



**2018 Board of Directors Nomination Attestation**

I am requesting to be nominated to serve as a Director on NGMA's Board of Directors for a term beginning May 1, 2018.

Please check the boxes below that you can attest to:

- I understand that if I do not meet the minimum criteria established for nominees or I do not submit the requested materials about my qualifications on or prior to Wednesday, January 31, 2018, I will not be included on the slate of candidates.
- I understand that being accepted as a nominee does not guarantee being elected as a Director.
- I understand that the election will be based on a simple majority vote of the membership.
- I understand that the responses on the 2018 Board Nomination Application will be shared on NGMA's website.
- I understand that if I am not elected for a term beginning in 2018, I am eligible to be re-nominated for the 2019 election.

By signing below, I certify that everything checked above is true and accurate.

\_\_\_\_\_  
Scott S. Sheffler

\_\_\_\_\_  


Name (print)

Signature

Email this signed attestation form and the completed application below to Shelly Slebrch at [shelly@ngma.org](mailto:shelly@ngma.org), no later than COB, January 31, 2018.



**2018 Board of Directors Nomination Application**

**NAME:** Scott S. Sheffler

**ORGANIZATION:** Feldesman Tucker Leifer Fidell LLP

**TITLE:** Partner

**ADDRESS:** 1129 20<sup>th</sup> Street NW, Suite 400  
Washington, DC 20036

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1) **Brief background statement, including education, training, and career path.**

I am a practicing attorney of twelve years. For more than five years, I served as an officer and attorney in the U.S. Navy Judge Advocate General's Corps. I followed that service with approximately three and a half years as a civilian procurement attorney for the U.S. Navy, advising agency personnel on procurement matters as well as matters of fiscal/appropriations law, and government ethics. I left federal service to join the law firm Feldesman Tucker Leifer Fidell ("FTLF") in 2014, and have since practiced primarily in the area of federal grant law, advising clients on matters of compliance as well as in administrative litigation.

In particular, my grants experience includes matters of award and termination; the procurement standards, subrecipient relationships and pass-through obligations; and financial management, including specific cost issues and cost allocation issues. Matters on which I advise entail various postures in the grant administration life-cycle, from questions and analysis during the initial decision-making process, to audit resolution, to disputes and appeals.

With FTLF, I have presented multiple NGMA training sessions, including a lunch training on mandatory disclosures, multiple webinars (including on the procurement standards, as well as subrecipient relationships), and in multiple sessions at the 2016 and 2017 NGMA Annual Conferences. I also present and train on grant law and grant management matters in non-NGMA settings.

This response is intended to also provide answers to questions 2 and 5.

2) **Current professional position and description of grant-related duties.**

Please see response to question 1.



**3) A statement of your vision/direction for NGMA and how you see us achieving this.**

Unlike government contractors, grant recipients, focused on their individual programs, too often view themselves as something other than "federal grantees." Though somewhat less the case, the same programmatic focus is also often the case for grant administration personnel within federal agencies. There are surprisingly few associations and settings in which federal grant recipients and agency grant management personnel can, and do, come together to discuss and advance their shared interests in the federal grants system. NGMA is one of those few settings. Particularly with the issuance of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Uniform Guidance") three years ago, there is much room and opportunity for the industry – meaning federal grants officials across agencies, recipients in their recipient role, and recipients in their pass-through entity role – to continue to work together to modernize and improve the grant system. NGMA can, and should, be one of the premier voices in these efforts.

Additionally, NGMA is an excellent source of grant management training for both recipients and federal employees. As was accepted within the federal procurement system decades ago, a well-trained professional workforce dedicated to grants management (and the existence of government-wide career paths for such individuals) is important, yet often in practice only an afterthought. Certifications such as that available through the NGMA's GMBok help to fill a gap in standardized training currently faced within the federal. It is important for NGMA to maintain its role in this area, and perhaps expand it, to serve this critical need.

Finally, NGMA has been working over the past year to open regional chapters. Efforts such as these have the potential to enhance NGMA's standing both in Washington, D.C. and throughout the federal grants sector nationwide. Without an organization like NGMA, individual federal agencies become the only sources of guidance to their grant recipients, and each agency's tendencies and preferences come to be considered "requirements." Such stove-piped administration is neither good for agency personnel or recipients. NGMA offers an independent and knowledgeable voice about what the grant administration system is and should be, providing an important unifying voice, as well as an important cross-agency voice. Relatedly, NGMA serves as a setting in which different approaches to important grant issues can be discussed and compared.

**4) Please describe what governance skill sets you will bring to the NGMA Board (check and describe all that apply).**

- Financial Management
- Financial Planning and Budgeting
- Education and Training
- Professional Certification and Credentialing
- Public Affairs and Marketing
- Other (please describe) (see below)

**5) Describe what additional skills/knowledge/strength you will bring to the NGMA Board.**

For the reasons described in my response to question 1, my experience and background enable me to bring (1) knowledge of the federal grants sector, both from a government and recipient perspective, (2) an appreciation for both private sector and governmental ethical duties, and (3) substantive knowledge of grant administration legal requirements



**6) Given resource restraints, what suggestions would you make to move NGMA forward?**

First, NGMA's effort to increase chapter participation nationally is, I believe, wise, both to increase membership and increase interaction of grant recipients and agency personnel across programs. Second, I believe that NGMA could, without considerable financial obligation, improve its standing as a clearinghouse of reliable grant sector information. Presently, it seems recipient and agency personnel are forced to rely on for-profit company subscriptions for industry updates – new regulations, policy guidance issuances in major programs, *etc.* Becoming a reliable source of such information would enhance both NGMA's membership and its status, in turn increasing potential revenue through membership without risking its reputation as an impartial trade association comprised of, and representing, both federal personnel and recipients.

**7) What is your availability and how much time can you devote to NGMA?**

My time is sufficient. While admittedly busy, as most people are, I would make NGMA duties a priority. My employer, FTLF, values the NGMA and its contribution to the field in which we work, and supports my devoting time to NGMA activities.

**8) Please address the criteria for candidates, as presented in the Call for Nominations by checking any appropriate boxes as they pertain to you and answering any question as you deem appropriate:**

- Are you currently a member in good standing?
- Have you been a member in good standing for at least the past two full years?
- Have you demonstrated previous involvement in NGMA (involvement can include but is not limited to: served on the NGMA Board, serving on a committee, presenting for NGMA, etc.)?
- Do you agree to sign and uphold the NGMA Conflict of Interest and Confidentiality Agreement?
- Will you uphold the NGMA Bylaws?
- Do you have the time and energy to actively contribute to the organization, including participation in meetings?
- Are you able to utilize email and other electronic communications to actively participate in the administration and operation of the organization?
- N/A** If you did not check one of the boxes above, please explain why.

Email the signed attestation form and the completed application to Shelly Slebrch at [shelly@ngma.org](mailto:shelly@ngma.org), no later than COB, January 31, 2018.