



# Logistics Management Newsletter

FROM THE LOGISTICS MANAGEMENT DIVISION

FY21 | ISSUE 4

OCTOBER 2021

**Welcome.** This newsletter is brought to you by the Logistics Management Division (LMD). Its purpose is to keep you abreast of the latest business practices and to share information about ongoing logistics management initiatives and events. It also introduces interim policy letters, which shall be incorporated in forthcoming updates of NASA Procedural Directives and Procedural Requirements.

## JOEL R. CARNEY, ACTING ASSISTANT ADMINISTRATOR FOR THE OFFICE OF STRATEGIC INFRASTRUCTURE (OSI)

### Dr. Joel Carney To Serve as Acting Assistant Administrator for the Office of Strategic Infrastructure

Dr. Olivette Hooks, Director, Logistics Management Division

On September 28, 2021, Robert Gibbs, Associate Administrator for the Mission Support Directorate, announced that effective September 27, 2021, Dr. Joel Carney had assumed the full duties of acting Assistant Administrator (AA) for the Office of Strategic Infrastructure (OSI). Carney was selected in June 2021, replacing Burt Summerfield, who had held the position as interim



Dr. Joel Carney, Acting AA for OSI

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Carney will serve as a principal advisor to Agency leadership on the planning, execution, and management of the Agency's physical assets and environmental posture.

AA following Calvin Williams's retirement. Carney joins OSI as it finalizes its transition to an enterprise service under the Mission Support Future Architecture Program. Summerfield will be returning to his role as Associate Center Director at Kennedy Space Center. According to Gibbs,

*The planned overlap between Joel and Burt has helped mission support in numerous ways. Our infrastructure challenges pose the greatest threat to our missions and our financial stability. Burt's experience and Center perspective have been instrumental in helping us refocus our services on the things that matter most—safety and mission success—while Joel's vision has helped chart a course for a more effective and efficient asset management portfolio.*

Carney will serve as a principal advisor to Agency leadership on the planning, execution, and management of the Agency's physical

assets and environmental posture. He will lead the Agency Master Plan implementation to prioritize and right-size NASA's infrastructure portfolio and work to strengthen the connection between mission goals, Center readiness, and support capabilities. Carney will be responsible for the Agency's asset life-cycle management and will work to establish a sustainable asset portfolio that ensures success for NASA's current and future mission set.

Prior to joining NASA in February 2020, Carney was the principal technical manager of the Research Development Test and Evaluation Department at the Naval Surface Warfare Center Indian Head Technology Division, where he led a diverse group of about 300 scientists, engineers, technicians, and support staff in providing far-term science and technology solutions to the Navy and other Department of Defense organizations. He began his career in 2002 as a research scientist and became a group leader in 2008 for a team of

researchers focused on optical sciences research and development. He became branch manager of Dynamics and Diagnostics in 2012 and, in 2016, head of the Research Development Test and Evaluation Department, where he focused on technical leadership, strategic planning, and resource management.

Carney has a doctorate in physical chemistry from Purdue University and a bachelor's degree in chemistry from Albion College; additionally, he worked as a postdoctoral fellow at the Department of Energy's Brookhaven National Laboratory.

NASA's Logistics Community thanks Mr. Summerfield for his demonstrated leadership and welcomes Dr. Carney to the Office of Strategic Infrastructure.

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## MAP GRADUATION AND TRANSFORMATION UPDATE

Dr. Olivette Hooks, Vince Cappello, and Lisa Williams

This July, OSI successfully graduated from the Mission Support Future Architecture Program, or MAP, led by Perri Fox. As you might recall, MAP's principal goal was to transform mission support services to an enterprise operating model while maintaining mission focus, improving efficiency, ensuring local authority, and valuing the workforce.

For the Logistics area, some of the transformation highlights that have been shaped and will be implemented include the following:

- Two Headquarters (HQ) branches under LMD: the Property Management Branch and the Logistic Services Branch.
- Development and implementation of a strategic workforce plan for staffing that aligns with the core services of Logistics.
- A Logistics IT Technology Roadmap. This will align with Agency-wide digital innovation efforts to modernize our Logistics IT systems and business processes.

- An enterprise Logistics contract strategy that aligns with the transformation changes associated with the Office of Procurements MAP transformation plans for centralized buying centers.
- Updates to our Logistics policies and procedures to streamline new ways to conduct operations and meet mission needs.
- A centralized budget and risk management profile and program to ensure enterprise alignment with requirements and core services.
- Continued prioritization on customer service and positive collaborative relationships with missions and programs.

The Logistics Management Division thanks Perri Fox for her outstanding leadership throughout the MAP process, and we wish her all the best in her new endeavors. LMD HQ over the next year will be working closely with Center Logistics teams to coordinate and implement these transformation efforts. We



Perri E. Fox.

would also like to express our sincere gratitude to all stakeholders for their continued flexibility, dedication, and time spent within the working groups and meetings associated with MAP transformation. As we navigate the implementation phase of MAP transformation, please feel free to let your Center leadership or LMD HQ know if you have any questions or additional recommendations for implementing innovative ideas. We might have graduated from MAP, but innovative ideas and new ways to do business will always be welcome in NASA Logistics.

The Logistics Management Division thanks Perri Fox for her outstanding leadership throughout the MAP process, and we wish her all the best in her new endeavors.

## THE NASA LIBRARY PROGRAM

Robert Sherouse



Effective  
October 1,  
Library Program  
Management  
transferred from

me in the Mission Support Directorate's (MSD's) Logistics Management Directorate to Perri Fox in the Office of Communications. This shift aligns with a 3-year effort to better support researchers by consolidating research support and disparate reference collections under a single organizational structure and budget. Library transformation and modernization will continue.

It has been my honor to lead this transformative effort for the past 3 years and my privilege to have worked with such a fantastic group of professional librarians. There's no doubt in my mind that transformative momentum for library modernization and improvements in how we serve the research community will continue under Perri's leadership.

### Additions to Langley's Library Community

The Logistics Management Division is thrilled to announce the below technical Library staff in support of the Library Program at Langley Research Center (LaRC). Welcome!



**Jason A. Jacobs** is the Lead Technical Information Specialist for the NASA Langley Technical Library. He is a member of the Lumbee Tribe of southeastern North Carolina and came to NASA Langley in August 1994 (27 years ago). Jason has a bachelor of arts in English language and literature and a master of library and information science. Jason leads the Technical Library staff, performs reference and research consultations, and serves on Agency-wide library teams. He also serves as the Agency librarian representative to the Agency's STI (Scientific and Technical Information) program. Jason's weekend activities include exploring Fort Monroe, the Noland Trail/James River, and local antique shops.



**Michael Pritz** graduated from the University of Illinois at Urbana-Champaign in 2018 with a master of science in library and information science. A native of Chicago, IL, Michael began working for NASA in 2018 as a Library and Archives intern through the Agency's Pathways Program and now serves as a librarian at the NASA Langley Technical Library. Michael's primary duties include overseeing the Library's community engagement efforts by managing its website and blog and editing its newsletter. Michael also serves as the Application Administrator for the Agency's two main library systems, NASA Galaxie and ILLiad. Before he became a librarian, Michael served 8 years in the United States Marine Corps. He currently lives in Hampton, VA, and enjoys camping, playing baseball, and spending time with his two Bernese Mountain Dogs.

## Additions to Langley's Library Community (continued)



**Dorothy Notarnicola** is the Lead Contract Librarian in the NASA Langley Technical Library. She works for Alutiiq Commercial Enterprises, LLC, on the LAMPS2 contract. She has a bachelor of science in management and a master of business administration from Pennsylvania State University, as well as a master of library science from the University of Pittsburgh. Dorothy has worked in academic libraries, a public library, a private upper-school library, and a medical school library. She has worked for the Federal Government since 2008, assisting with budgeting and acquisitions, helping to locate articles, and maintaining access to online subscriptions. Dorothy resides in Suffolk, VA, with her husband and puppy (a Cairn terrier). As recent empty-nesters, they look forward to cruising and visiting family.



**Sally Schwaner** has worked at the NASA Langley Technical Library since 1984. At that time, there were 40 people on the Library staff. Today, she is one of five librarians working to fill the research needs of NASA Langley. Sally has worked in every area of the library over the last 35 years and more, including Circulation, Cataloging, Acquisitions, and Management. Today, her main focus is interlibrary loaning the materials needed by researchers and helping to organize the library into its new and considerably smaller space.

She is a second-generation NASA employee—her dad worked for the National Advisory Committee for Aeronautics (NACA)/NASA until 1980, when he retired. Sally is a lifelong resident of the Peninsula area of Hampton Roads, VA, and received her undergraduate degree from Christopher Newport University and her master of library and information science from Catholic University. Her hobbies include reading, cooking, and paper crafting.



**Evelyn Green** is currently a library clerk in the NASA Langley Technical Library. She works for Alutiiq Commercial Enterprises, LLC, on the LAMPS2 contract. Evelyn began working at LaRC in July 1984, so she now has over 37 years of service. Her main duties are keeping track of library customer privileges, performing check-outs, processing library requests for customers, and assisting library customers. Evelyn lives in Newport News, VA. She enjoys going to church; attending Bible study; reading the Bible; and spending time with her family, which includes two grandchildren and two great-grandchildren.

# EQUIPMENT MANAGEMENT PROGRAM

Miguel A. Rodriguez,  
Program Manager

## Status of FY21 Equipment Inventory

It is undeniable that the pandemic has a significant impact on our daily activities and the way we conduct business processes at NASA. The execution of the equipment inventory has been no exception since the COVID-19–related disruptions began. NASA’s equipment management community experienced a halt on inventory activities and resourced to agile operational practices to validate the existence of equipment items and the accuracy of equipment records—no small task. Most logisticians and inventory teams had little or no access to conduct onsite work, and this was mainly due to restrictions and access levels that varied from Center to Center; the pandemic environments across the Nation did not allow NASA Centers and sub-installations to improve their stage statuses simultaneously.

Under these circumstances, Equipment Managers had to out-manuever uncertainty by frequently correcting courses of action to continue to provide customer service as circumstances changed. Once access to Centers progressively improved, Supply and Equipment Management Officers (SEMOs), Equipment Managers, and inventory teams resourced to inventory practices that combined the wall-to-wall physical count (subject to

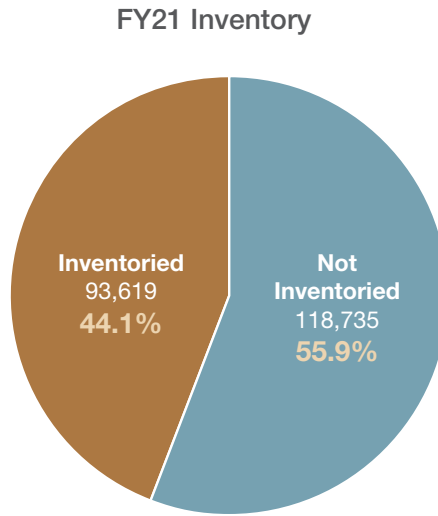


Figure 1. Equipment inventoried in FY21.

equipment end-user availability and accessibility to specific Center areas), scanning of Equipment Control Number (ECN) tags (mainly for inventory teams with greater access to their respective Centers), virtual tagging and virtual inventory (primarily used to validate equipment on loan or pass), and validation of transaction documents (whereas the location and individual responsibility were validated for equipment in other “out statuses,” or not physically located at the Center). Ultimately, it was necessary to rely on NASA mission-essential employees who did not belong to the inventory team but who had access to the Centers to validate the existence of equipment items and provide feedback to logisticians.

The equipment management community, despite the competing operational challenges, has inventoried 93,619 items, or 44.1 percent

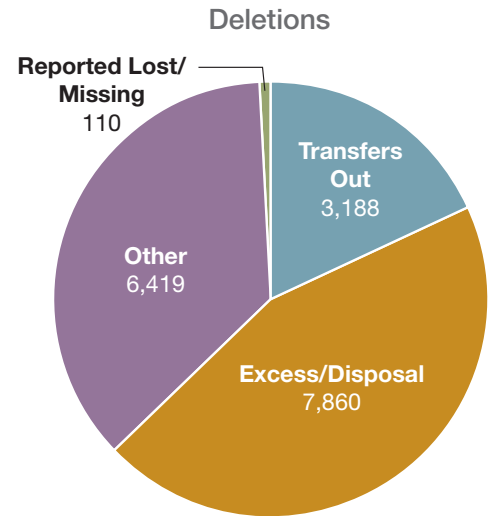


Figure 2. Equipment management transactions (deletions) in FY21.

of the Agency’s 212,354 total equipment density in FY21. (See figure 1.) Moreover, they processed 17,577 transactions resulting in the inactivation of an equal number of equipment records (see figure 2) and processed 15,010 transactions resulting in an equal number of records added to the NASA

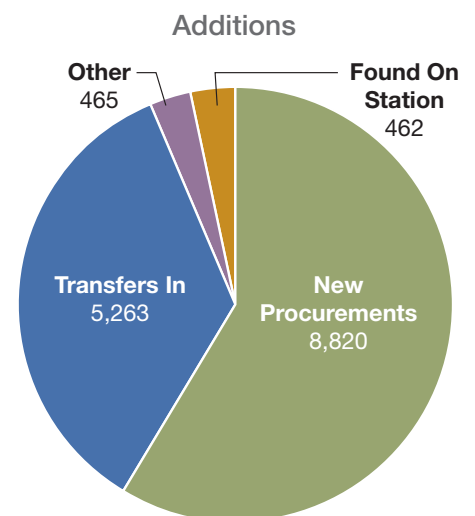


Figure 3. Equipment management transactions (additions) in FY21.

Property, Plant and Equipment (PP&E) System. (See figure 3.) Three NASA Centers successfully completed 100 percent equipment inventory with loss rates significantly below the established Agency benchmark (0.5 percent). (See figure 4.)

The Logistics Management Division (LMD) released a policy memorandum, dated July 26, 2021, adhering to the Agency's framework for return to onsite work. Subject memorandum outlined modified inventory requirements with realistic goals. The logistics community received direction to focus on conducting 100 percent inventory of small arms—through personnel from the protective services office—as the

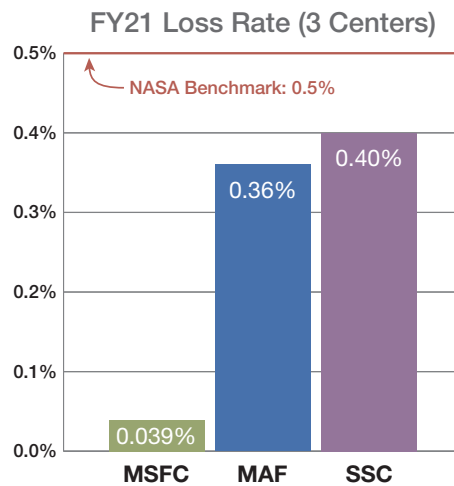


Figure 4. FY21 loss rate for Centers with 100% inventory completion rates.

top priority, followed by the inventory of capital equipment in support of the Office of the Chief Financial Officer's (OCFO's) financial audit, and lastly to inventory as much of

the remaining controlled equipment items as safely and reasonably feasible prior to the end of the fiscal year. NASA inventoried 100 percent of small arms and 99.7 percent of the capital equipment density (3,485 of 3,496) by the end of FY21. This completion rate was beyond OCFO auditors' expressed expectations.

The FY21 inventory campaign concluded on September 30, and the FY22 equipment inventory campaign started on October 1. Inventory teams will probably continue to navigate the impacts of COVID-19. Inventory operations will increase relative to greater accessibility to the Centers.

## AVIATION LOGISTICS ASSET MANAGEMENT AND SPECIAL PROJECTS

Robert Sherouse, Program Manager

So, what's new with me? For starters, I will continue to shepherd the identification and recovery of NASA personal property, as directed by the recent publication of NPR 4320 (separately addressed later in this newsletter).

What about my new aviation role? This will be an evolving role that initially focuses on a review of NASA's management of aviation assets. Included in the review will be the inventory management and control of aircraft and unmanned aircraft systems (UASs), as well as their logistics support pipelines. Essentially, I will lead a

cradle-to-grave life-cycle approach to logistics acquisition and the use and disposal of aircraft, UASs, and their parts and supplies.

As you may or may not know, NASA manages over 90 aircraft along with significant parts, supplies, and equipment. The maintenance and logistics support infrastructure is significant. Much of the infrastructure support has come from within the Aircraft Management Division (AMD) in the Mission Support Directorate (MSD). Because AMD is being reorganized, the roles and responsibilities are being split between MSD and the Office of

NASA manages over 90 aircraft along with significant parts, supplies, and equipment.

Safety and Mission Assurance (OSMA). Work to define the split in roles is still underway, so specific details have yet to be fully fleshed out. Nonetheless, I will have an active and evolving cradle-to-grave role in aviation asset management. As the role matures, watch for updates in subsequent *Logistics Management Newsletters*.

## IDENTIFICATION AND RECOVERY OF NASA PERSONAL PROPERTY

### New NPR 4320—What You Need To Know

Bob Sherouse, Program Manager

That's right...there is a brand-new, just-issued NPR 4320. The title is *Identification and Recovery of NASA Personal Property*. This new NPR was published to NODIS on June 23, and you can pull it up and read it at [https://nodis3.gsfc.nasa.gov/displayDir.cfm?Internal\\_ID=N\\_PR\\_4320\\_0001\\_&page\\_name=main](https://nodis3.gsfc.nasa.gov/displayDir.cfm?Internal_ID=N_PR_4320_0001_&page_name=main). So, what do you need to know?

The NPR establishes requirements for maintaining control and accountability of the process that NASA uses to identify and recover NASA personal property. This process is managed at NASA Headquarters by a Personal Property Review Board (PRB) convened by HQ LMD. The PRB investigates and documents reports of items suspected to belong to NASA, but in the hands of the public. The PRB is chaired by HQ LMD. The board typically consists of three or four primary members: Headquarters: LMD, Office of the General Counsel

(OGC), and NASA Exhibit Program (EP). The PRB may include other NASA Headquarters and/or NASA Center personnel to establish NASA provenance over the property. The PRB determines whether a recovery action should be undertaken and the appropriate recovery process for the property in question (e.g., written correspondence, conferral with the Office of Inspector General, conferral with the U.S. Department of Justice, etc.).

Perhaps this new NPR is best understood with an example or two?

**Example 1.** *You are on an auction site and see an Apollo Omega watch or Moon rock that is up for sale, and you suspect that it may be NASA property. What do you do? Contact HQ LMD.*

**Example 2.** *You get an e-mail or phone call from someone who questions whether an item in the possession of a private citizen may be NASA property—what you do? Contact HQ LMD.*

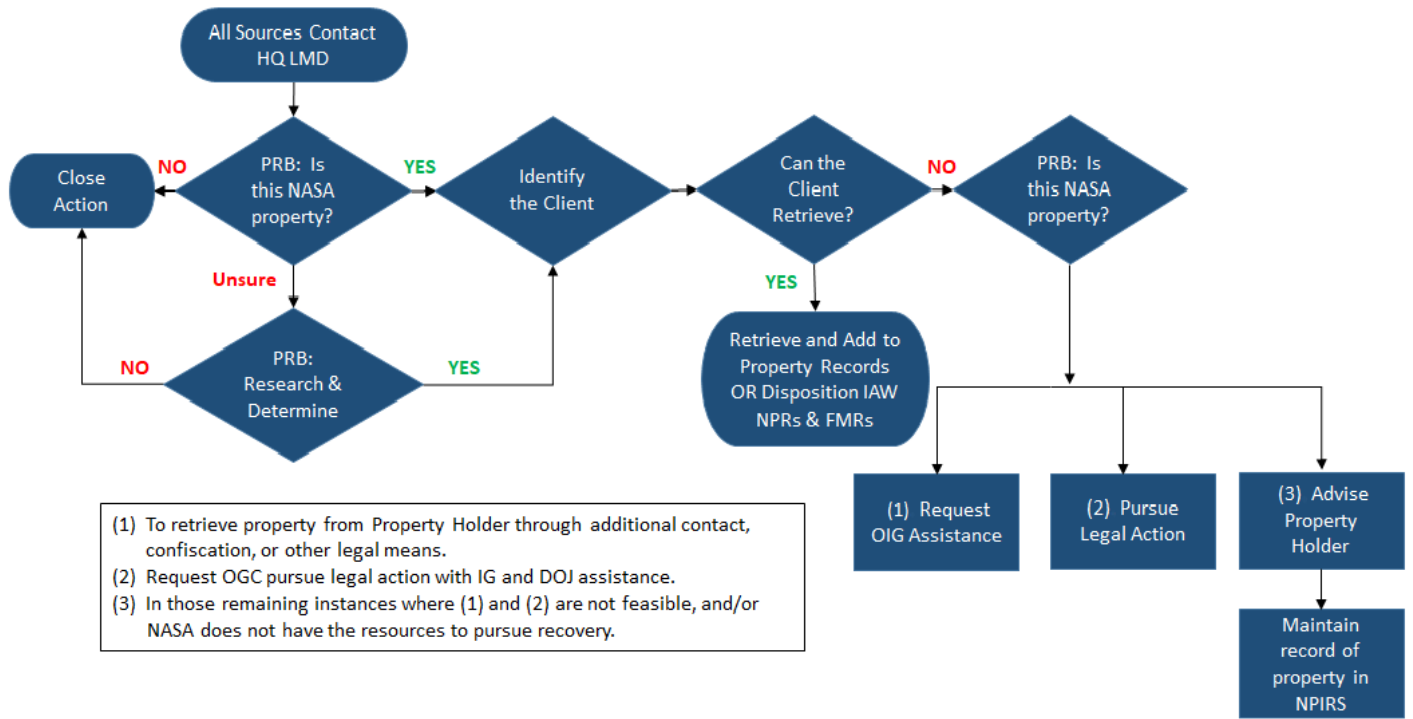
So now you are probably wondering what HQ LMD and the PRB will do when you contact them. Great question. HQ LMD will ensure compliance with personal property accountability responsibilities contained in NPD 4200.1, *Equipment Management Program*; NPD 4300.1, *NASA Personal Property*

*Disposal Policy*; and/or NPR 4500.1, *Administration of Property in the Custody of Contractors*. LMD will verify that the property is or is not recorded in a NASA inventory system. If property records are located, LMD will contact the Supply and Equipment Management Officer (SEMO) responsible for that property and ascertain, to the extent possible, the status of the property in question (disposition, location, loan or permanent transfer, etc.). If the property is lost, misplaced, missing, or otherwise not in NASA's possession, the program office (PO) custodian of the property will have a leading role in seeking the recovery of lost property and will be identified as the "client" on the PRB for the recovery action.

If LMD is unable to locate personal property records, or if clear NASA title/ownership is not readily determinable, LMD, in coordination with the standing members of the PRB, will work with the Headquarters Office of Inspector General (OIG), Export Control, Records Management, and any responsible POs to determine (1) if the property was sold to a private party and (2) that the property is not of a type which would ordinarily have been transferred from NASA custody or sold to a member of the public. If the property in question meets either of these criteria, the office that would have had the original accountability for the property will have responsibility for







- (1) To retrieve property from Property Holder through additional contact, confiscation, or other legal means.
- (2) Request OGC pursue legal action with IG and DOJ assistance.
- (3) In those remaining instances where (1) and (2) are not feasible, and/or NASA does not have the resources to pursue recovery.

Workflow diagram showing the process for recovering NASA property.

(As of 4/15/2021)

ascertaining whether NASA has an interest in recovering the property and, in coordination with LMD, the PRB, and OGC, determining what actions, if any, should be implemented to facilitate recovery. The responsible office is the “client” in this process.

The flow diagram above depicts the process.

PRB actions and determinations will be documented and maintained into perpetuity, because there is a strong likelihood that property being questioned today will resurface again and again, and we do not want to waste time performing redundant investigations on the same property every 10 years or so, when it surfaces in the news or at auction. The permanent records will be maintained by HQ LMD in a

NASA Property Identification and Recovery System (NPIRS) database. The NPIRS will contain documents, files, and photos as available. The NPIRS is intended to be the starting place when property in question is brought to the attention of HQ LMD and the PRB.

If you would like to know more, read NPR 4320. If you see suspected NASA property in the custody of private citizens, notify HQ LMD.

## ARTICLE OF INTEREST

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The article on the following pages is a reprint from the National Property Management Association’s (NPMA’s) *The Property Professional*, volume 33, issue 1, February 2021. NPMA is the largest association for asset property management professionals who are responsible for the effective and efficient management of equipment, materials, and other movable and durable assets

for their organization. Established in 1970, NPMA has members throughout the United States, in Canada, and overseas. NPMA serves as a center of excellence, education, and evolution for the profession. Recognized as world-class professionals, members benefit from the finest products, programs, and services that promote professional development. Learn more at <http://www.npma.org>.

## What Story Is Your Property Data Telling?

### A Parody of Property Accountability and Alice in Wonderland

Jamie Holguin, Los Angeles Chapter

*Jamie Holguin, is a Material Management Administrator at the Jet Propulsion Laboratory, California Institute of Technology.*



Working as a Property Administrator can often make one feel like Alice in Wonderland, falling down a hole of data so nonsensical it would not feel out of place in a Lewis Carroll novel. Much like Carroll's titular *Alice in Wonderland*, I jumped in feet first, leaving the safety of working in a library for a fast-paced whirl of data, jargon, and acronyms of Personal Property Accountability (PPA).

As a taxonomist and a metadata librarian, I looked forward to the conversations the property data would reveal. However, instead of being informative and revealing, I entered a different conversation.

Imagine, if you will, the dialogue between Alice, the Mad Hatter, and the March Hare. Each character represents an aspect of a Property Accountability record: The March Hare and the Mad Hatter are the data and financial aspects of Property Accountability information respectively, while Alice is the customer to PPA, knowing what she is looking for, but not finding what she expected. Here is dialogue between these three characters.

**March Hare:** ...You should say what you mean.

**Alice:** I do; at least—at least I mean what I say—that's the same thing, you know.

**Mad Hatter:** Not the same thing! Why, you might just as well say that, "I see what I eat" is the same as "I eat what I see"!

**March Hare:** You might just as well say that "I like what I get" is the same thing as "I get what I like"!

In this conversation, Alice, the March Hare, and the Mad Hatter play riddles with

words, and yet the same words rearranged in different order have a different meaning. A comparison can be drawn between their conversation and the organization of data. Although on first glance data may appear to be simple, a closer look reveals its complexity; and when not captured in proper order it can be a challenge for the user to locate or identify what is being sought after. This could send the user down a proverbial "rabbit hole," muddling through stress-filled hours of searching for the unsearchable—looking for something the user believes should be present and identifiable, but sadly, is not! When working with small or large data sets there can be much expressed in a short amount of time, and yet there may be no useful information conveyed at all.

In today's technically savvy working environment, accurate data collections begin early in the property lifecycle process—the planning process. For most of us, the "rubber hits the road" with the procurement processes. It is assumed that property records should-be and are beginning their creation at the beginning stages of procurement, which is then confirmed as received as ordered from one's receiving organization, and formalized through the asset valuation process.

As custodians of property it is Property Accountability's job to: "Preserve, Protect, Maintain, and Track"<sup>2</sup> the Government personal property we are entrusted with. Thus, in performing our self-assessment by scrutinizing the data's integrity, consistency, and reliability, we found our data quality could be improved, particularly as it applies

in the reutilization and on through the disposal process of the lifecycle. In concert with NASA's Vision, Mission, and Goal, we too strive to support in "Excellence...both through the ordinary and extra-ordinary."<sup>3</sup> Considering a self-assessment of personal property record as telling the story, reading the data is just that, "pursuit of excellence." Hence, with the "pursuit of excellence" as the challenge before us, we must constantly ask ourselves if we are reporting personal property-related data accurately; and, are we maintaining our fiduciary and stewardship responsibilities of what is being reported back to NASA? In this respect, a self-assessment can prove to be a daunting task, especially when reading the story of the property data record line-by-line for accuracy. This is an illuminating task that—when read without rose colored glasses—reveals the (true) story of the property record. Knowing that storytelling is a way to connect, to see to the other side, storytelling is an invitation to an unknown world. Storytelling applies to everything in life, including data.

Just as Alice had no shame wandering through Wonderland, stumbling and stumbling the entire time, so we humbly look at the good, bad, and the ugly of a self-assessment: being vulnerable is a good business practice. In Alice's world, "for every cause, there is an effect."<sup>4</sup> For every problem, there is a solution. It could be hypothesized that Alice might have met Winston Churchill before she fell down the rabbit hole, as his advice seems to resonate in each door she walked through in Wonderland. Churchill stated "to improve is to change; to be perfect is to change often." This might have eased all her grief while aiding in her problem solving each step of the way. We should capitulate, it is likely not possible to be perfect every time when performing a self-assessment and reviewing for data integrity, but the objective is to take up the challenge, learn from mistakes, and go forward toward correction

while assessing that errors found are not systemic. Refocusing on our story, as Alice searched for which direction to go, she stumbled upon the Cheshire Cat.

*Alice: "Would you tell me, please, which way I ought to go from here?"*

*The Cheshire Cat: "That depends a good deal on where you want to get to."*

*Alice: "I don't much care where."*

*The Cheshire Cat: "Then it doesn't much matter which way you go, for eventually you will end up somewhere."<sup>5</sup>*

The Cheshire Cat offers a very true and frustrating response. The impulse is to ask more questions: keep asking questions, then questioning the questions (not part of the Lewis Carroll novel, but fitting just the same). However, the *"how did it get there?"* and the *"why is it like that?"* at this point is irrelevant! It is what it is, so let's begin. That circling conversation with the Cheshire Cat was an eye-opening dialogue that could have stirred Alice from a slumber of what to do and how to go about the task. Putting perspective on our self-assessment, some questions asked prior to starting the process.

- What story is the data telling us?
- Is the story of the data trustworthy?
- Is the data revealed clearly identifiable?
- Is the story reliable, authentic, have integrity, and is it usable?

(Hint: Contextual linkages should provide an understanding of the transactions that created the property record (acquisition/valuation) and the use of the property (the using project, the property custodian, the property administrator, or, reutilization and disposal[.])

As Alice continually wandered aimlessly after the proverbial White Hare, entrapped in a hallway facing locked doors, she came upon a new scenario: How do I go through that tiny door, (peering through the doorway

keyhole) to get to the garden on the other side? How could she possibly go through the door when she was too big?

Alice felt overwhelmed, a feeling which many share when embarking upon a self-assessment. However, like Alice, those examining data will often have a solution come to them, even if the solution at first seems daunting. For Alice, it is the *"Drink Me"* potion, which she fears may not be safe to drink. However, when she does drink from the potion, "she finds that it tastes absolutely delicious (it had a flavor of cherry tart, custard, pineapple, roast turkey, toffee, and hot buttered toast, all mixed up)." Alice had nothing to fear after all. Like Alice discovered, although the self-assessment won't taste nearly so sweet, one may find that it is not as bad as they had feared. In the story, upon drinking the potion Alice finds herself shrinking down to only ten inches high. Similar to Alice, it will feel overwhelmingly large to manage a self-assessment and any necessary data cleanup. It may make you feel like you are that 10-inch[-]tall person.

Stick to it, the feeling will pass! It might cause your eyes to cross and blur, and unlike Alice, there is no Queen of Hearts (another nonsensical character) chasing after you, screaming "Off with her head!" At times you may relent as Alice did, stating, *"I almost wish I hadn't gone down that rabbit-hole!—and yet—and yet—it's rather curious, you know, this sort of life!"<sup>6</sup>*

However, in the end, you will know that the data's integrity, consistency, and reliability will create the same feeling Alice felt when she finally was able to open the door that was a challenge to get through initially—Alice had to find her correct balance between being too large, and getting too small. Alice was able to enter the garden.

A few more questions to ask before attempting a self-assessment for guidance:

- Can our customers readily identify what is being offered in this process?
- Do we know exactly what we are disposing of, utilizing reliable data to build disposal records?
- How much excessive time and energy is put into pulling property, to build a sale or scrap, only to discover the description does not match the property, requiring additional effort to correct or restart?
- Are all the components required for the disposal accounted for? (Problems may arise when items are really "children" to a "parent" item not yet in the disposal process.)
- Where are the other components, and should they have been included?

Telling the complete and accurate story of the property record is freeing. Imagine this—it is like putting on glasses for the very first time! It will ultimately be a solution in correcting inaccuracies, and, strengthening the integrity and authenticity of the property record.

Through this story of our self-assessment it supports our Mission Statement. ***"How we conduct our business is as important to JPL, and to our ultimate success, as what we do. We will also continue to inspire the world through our stories and our journey into space."***<sup>7</sup> I hope you are inspired to go forth and *"Dare Mighty Things."*

## Endnotes

- 1 Carroll, Lewis, *Alice's Adventures in Wonderland Through the Looking Glass*. Published by Borders Classics, 2008. <http://www.gutenberg.org/files/11/11-h/11-h.htm>
- 2 Mission Statement[, ] Jet Propulsion Laboratory, <https://www.jpl.nasa.gov/about/strategicimplementation-plan/vision/>
- 3 Our Missions and Values. NASA 2020, <https://www.nasa.gov/careers/our-mission-and-values>
- 4 Carroll, Lewis, *Alice's Adventures*
- 5 Ibid[.]
- 6 Ibid[.]
- 7 Mission Statement[, ] Jet Propulsion Laboratory

## CONTACT US

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Your involvement, understanding, and feedback are essential to making the Logistics Management Program a success. Please send us your questions or stories to share by calling or e-mailing:

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