased today has recommended maintenance procedures. It is important to distinguish between general maintenance and major capital-type rehabilitation. The first type, general or routine maintenance, is the day-to-day maintenance that is required for efficient and economical operation of property and equipment. It includes inspecting, cleaning, adjusting, calibrating, lubricating, changing filters, parts replacement, and performing the manufacturer’s recommended maintenance procedures according to schedule. Preventive maintenance is part of the general maintenance requirement. It is performed on a regularly scheduled basis to prevent the occurrence of defects and to detect and correct minor defects before they result in serious consequences. General and/or preventive maintenance is to be performed by the contractor as part of its standard operating procedure. The costs associated with this program have already been included in the contract. The government is not required to pay any additional costs for this type of maintenance.

The second type of maintenance is major or capital-type rehabilitation. It is maintenance that exceeds the general and preventative requirements stated in the contract and the contractor’s Property Management System (procedures). Since this type of maintenance exceeds the standard requirements, they become the financial responsibility of the government. Prior to performing any major maintenance or capital-type rehabilitation, the contractor is required to obtain the advance written approval of the Contracting Officer. Failure to do so may result in the rejection of any claims for reimbursement or consideration by the government.

10. Property closeout. (Includes property disposal)

There are a number of actions that must be completed prior to closing out a contract including a number of actions that involve Government property. Contractors must perform a final physical inventory, make sure that all liability actions have been resolved, and dispose of government property in accordance with contract requirements and/or the directions of the Plant Clearance Officer including demilitarization, if required. Demilitarization is the process of removing the defensive or offensive capabilities of a military item.

Property Disposal

Disposal includes compliance with environmental laws and the proper handling of sensitive and classified property. The basis for disposing of government property is the Federal Property and Administrative and Services Act of 1949, as amended. (P.L. 81-152). This law created and established the General Services Administration (GSA) as the government wide property manager.

The Government Property Clause sets forth the contractual requirements that the contractor is required to follow and these requirements are driven by Public Law 81-152, mentioned above. This clause requires the contractor to list the property to be disposed of on a standard form SF 1428. Contractors may also use the Plant Clearance Automated Reutilization Screening System (PCARSS) which is a web based program that can be used in place of the paper SF 1428. The directions for disposing of Government Property are found in the contract. The Plant Clearance Officer provides authorization for disposal. The contractor can use the Defense Logistics Agency Disposition Services formally known as the Defense Reutilization and Marketing Service (DRMS) only if permitted by the contract. If permission to use the DRMS is absent then contractors must follow their contractual requirements.

According to the Government Property Clause:

(1) The contractor shall promptly perform and report to the Property Administrator contract property closeout, to include reporting, investigating and securing closure of all loss, damage, destruction, or theft cases; physically inventorying all property upon termination or completion of this contract; and disposing of items at the time they are determined to be excess to contractual needs.

(2) The Contractor shall establish and maintain government accounting source data, as may be required by this contract, particularly in the areas of recognition of acquisitions and dispositions of material and equipment.

(3) The Contractor shall establish and maintain procedures necessary to assess its property management system effectiveness, and shall perform periodic internal reviews and audits. Significant findings and/or results of such reviews and audits pertaining to government property shall be made available to the Property Administrator. (FAR 52.245-1(f)(1)(x))

Good Processes Lead to Good Property Management

The federal government requires contractors to have a Property Management System that includes outcomes or processes. The government describes the basic components of this system in the Government Property Clause at FAR 52.245-1. Furthermore, this
system must make use of existing voluntary consensus standards and/or industry leading practices and standards. Together they contribute to the use of best practices by the contractor. This gives contractors greater flexibility in designing a system that will meet their needs considering their size, product line, and personnel.

Contractors are strongly advised to read their contracts before deciding what best practices they should or should not use. All the pertinent information necessary for a contractor to produce the items, provide services, and establish systems such as the Property Management System, are in the contract. If it is not, or if you have any questions regarding your contract, it is advisable to contact the appropriate government representative such as the Property Administrator or the Contracting Officer.

Companies need to be able to use assets and property in the most efficient and cost effective way to provide products and services to customers. In order to do this they need to focus on the processes that will contribute to the success of the mission.

**BIOGRAPHY**

Dr. John Paciorek is the Course Director for the government property courses at The Defense Acquisition University. These courses comply with the requirements of the Defense Acquisition Workforce Improvement Act (DAWIA). They are mandatory for professionals in the Acquisition, Technology, and Logistics (A, T, & L) community within the Department of Defense who receive certification in the Industrial/Contract Property Management field. He is responsible for curriculum design and development, performance support, and targeted training. Prior to this assignment, he was a professor with the Air Force Institute of Technology, Wright-Patterson Air Force Base, OH. He was also a chemist, materials engineer, and quality assurance manager. Dr. Paciorek is a member of the NPMA and the National Contract Management Association. His received his Ph.D. from The Ohio State University.

**REFERENCES**


ASBCA No. 29,831; 85-3 BCA Para 18,320 Appeal of Dynalectron Corporation

Barron’s Dictionary of Business Terms, 2nd Ed., 1995


Federal Acquisition Regulation 2010 edition

---

**2011 EDUCATIONAL CONFERENCE SERIES 2 CENTRAL**

**MAY 5 - 6, 2011 GALVESTON**

San Luis Hotel & Conference Center

**EDUCATIONAL TRACKS INCLUDE:**

- Risk Management & Disaster Recovery
- State/Local Government Property
- University/Medical Property
- Basic Property 101

**SPONSORED BY**

The NPMA Central Region

**HOSTED BY**

Johnson Space Center and Houston Lone Star Chapters

**DETAILS ARE POSTED AT WWW.NPMACONFERENCES.ORG/CENTRAL**
Winston Churchill once said, “To improve is to change; to be perfect is to change often.” I could not agree more, as I believe changing ensures people stay current with the ever-shifting times and prevents us from falling into comfortable ruts. The trouble with the Churchill statement is that change can be difficult and painful, and people generally like to keep things simple and painless by sticking with what they know. But change doesn’t always have to be painful if it’s planned for, and by sticking with only what you know you could be damaging your organization. This article will discuss ways to plan for change, focusing specifically on what you – the property professional – can do to make change less painful.

**The Setup**

Before we discuss how to plan for change, see if the following scenario sounds familiar: Your organization has been using spreadsheets or home-grown databases to track its property for 20 years. Your property management policies were drafted during the Nixon presidency. When new property custodians join your team and ask why things are done a certain way, the answer is consistently, “Because we’ve always done it that way.” No one seems to be able to provide a good explanation as to why things are the way they are – no matter how little sense it makes to keep them that way.

On top of this, the current way of managing property just doesn’t seem
to work. You are constantly modifying your procedures in reaction to a negative event or finding rather than anticipating changes that may come down the pike. This way of doing business has led to several audit failures. New property isn’t added to spreadsheets in a timely fashion; no one documents asset transfers so it is difficult for you to maintain true accountability; and your people dread the physical inventory process because they know they’ll spend more time reconciling their results than they will looking for their assets. Additionally, there is no audit trail from your organization’s purchasing system into the property system - nor is there a way to show that items have been placed in excess status – so it is difficult to tell where things came from or how and when they were disposed of. To make things worse, you are constantly losing assets, so not only is your property management tool not up to the job, but your internal controls and processes aren’t getting it done either.

The Plan for Change

So what do you do about all this? You should plan for change across all facets of your property management shop by:

- Analyzing and documenting your current processes from top-to-bottom
- Determining where your gaps are and what you need to do to plug those gaps
- Evaluating and purchasing new property management software, ensuring that the software will help you close those gaps
- Getting a project sponsor who will drive the implementation of the new software and policies/procedures/processes, and who will inspire others in getting the job done
- Working with the software vendor to drive the configuration of the property management software so that it meets your organization’s specific needs
- Allowing the user community to be involved in configuring and testing the software, ensuring the people on the ground have a say in the way things should be
- Analyzing and documenting future processes, and using this information to inform the user community how things will be changing
- Touting the benefits and being honest about the new way of doing business, and explaining the impacts of the changes
- Communicating with your user community constantly about all facets of the program so they can fully prepare themselves for the change
- Training your people on what their jobs will be, and doing so shortly before deploying the new software so they don’t forget how to do things
- Providing support to the user community after go-live to ensure they’re on the right track
- Helping to ensure your effort isn’t totally wasted by ramming a new system/new set of processes down people’s throats
This sounds like a lot, and maybe it is for smaller organizations that have limited resources and funding. But when you look at this list holistically, think about how much easier following these steps would make any major changes and help you accomplish four major objectives:

1. Evaluate your processes/policies/procedures honestly, determine where you could do better, and get a software tool that will help you do better.
2. Allow those most affected by the changes to be involved, thus giving them ownership and a reason to be invested.
3. Give your user community the time and the opportunity to prepare for the coming changes so that they’re not caught off guard when the changes occur.
4. Help ensure a successful implementation by providing appropriate training and adequate time for feedback.

The Details

I’ve given you high-level ideas about what needs to be done to implement a change management program. I’ve discussed these in more detail in a previous Property Professional article about effecting change from a change management team point-of-view; now I’d like to identify what you as a property professional can do when you find yourself on the receiving end of change.

Look Deep within Yourself – and be Harsh

One main reason people decide they need to change is because the current way of doing things simply isn’t working. Before your organization decides to make the shift to new property management software, you as the expert should examine every process involved in the asset lifecycle – from acquisition through disposal. Be honest with yourself, carefully documenting where you’re falling short and where you need to make improvements. This will not only help you determine where you have gaps, but will begin the process of gathering requirements for your new property management software.

Vet the Product

Once you have an idea of where your gaps are and what you need the new software to do for you, get your wish list of requirements down on paper and shop them around to vendors. As vendors start demonstrating their products, provide them with a few real-world scenarios to ensure they can demonstrate the ability to handle those scenarios. Focus not only on those key requirements like, “I want to see you add an asset to the system,” but focus especially on how that software can help you fill your gaps. Grill the vendor about how things work so you can get a better idea of how the software can improve your way of doing business. Remember that software is an investment, and that you’re purchasing it under the assumption that it’s going to help fix your property management problems.

Take Me to Your Leader

Change management initiatives such as software implementations can go a lot more smoothly if you have a project sponsor, or “champion” that can drive the change and inspire others. Find someone in a leadership position who has a stake in property management and get him or her fired up about the prospect of implementing new software by providing a comprehensive overview of potential costs and anticipated benefits. The ability to prove quantifiable results is key to gaining any type of support within your organization, especially when it comes to upper level management. Without someone out there banging the drum and talking about how things will improve, implementations could be delayed and people could lose interest. If people understand why the new way of doing things will be better – and if you have a leader who drives things forward and constantly reminds people of the benefits – they may just begin to believe it.

Use the Vendor Wisely

Once you purchase software, work closely with the software vendor to drive the configuration of the system and any new processes. Keep in mind that experienced vendors have worked with clients who have had similar challenges as you, so use their knowledge to help drive you where you want to go. Additionally, many vendor representatives hold NPMA certifications, so use their knowledge of the property management world as well. Above all, don’t be afraid to change your processes and let the software work for you. Remember, just because “you’ve always done it that way” doesn’t mean “that way” makes sense, so let the software’s built-in efficiencies work for you.

The Users Usually Know Best

Too often people who will not actually use the property management software determine the way the software ought to work. Why not let the end users drive the functionality instead? As you begin to implement and configure the
software, involve your end-user community in the implementation and testing. Find experienced people who will provide useful feedback. This will allow those on the ground to get their hands dirty with the new product, and in turn these users can inform the project leaders about how the software could be better. Best of all, over time those future users of the software will get invested in its implementation - and maybe even start buying into the change. And in the end, this involvement helps avoid the inevitable narrative that the change was forced upon the organization.

What’s New? What’s Happening Now?

One of the best ways a change management (CM) team can prepare a user community for change is to communicate the changes. Once the CM team has analyzed and documented the future processes, they should be using this information to inform the user community how things will be changing. They should be talking about things such as how the software will simplify things, (or how the software may radically change the way they are doing it now); any tasks that now may require additional (or fewer) resources; and what the user community can do to prepare for the new software (data cleanup, standardization, etc.). Anyone being affected by the change should attend these information sessions in order to get a better understanding of how to prepare for the changes and impacts. If you have a large organization spread across the country, attend as many sessions as you can and pass the information along to the system users. Work closely with the project team to ensure you’re on the right track before deployment. The more the users understand the changes, the better prepared they’ll be when the change comes, thus avoiding any surprises once you go live.

Get Yourself Some Training

When it comes to new software, chances are people will need training. But how do you ensure the training will be useful? One thing that will help is if you train people on only what they need to know. Don’t train someone in the excess warehouse on how to manage the depreciation of capital assets, for instance. And you probably don’t need to train a finance person on how to conduct the day-to-day asset management tasks (adding assets, transferring assets, and conducting physical inventories, for example). Another key to successful training is making sure it’s timely. Don’t train someone three months before go-live; they’ll likely forget how to use the software (or the software might undergo changes in three months time). Train them as close to deployment as you can so the information remains fresh and relevant.

Support Groups

I’m a trainer at heart so naturally I fully believe in the importance of training, but I also realize that training alone does not lead to full proficiency. This is why post-deployment support is key to a successful implementation. Ideally your change management team or the users involved in testing and implementation can go into the user community to provide support. If you have a small staff, you could provide support just by having someone staffing a phone center. Whichever method you choose, any post-deployment support will ensure people use the software correctly, and will help you draft communications and job aids to gently correct those who aren’t.

To summarize, as a property professional, you can positively effect change in a number of ways. If you honestly look at your processes and determine where you could do better, you help drive the shift to the new process. If your leadership and your people are involved and have a stake in the outcome, they will begin to take ownership of their new roles and duties. If your community knows the changes that are coming and has time to prepare for them, they can’t say they had no idea what was coming. By implementing a solid change management plan and being involved in the change, you will give people the opportunity over time to come to grips with something totally new, and you can work closely with them to help them plan for the impacts the change will bring. In essence, you will be their guide through a process that generally no one likes to undertake, and you will increase your chances of making a successful change.

REFERENCES

BIOGRAPHY
Scott Hopkins, CPPS is a senior business analyst for Sunflower Systems and is a member of NPMA’s Federal Center Chapter. Mr. Hopkins has worked on software implementations with Sunflower for over five years, and he has 10 years’ experience in change management and training design and delivery with both federal and private-sector clients. Scott lives in Alexandria, VA with his wife and two hilarious sons.
Since the dawn of man, or at least the last several decades, we have been encouraged to specialize. Our continuing education hones us to a fine blade, and we cut through our fields with sure strokes. We are trained to reap and sow our crop, make the most of our resources and turn profits to the best of our abilities. This is an idyllic picture – until a different type of crop moves into our field. So what can you do? Remove the crop by force, ignore it and hope it goes away, or maybe ask others what they are doing. All of these are viable options. By now, you should be wondering what the connection is between the idyll and the urban.

The connection is simple: we are stovepiped. The career path laid out for us makes us experts in a myopic range of skills, and increases our inability to be flexible with current events. We are farmers who only know how to raise one type of crop, but with current trends moving toward efficiency, we need the flexibility to expand beyond our comfort zone. The current event on our desks is government property accountability, and quite honestly, our stovepipes don’t bend very easily.

For clarity, when I speak of government property accountability, I mean accountability as a management practice, not as a records and reporting action. The financial managers of the world see accountability in fiduciary terms: we own it, we report it, and we prepare the balance sheet. The property managers of the world see accountability in the light of responsibility: we own it, we maintain and utilize it, and we keep the property records for it. Here is where stovepiping issues come into play. We have two different, yet equally correct interpretations of what accountability should be for government property. The problem lies in getting these groups to communicate on the same terms.

The Department of Defense (DoD) has been working toward accountability by establishing the
existence and completeness of assets. Existence and completeness are more frequently used in the financial managers’ realm, and simply mean...do we have the items we see on our records (floor to book) and do our records match something we see (book to floor). The property managers of the world have just collectively said, “Hello? Physical inventory? I do this all the time!” Well, if that is the case, we shouldn’t have to go prove existence and completeness. Yet, we do. Somewhere, there is a simple lack of communication: property managers and financial managers are stuck in their stovepipes.

It’s time for the financial managers to see how property management makes their lives easier and vice versa. After all, existence and completeness is just an extension of good property management. The Under Secretary of Defense (Comptroller) and the Under Secretary of Defense for Acquisition, Technology, and Logistics tasked DoD components with demonstrating that their mission-critical assets are being accounted for properly in their Accountable Property Systems of Record (APSR) or identifying process, control, or system deficiencies impeding success and developing plans to remediate those impediments. Sounds like they are looking at property management practices to me!

The first part of the tasking is an examination of property records management. The information that goes on those records comes from the field: the inventories, the data entry, those pesky standard forms. This leads me to ask, “What happens to all this property info?” The answer comes from the second part of the task – an examination of the processes, controls and deficiencies. The DoD has been tasked to look at its property management practices by calling it “existence and completeness.”

So, let’s go back to what the financial managers (and the Comptroller!) really need. They are looking for auditable financial statements, good numbers to use to create better budgets, data to show programs are operating fiscally efficiently... things that financial managers tend to do, right? How they get the financial data is the tricky part, and this is where the property managers come into focus.

Property managers within the government get tasked with entering data into the APSR which in turn feeds into the financial management systems. Still sounds simple, but in practice, this is not the case. Many things can and will happen to property as it moves from cradle to grave. The strength of the procedures and consistency in practice is where the property managers have the chance to shine. The task set upon the DoD is on the right track; find the problem areas in property management and fix them!

The work that has been done so far has yielded good results, but the path gets trickier as we move along. The first major step is identifying and reviewing those assets that we know have the strictest controls and the highest visibility. After all, who wants to say they don’t know where a certain airplane is? Flight logs, maintenance plans, and daily physical inspections are easy, but, how about everything else? (Insert sound effect of weight of the world landing upon someone’s shoulders.) Obviously there is a lot more work to be done, and many questions to be answered:

- Are procedures incomplete or just not being followed?
- What are the consequences of not providing paperwork?
- How does someone in the field handle deliveries (wrong recipients, late arrivals, mystery packages arriving on the doorstep)?
- What Ever Happened to Baby Jane??

The work ahead with lower visibility items is not going to be a quick and easy process of collecting stray papers. It will be an arduous process of ensuring that there is evidence of existence and completeness to the record for that property -- but the results will be worth it.

Think of the natural positive consequence of good property management practices: higher utilization rates, better maintenance schedules, proper record keeping, and auditability. A clean audit opinion is a natural consequence of good property management! Making sure the practices in place are tight and efficient gets the audit monkey off our collective back!

Property managers will make or break existence and completeness, so for all the financial managers out there, start talking to the people that handle the assets. It is time to break away from the blinders we wear and start looking at what goals and needs the other half has. We are all after the same accountability; by rotating crops and sharing our fields, we will all enjoy a moveable feast.

BIography

Amber Barber, CPPS is a Program Analyst and Government Property Accountability Specialist working in the Property and Equipment Policy Office of OSD, Acquisition, Technology & Logistics (Acquisition Resource Analysis). Her current focus is on accountability improvement over government property and information technology systems development. Amber has received the DAWIA Level II certification in Information Technology, and has been a speaker for NPMA at the National Capital Area Conference, as well as a panel participant, in the Eastern Region. She is also part of the ASTM E55 Executive Committee, and an active member of several sub-committees.
Like many other years, the NPMA Foundation booth was abuzz at the 2010 National Education Seminar (NES) in Myrtle Beach. Baskets from various chapters were being accepted for the auction at the end of the conference. Everyone was encouraged to buy raffle tickets or check out the donated objects on display in anticipation of bidding on them at the Foundation breakfast. The money collected from the raffle and auction is used to help support the mission of the NPMA, whose primary mission is dedicated to advancing the profession of personal property and fixed-asset management in every industry. One way to do this is to provide grants through the NPMA Foundation to members who need financial assistance to attend regional seminars or travel to the annual NES.

As a member of the NPMA, you may ask where do the Foundation donations actually end up? Here is one example of how this committee’s function made attendance possible for two fellow NPMA members who otherwise would not have been able to benefit from the educational classes offered at the conference.

During NES, I met with Peggy Bassett and Lannie Carroll to interview them about their application to the NPMA Foundation committee. I wanted to learn about the personal side of the grant process, because it isn’t just words or numbers on a piece of paper to the person who is applying.

Peggy is Property Manager and Lannie is Lead Property Specialist for the Kwajalein Range Services (KRS) located in the Marshall Islands. I asked Peggy her thought process behind the applications.

Peggy said that like most companies, KRS was faced with limited travel funding for trips that were not directly related to their company’s internal functions. She discovered that the company could only afford to finance one person’s attendance at NES that year.

Understanding the company’s position on prioritizing travel issues, Peggy knew in order for both Lannie and herself to benefit from all the educational classes so vital to their property inventory department, they would need to find alternate financial sources to enable them to travel to the 2010 NES, as well as the expense of registration and lodging. They considered other ways to fund this trip to the NES, but ultimately the only option available to them was to apply for Foundations grants. This was the first time Peggy and Lannie needed to utilize this assistance.

Since KRS had to conduct physical inventories at some of their United States branches, Lannie and Peggy scheduled them for the same month as the trip to NES to better utilize their time away from the island.

Both members went to the NPMA website, filled out an application, and composed a cover letter to explain the need for assistance. Then began the anxious wait for approval notification from the Foundation Committee, who has the difficult job of determining which applicant has the greatest need for the grant.

Lannie’s notification of her acceptance came after only a week because the Foundation Committee knew travel logistics would need to be made as soon as possible to arrange flights to Myrtle Beach. Peggy had to wait a bit longer, but she too was approved.

“Mr. Wolfe was so nice in working to get it approved quickly,” Lannie told me. “He knew the travel arrangements would be tricky because there are a limited number of flights available from the Marshall Islands.”

Lannie was so excited that they were able to attend this valuable seminar. She quickly sent her acceptance confirmation back to the Foundation office. Then it was time to arrange flights to reach Myrtle Beach. They had to plan, not just for the NES but also for the flight to Lexington, Kentucky for the property audit.

The 3000 mile one-way trip from...
Marshall Islands to Myrtle Beach took a little over eighteen hours with layovers in Honolulu and Las Vegas. It was a long arduous journey for someone who was just going to attend a business conference.

When I asked if they could get the same information from the NPMA webinars, Peggy told me that interference from the Army base on the islands made it difficult to keep an internet connection for the entire length of time allotted for the online courses. Therefore, education sessions offered at NES were the best way to learn current updates to their craft. Then they could take the knowledge back to the rest of the property staff.

Of the seventeen member staff in KRS’s Property Department, only five members are currently certified, but other staff members are in the process of getting their certification. That made their attendance at Myrtle Beach of utmost importance.

I asked Peggy what benefit she took away from this NES and she said, “Along with attending the audit and review education sessions, the networking with all the other NPMA members from across the United States was very important.”

During NES, Lannie found that two of her former managers who now work in the United States were also in attendance. It was a chance to visit with fellow NPMA members and friends they have made through the years of conference attendance.

The object of this article is to emphasize the importance of not giving up on plans to attend the next NES in Las Vegas, Nevada, if the only deterrent is finances. Check out the Foundation grant application at www.npma.org. Your grant funds might be just an e-mail away.

If you are an NPMA member and would like to contribute to this very worthy Foundation, you can individually or jointly participate with your local chapters to provide funding. The options available are Annual Giving to the fund drive; Memorial Gifts in memory of a fellow member, a friend or a loved one; honorariums, as a living tribute in recognition of a member who strives for excellent in the profession; or a gift in your will or estate plans, which is a lasting legacy of charitable giving.

**BIOGRAPHY**
Brenda Iannacone shares a home in Hayes, Virginia with her husband, Carl, and their two Dachshunds. Brenda began writing freelance articles four years ago. Under the pen name of Breanna Cone, she has eight fiction novels in print, as well. A member of the Pioneer Branch of the National Pen Women of America, she served as secretary of the Fiction Writers of Central Arkansas for two years. For four years, Brenda chaired the Maumelle Writers’ Conference that brought talented speakers to encourage the writers of Central Arkansas. Currently, she is enjoying being a stay at home wife and “Dog Mom” to Winston and Mistletoe.
March-April
NPMA Course Schedule

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 727-736-3788 or email education@npma.org. For more information or to register, visit the website at www.npma.org and click on the Education tab.

March

COURSE
Shipboard Property Management
Las Vegas, NV
March 7 - 8

Shipboard property management is unique and presents situations not found anywhere else. This course will cover the lifecycle elements of shipboard property management and some of the basic scenarios that one might encounter onboard ships. This course will cover some of the duties and responsibilities related to shipboard property management for port engineers, chief engineers, chief mates, masters, and storekeepers. This course will also demonstrate the importance of property management in damage control, firefighting and abandon ship requirements.

COURSE
Fundamentals of Property Management
Houston, TX
March 7 - 9

Every organization, regardless of its size or type has critical business functions that are integral parts of meeting its objectives and accomplishing the mission. Personal property managers are directly accountable to a higher authority for the acquisition, use, redistribution, and disposition of personal property. As stewards of our company or agency’s personal property, we have a fiduciary responsibility to manage property in a prudent and compliant way. The Fundamentals of Property Management course is designed to teach the basics of property management, cradle-to-grave, including how to effectively manage personal property.

COURSE
Intermediate Property Management Studies
Houston, TX
March 7 - 10

This course takes the property professional from the beginning lifecycle 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. If you have at least one year of property management experience, this course provides the tools to succeed as a professional property manager.

COURSE
Applying Property Management Principles
Celebration (Orlando), FL
March 28 - 31

This course is designed to take property management professionals to the next level by providing technical information and real time experience. This will be a high-energy, demanding course designed to provide the tools necessary to meet your business requirements while providing value to your organization that can be measured by bottom line contributions to profitability. Participants should be senior members or those who have management/supervisory responsibilities for property management, contracts administration, quality assurance, finance, production control and other functions related to property management responsibilities within their company or organizations.
UNIVERSITY AND CONTRACTOR PROPERTY BEST PRACTICES CONFERENCE

NPMA Education Conference Series 1 – West
March 24-25, 2011 – Crowne Plaza Phoenix Airport Hotel

EDUCATIONAL TRACKS INCLUDE:
- Contract Property Administration
- Capitalized Property Management
- University and Research Property Administration
- Basic Property 101

Online registration and details available at www.npmaconferences.org/west

Sponsored by NPMA Western Region
Hosted by the Saguaro Chapter
Contracts for Property Managers will provide a basic understanding of the contracts field and how it relates to the property professional. This is an introductory class and is geared toward those currently working in property. The course will cover aspects of contracts that impact the property function, including contract clauses, understanding the contract, the FAR, FAR supplements and the different types of contracts. Contract close-out, commercial contracts and risk analysis also will be discussed. Property management professionals at all levels, and entry level contracting or subcontracting professionals who attend this course will gain a better understanding of the contracting process.

This course provides a basic understanding of the US Nonproliferation Policy and applicable statutes, directives, guidelines and procedures for handling proliferation-sensitive equipment, materials and technology. This course includes the basic types/categories of proliferation sensitive equipment, materials and technology plus exporting limitations and restrictions. In addition, the oversight and regulation of the exports of proliferation sensitive equipment, materials and technologies will be covered. Personnel involved in property management, procurement, excess and sales, materials management, shipping and receiving, and export control activities will want to register for this course.

This course will cover the five steps of the risk management process and apply them to the management of property. Participants will review the primary sources of risks and exposures for property and how to effectively mitigate them while managing their assets. Class participants also will be led through the development of a risk-based property management plan and will develop a custom plan for their own organizations. The class will be beneficial to property managers, property administrators, auditors, risk managers, and other professionals who have a role in the management of organizational property.

Government regulations require contractors to establish and maintain processes for the control and accountability of government property in the possession of subcontractors. This class will provide attendees with an understanding of the contractor’s contractual requirements and responsibilities relating to subcontractor-held government-owned property. Class presentations and discussions will focus on the various processes that must be implemented by both the prime contractor and the subcontractor to ensure compliance to applicable contractual property control requirements. In addition, the process and methods that can be utilized in performing subcontractor property control audits will be discussed.
NPMA Certification

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.

Through dynamic instruction, vigorous study, and the NPMA Testing Program, you’ll earn the recognition you deserve as a qualified property professional. The NPMA Testing Program is an essential component of the certification courses and consists of four-module, multiple choice tests and an essay examination for the level of Certified Professional Property Manager (CPPM).

You must meet certain eligibility criteria to participate in NPMA certification. For more information about NPMA certification, please visit the website at www.npma.org or call 727-736-3788.

Certified Professional Property Specialist (CPPS)
March 7 - 9: Houston, TX

Certified Professional Property Administrator (CPPA)
March 7 - 10: Houston, TX

Certified Professional Property Manager (CPPM)
March 11: Houston, TX

On-Demand Courses

If travel is a problem, you can still gain valuable training through the other options offered by NPMA:

ONLINE COURSES

NPMA offers several self-study courses that allow you to learn at your own pace; from anywhere and at anytime. You have the flexibility to start and stop at your convenience and pick up later right where you left off. Whether you are preparing for NPMA certification, or just trying to learn more about a specific topic, NPMA Online Courses can help you meet your professional development goals.

WEBINARS

You can access presentations by NPMA subject-matter experts at your convenience. And, the instructor is available all year to answer your questions, which are posted along with those of other participants so you can see all the Qs & As related to the presentation. With a video projector and speakers, a whole roomful can experience the presentation, too. Special pricing allows group participants to earn CEU credits as well.

ON-SITE COURSES

Any of the classroom courses offered during the year can be brought to your facility and presented to your organization, or can be tailored to meet your needs. On-Site courses save on employee travel time and eliminate hotel and travel expenses, and the course content can be modified to focus more narrowly on the needs of a particular group or functional specialty, or can be a mix of topics.

To find out more about NPMA on-demand course options, visit the website at www.npma.org and click on the Education tab.
CALL FOR PAPERS
Journal of Property and Asset Management

NPMA is soliciting articles for publication in its second issue of its refereed Journal, the “Journal of Property and Asset Management.” The publication is scheduled for July 2011, concurrent with the NPMA National Education Seminar. Academic papers, research papers and more lengthy opinion pieces dealing with any area of property and asset management are welcome. The submissions will go through a peer review process to determine acceptability for publication.

If you have researched a topic for a college class, or a topic for application within a corporate or government setting, or even for personal enjoyment you are encouraged to further the intellectual body of knowledge of the property profession and your peers.

Only original work should be submitted that has not been published or communicated elsewhere. Papers should be submitted in electronic format using MS-Word or an equivalent. Tables or charts should be submitted as separate files to ensure proper clarity when printing. Authors are encouraged to use American Psychological Association (APA) Style guide, 5th Edition, ISBN-10: 1557987912.

For further information please contact Dr. Douglas N. Goetz by phone at 937-754-1811 or via e-mail at GPDoctor@att.net.
EVIDENT & COMPREHENSIVE

PAPERLESS

PROCESS MANAGEMENT SYSTEM

WITHOUT PROGRAMMING OR OUTSIDE CONSULTANTS

Places process management back into the hands of the process owner.

This simple yet powerful application converts non-structured data into useful information. VPM provides solutions for continuous process improvement with the following features:

- Web Based
- No Programming Required for Any Content Creation or Administration
- No ActiveX Used
- User Friendly—Entirely Wizard Driven
- Multiple Types of Process Managed Under the Same System
- Designed to Communicate with Other Systems
- Target Users Maybe Internal or External to the Enterprise
- Advanced Form Creation Tool
- Advanced Document Management System
- Unique Workflow Implementation with Self Administration
- Corrective Action Plan Capability
- Advanced Reporting Features
- Access for Admin/Audit Personnel with Multi-Portal System
- Comprehensive Centralized Management of Hundreds of Enterprise Forms
- Template Library for Forms, E-mails, Workflows
- Multi-Language Capability
- Accommodates Predetermined Communication Schedules
- Multiple Mobile Platform Capability – (iPhone, Blackberry)
- Operates Via E-mail Notifications
- Designed and Integrated with Exceptional Security Features

For further information or to schedule a web demo, please contact us at info@intellldatametrics.com

888.571.0030
SUNFLOWER ASSETS 5.0 COMING SPRING 2011

Balancing success in operations, accountability, and compliance with a single tool.

Sunflower Enterprise 5.0 moves the definition of assets beyond equipment and enhances operational efficiency, compliance, and accountability in asset management. Best in class software, combined with robust integration capabilities and unparalleled implementation experience provides a seamless solution for every asset throughout the organization and across the world.

Introducing new functionality for configuration management, kitting, asset mapping, data consolidation, real property and lifecycle asset management.

For more information, call 866.209.3516, or visit sunflowersystems.com.