



U.S. Department
of Transportation

**Federal Aviation
Administration**

New England Region

Memorandum

September 13, 1999

Dear Sponsor, State Director, or Consulting Engineer:

We all have been very successful in our efforts to develop an effective ACIP and issue AIP grants more efficiently. Now I propose a more challenging opportunity and that is to close out a project. What is it that makes it so difficult to bring a project to closure soon after it has been physically completed?

We monitor the grant closeout progress for the New England Region and I can inform you our record is disappointing. Nationally, the General Accounting Office (GAO) has taken us to task on this matter. This is not an attempt to point fingers; it is to raise everyone's awareness of my concern for this issue and state that this is an area that I will seek to improve.

I have placed the burden to improve our project closeout record on my Project Managers. I have identified closeouts as a specific objective on their performance plan and I have advised them to adopt an aggressive approach to insure that this matter gets your attention.

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During our evaluation of the closeout process it was determined that a primary cause for delay was incomplete submissions. The efforts to assemble a complete report are time consuming. Because the responsibility for providing the information rests primarily with your consultant, it is important that they follow the instructions for preparing the "Project Closeout Summary" to ensure that the information is complete.

To help facilitate this process we have revised the project closeout report consistency. Only essential data are required. A copy of the revised report and associated instructions are enclosed. This will also be available on the Airports web page which we anticipate going public very soon.

The other sensitive issue has been change orders. It is essential that before any change orders are initiated during the course of a project, approval from the FAA Project Manager must be received to ensure eligibility for AIP funds.

I am anticipating your cooperation because the improvement in project closeouts is administratively and financially beneficial to everyone involved.

Sincerely,

/s/

Vincent A. Scarano
Manager, Airports Division

Enclosure

P.S. Please note that this letter and attached form supersedes our letter dated September 3, 1999, which referenced the same subject.