

# A Practical Roadmap for Government Property Compliance and Readiness

## Executive Overview

Provided by Len Salazar GP Advisory Group, LLC

As organizations navigate growth, acquisitions, multiple locations, workforce change, increasing contract value, and broader operational complexity, the right starting point for strengthening Government Property compliance and readiness is not always clear. This is especially true when acquired entities, inherited processes, or expanding Government contract exposure create added pressure for consistency, control, and audit readiness. This roadmap outlines the advisory and support services I provide to help organizations evaluate current conditions, address risk and alignment gaps, and determine the most practical next steps based on their specific needs.

It is especially relevant for organizations responsible for Government Property requirements under clauses such as FAR 52.245-1, Government Property, and DFARS 252.245-7005, Management and Reporting of Government Property, including Government-owned Special Tooling, Special Test Equipment, materials, and equipment.

## One-Minute Quick Glance

For readers with limited time, this section provides a quick overview of what this roadmap offers, who it supports, and how the services are typically delivered.

|                         |                                                                                                                                                                                                                         |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>What this is</b>     | A practical set of Government Property advisory and support services delivered individually or as part of a phased roadmap.                                                                                             |
| <b>Who it helps</b>     | Organizations experiencing growth, acquisitions, multiple locations, workforce change, increasing contract value, audit pressure, or the need to align inherited practices across a more complex operating environment. |
| <b>What it includes</b> | Assessment, procedure review, site validation, readiness review, corrective action support, training, technical advisory, and follow-on support.                                                                        |
| <b>What to do next</b>  | Use this roadmap to identify where support is needed now, what should be sequenced over time, and which services best align with current leadership priorities.                                                         |

## Executive Summary

This overview presents a structured advisory roadmap for strengthening Government Property compliance and readiness. It gives leadership a clear framework for assessing conditions, prioritizing action, and sequencing support effectively, particularly in environments shaped by growth, acquisitions, and increasing Government contract exposure.

# Services Provided Through This Roadmap

The roadmap is delivered through the following advisory and support services, structured individually or in phases based on organizational needs, operating conditions, and priorities. Each service gives leadership focused insight, practical recommendations, and clear next-step considerations.

## 1. Operating Environment Assessment

A structured assessment of the operating environment, including growth, acquired entities, inherited practices, and expanding contract scope, to identify Government Property compliance and readiness concerns for leadership consideration and action.

**Activity:** Review of contracts, statements of work, property types, site distribution, acquired entities, inherited processes, and prior audit results to assess the operating environment and identify conditions affecting Government Property compliance and readiness priorities.

**Included:** general observations, initial recommendations, leadership discussion points, and next steps

## 2. Procedure Review

A review of procedures and related documentation to evaluate how Government Property management functions, where compliance expectations are defined, and where clarification or alignment is needed.

**Activity:** Evaluation of procedures related to Government Property requirements against applicable contract clauses, statements of work, and related expectations.

**Included:** procedure review observations, alignment considerations, and initial recommendations

## 3. Gap Analysis and Site Validation

A targeted assessment of selected sites or entities to identify weaknesses, inconsistencies, and early Government Property compliance and execution risk indicators, and to determine whether actual execution aligns with documented procedures and leadership expectations.

**Activity:** Sample-based tracing of Government Property against procedure requirements to identify disconnects, gaps, and execution issues. This includes virtual review and, where needed, limited on-site evaluation.

**Included:** site-level observations, validation findings, leadership discussion points, and next steps

## 4. Mock PMSA / Mock Audit Readiness Review

A Government Property readiness-focused review to assess likely performance under more formal oversight or audit conditions.

**Activity:** A structured readiness review of the Government Property system, including sample testing, documentation review, and focused evaluation of how the system is functioning in practice. The review is conducted through a blend of virtual and on-site evaluation at selected locations.

**Included:** a readiness-style report identifying key issues, risk areas, and recommended corrective actions

## **5. Corrective Action Support**

Practical support to help leadership define, prioritize, and implement corrective actions that address root causes and strengthen future performance.

**Activity:** Review of identified noncompliance issues, readiness review results, and related concerns to support root-cause analysis, corrective action planning, and communication of the proposed approach.

**Included:** corrective action priorities, planning considerations, and initial recommendations based on Services 3 and 4

## **6. Targeted Training and Capability Alignment**

Training and alignment support designed to improve understanding, consistency, and execution across teams, functions, and locations.

**Activity:** Development and delivery of targeted training and alignment support based on gap analysis, readiness review, and identified capability needs.

**Included:** targeted training, capability alignment support, and recommended focus areas based on Services 2, 3, and 4 findings

## **7. Technical Advisory and Problem Solving**

Direct advisory support for more difficult, recurring, or technically complex issues that require deeper analysis and practical resolution support.

**Activity:** Engagement with appropriate personnel to evaluate specific issues, develop a practical plan of action, and support resolution efforts.

**Included:** technical observations, response options, and recommended next steps

## **8. Follow-On Advisory Support**

Ongoing advisory support, as needed, to maintain progress, strengthen stability, and address new or evolving issues over time.

**Activity:** Ongoing advisory support to address emerging issues, sustain progress, and provide guidance as needed.

**Included:** periodic advisory summaries, observations, and recommended next steps

# **Common Government Property Leadership Questions**

## **Where are our biggest risks right now?**

The assessment and review services help identify where Government Property compliance and execution risk may be accumulating and whether the issue is procedural, execution-based, capability-related, or systemic.

## **Where should we start?**

The roadmap helps leadership move from initial understanding to targeted action, so the next step is based on observed conditions rather than assumptions.

### **What needs to be addressed now, and what can be sequenced over time?**

Each phase helps leadership prioritize what requires immediate attention, what can be sequenced over time, and where additional effort will have the greatest value.

### **How should we approach acquired companies that have different Government Property control systems and practices?**

The roadmap helps leadership assess inherited Government Property control environments, identify differences in procedures, execution, and capability, and determine what should be standardized, updated, or reinforced. This can include aligning procedures, addressing inconsistent practices, and providing targeted training across acquired entities.

### **What will leadership receive along the way to support decision-making?**

Each step includes concise reporting, observations, or recommendations to clarify current conditions and the most practical roadmap forward.

### **How much effort is typically associated with a roadmap like this?**

The time and level of effort will vary based on the number of locations, environmental complexity, current process maturity, and the depth of review needed. A tailored estimate can be developed once those factors are better understood.

## **Expected Benefits**

- improved readiness for Government Property audits and oversight
- better positioning for DCMA PMSAs and other Government audits and oversight reviews
- more effective and efficient Government Property processes
- greater management visibility into emerging issues, compliance gaps, and risk areas
- stronger workforce capability and better alignment across entities, teams, and sites
- reduced likelihood of Government Property loss and inconsistent process outputs
- reduced exposure to costly corrective actions and heightened oversight

## **The Roadmap at a Glance**

| <b>1. Assess Operating Environment</b>            | <b>2. Review Procedures</b>                         | <b>3. Validate Gaps and Execution</b>          | <b>4. Assess Readiness</b>                         |
|---------------------------------------------------|-----------------------------------------------------|------------------------------------------------|----------------------------------------------------|
| Build situational awareness and identify concerns | Evaluate documentation, expectations, and alignment | Confirm how work is being executed in practice | Evaluate likely performance under audit conditions |
| <b>5. Support Corrective Action</b>               | <b>6. Train and Align Capability</b>                | <b>7. Solve Technical Issues</b>               | <b>8. Provide Follow-On Support</b>                |
| Prioritize and plan practical corrective actions  | Develop and deliver targeted support where needed   | Address more complex or recurring problems     | Sustain progress and address evolving needs        |

This visual flow reflects a typical progression. Services are tailored and delivered individually or in phases based on organizational needs and priorities.

## **Organizations That Benefit Most From This Roadmap**

Organizations that benefit most from this roadmap are typically seeking to:

- understand the full roadmap rather than a single point of support
- address needs that span assessment, training, and technical advisory
- integrate acquired entities, inherited processes, or expanding operations into a more consistent Government Property control environment
- provide leadership with a clearer basis for decision-making
- move in phases based on what is learned along the way

This roadmap helps leadership evaluate current conditions, focus attention on the most relevant risks and needs, and move forward with greater clarity, alignment, and confidence.

I welcome the opportunity to discuss your organization's needs and recommend the most appropriate next step.

Leonardo Salazar  
CEO | Len Salazar GP Advisory Group, LLC  
310 626-7619  
Email: [LSAG2025@outlook.com](mailto:LSAG2025@outlook.com)  
Website: [lensalazaradvisorygroup.com](http://lensalazaradvisorygroup.com)

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