

CITY OF GOODYEAR

Capital Improvement Program Risk Management Follow Up Review
May 2025



protiviti®
Global Business Consulting

Executive Summary

Engagement Overview

In 2023 Protiviti was engaged by the City of Goodyear (Goodyear) to perform a Capital Projects Risk Management Process Review which evaluated the current state processes and controls related to the delivery of capital projects as managed by the Capital Improvement Program (CIP). This engagement is a follow-up review which assesses the implementation and effectiveness of corrective actions and improvements made in response to the 2023 engagement.

Protiviti conducted stakeholder interviews and reviewed both program-level and project-level documents to evaluate the current state of the capital project environment.

Capability Maturity Assessment Results

Focus Area	Category	2023 Maturity	Current State Maturity
Program Management	Program Governance	Repeatable	Defined
	Policies, Standards, & Procedures	Initial	Defined
Project Lifecycle	Planning	Initial	Defined
	Design	Defined	Defined
	Procurement	Managed	Managed
	Construction	Defined	Defined
	Closeout	Defined	Defined

Identified Themes

- Manual Data Governance
- Job Order Contracting (JOC) Procurement
- Inconsistent Team Dynamix (TDX) Use & Reporting
- Ongoing Project Management (PM) Manual Improvements

Key Focus Areas

The engagement mirrored the 2023 CIP Risk Management Review, emphasizing program management and project lifecycle stages. The Capability Maturity Model (CMM) assessed seven categories, using the original engagement as a baseline, while six CIP projects were tested to evaluate change implementation.

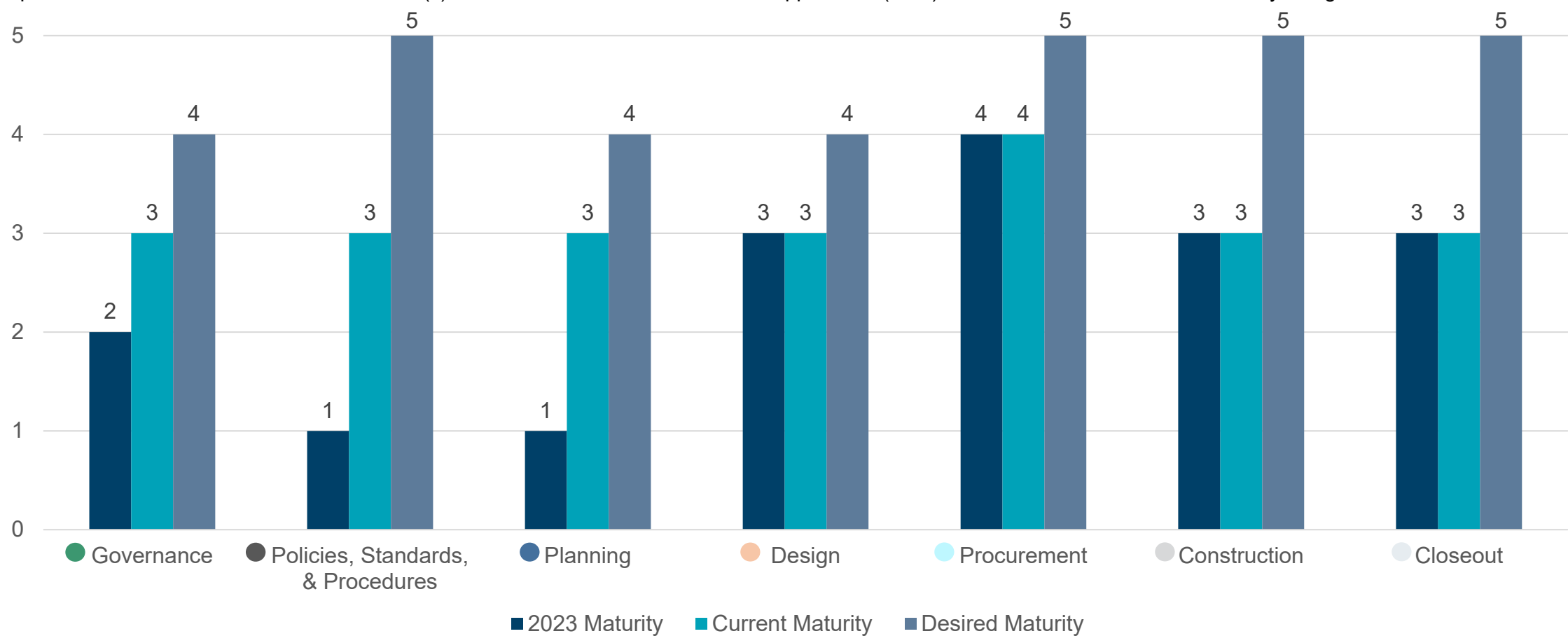
Focus Area	Category	Definition
Program Management	Program Governance	Guiding principles, oversight, and integrated team structures are effectively defined.
	Policies, Standards, & Procedures	Policies, standards, & procedures are defined, implemented, and followed by department personnel.
Project Lifecycle	Planning	Project planning is a repeatable process that covers scope, schedule, budget, and risks.
	Design	Project design incorporates feedback from project management and owner personnel.
	Procurement	Procurement follows a process for soliciting and engaging vendors based on project needs.
	Construction	Construction is managed consistently across project types and by different project managers.
	Closeout	Activities ensure documentation is recorded and communicated to stakeholders.

In-Scope Projects

- Traffic Signal – San Gabriel & Elliot
- Bullard Wash Trail Extension to Ballpark
- Estrella Parkway – Hadley to Goodyear Boulevard North
- GMC TI Building E
- GWRP Expansion – Capacity Expansion from 6.0 MGD to 7.5 MGD
- Brine Disposal

Capability Maturity Assessment

The chart below summarizes the 2023 previous state, 2025 current state, and desired future state maturity level for each in-scope category. Each recommendation in this report links back to one or more CMM element(s) via the associated icon. Reference Appendix A (P.18) for detailed definitions of the maturity ratings.



**Recommended Desired Maturity Level is based on implementation of activities listed under near-term actions & long-term goals in the “Detailed Observation & Recommendation” section of this report*

[Maturity Definitions](#)

2023 Recommendations Reconciliation

The table below outlines the 2023 CIP Review recommendations and Goodyear's corresponding actions, with the CIP achieving notable improvements across all items.

2023 Observation	Recommendation Summary	Goodyear Action Taken
CIP Project Classification	Immediate: Increase cost threshold to qualify projects as CIP. Long-term: Revise CIP classification rules to ensure projects assigned to CIP match the type of work it is designed to oversee.	The CIP classification methodology now incorporates project complexity, value, type, and permitting requirements, with the dollar threshold raised from \$100k to \$500k.
CIP Ticket Elements	Immediate: Update the CIP Ticket to better communicate essential project information. Create a template version of the document that includes guiding instructions for the user. Long-term: Create CIP Ticket variants tailored to different project types.	Developed standard project initiation forms that are completed by the project manager, project owner, and other involved stakeholders when defining a new project's scope, schedule, and budget.
CIP Planning Timeline	Immediate: Encourage requestors to submit CIP requests in advance of submission deadline & involve external stakeholders in planning. Long-term: Expand timeframe for CIP review and planning & establish incentive plan for early request submission.	Established CIP 365 which allows year-round CIP submissions. Created a CIP SharePoint site which serves as a centralized location for CIP information inclusive of job aids, process flows, org charts, and other department information.
Change Control Requests	Immediate: Track Change Control Metrics (CCR) metrics and communicate quarterly. Update CCR form to include root cause. Incorporate CCR guidelines within the PM Manual. Long-term: Transition to a software managed process in lieu of email based for CCR submission. Create CCR goals based on established metrics.	Pending / upcoming CCRs are reviewed in monthly CIP Executive Team committee meetings, with updated forms now capturing root causes for changes to scope, schedule, or budget. A master excel tracker monitors CCR progress, with plans to transition tracking to TDX.
Project Reporting	Immediate: Improve and standardize project reporting. Define reporting requirements within PM manual. Establish KPI goals. Long-term: Transition to software-based reporting with automated data collection. Establish review committee for project reporting.	Reporting expectations have been documented within the PM Manual. Project level reporting has been automated via transition to TDX, and a monthly CIP Executive Team committee has been established.
PM Manual	Immediate: Complete documentation of standard operating procedures in PM Manual & circulate to PMs. Long-term: Develop templates, job aids, etc. and reference in PM Manual.	The PM Manual has undergone significant enhancements, with completed chapters on project initiation and planning. The PM Manual now includes document templates / job aids and is accessible on the SharePoint site.

Summary of Observations & Recommendations

Observations in the table below are considered the root causes behind a lack of further maturity in the CMM and are addressed by the corresponding recommendations. Details on each recommendation can be found in the “Detailed Observations & Recommendations” section of this report; next steps are broken down into “Long-Term Goals” and “Near-Term Actions”.

#	Thematic Bucket	Observation	Recommendation	Impact*	Level of Effort*
01	Manual Data Governance	The three core software tools for managing CIP projects lack automatic integration, leading to redundant data and requiring manual entry across platforms.	Goodyear should automate the connection and data flow between Questica, Munis, and TDX to increase data accuracy and reduce redundant tasks.	High	Medium
02	JOC Procurement	Goodyear utilizes JOC contracts shared with other public procurement units. This approach limits Goodyear’s control over vendor enrollment, contract terms, and reporting on procurement / award metrics.	As Goodyear expands and the need for JOC grows, the city should consider developing its own JOC program which is tailored to align with Goodyear’s specific risk profile and program requirements. We understand this initiative is already underway.	High	High
03	Inconsistent Team Dynamix Use & Reporting	Review of TDX usage reveals inconsistent data entry, inconsistent reporting practices, and unclear functionality across its features. These issues hinder effective project tracking and communication.	Information in TDX should be customized and populated; information should be standardized, improving data consistency and document control. Ensuring consistent information in the system can increase confidence in the accuracy of automated reporting.	High	Medium
04	Ongoing PM Manual Improvements	The Project Management (PM) Manual, which is used to standardize project management practices across the City, has been significantly revised since the 2023 review but is not finalized, potentially causing inconsistency in project management activities.	The PM Manual should be completed, with finalized procedures and job-aids for Project Execution, Monitoring & Control, and Project Closeout chapters. The finalized PM Manual should be circulated across the City to relevant departments and stakeholders, ultimately living as a live playbook in the SharePoint environment.	Medium	Medium

**Definitions around Impact, Level of Effort, Long-Term Goals, and Near-Term Actions can be found in Appendix B.*

Capability Maturity Model (CMM)

Capability Maturity Model (1/3)

The information presented below summarizes the current state processes and capabilities for each category and sub-category of the Capability Maturity Model framework. Reference Appendix A (P.18) for detailed definitions of the maturity ratings.

ID	Focus Area	Maturity Rating									Process Maturity
		PL '23	CL	DL	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	
1.0	Program Governance	2	3	4			Δ	+	*		Defined & Established
1.1	Organizational Structure	1	2	4		Δ	+		*		Approved Road Map & Ad Hoc Activity
1.2	Roles & Responsibilities	1	3	4		Δ		+	*		Defined & Established
1.3	Effective Framework	2	2	4			Δ+		*		Approved Road Map & Ad Hoc Activity
1.4	Continuous Alignment	2	3	4			Δ	+	*		Defined & Established
1.5	Develop Appropriate Components	2	3	4			Δ	+	*		Defined & Established
1.6	Escalation Mechanism	2	3	4			Δ	+	*		Defined & Established
1.7	Effective Management	2	3	4			Δ	+	*		Defined & Established
1.8	Applicable Standards	4	4	4					Δ+*		Fully Implemented & Operational
2.0	Policies, Standards, Procedures	1	3	5		Δ		+		*	Defined & Established
2.1	Policy & Procedure Manuals	1	3	5		Δ		+		*	Defined & Established
2.2	Forms & Templates	1	3	5		Δ		+		*	Defined & Established
2.3	Standardized Reporting	2	3	5			Δ	+		*	Defined & Established
2.4	Consistency Evaluations	1	2	5		Δ	+			*	Approved Road Map & Ad Hoc Activity
2.5	Employee Onboarding Program	1	3	5		Δ		+		*	Defined & Established

Current Level	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
---------------	---------	---------	---------	---------	---------	---------

Δ Indicates 2023 assessed maturity level

+ Indicates 2025 current maturity level

* Indicates desired maturity level

Capability Maturity Model (2/3)

The information presented below summarizes the current state processes and capabilities for each category and sub-category of the Capability Maturity Model framework. Reference Appendix A (P.18) for detailed definitions of the maturity ratings.

ID	Focus Area	Maturity Rating									Process Maturity
		PL '23	CL	DL	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	
3.0	Planning	1	3	4		Δ		+	*		Defined & Established
3.1	Scope Development	1	3	5		Δ		+		*	Defined & Established
3.2	Budget Development	2	3	5			Δ	+		*	Defined & Established
3.3	Schedule Development	2	3	5			Δ	+		*	Defined & Established
3.4	Risks and Exposures	1	3	5		Δ		+		*	Defined & Established
3.5	Basis of Design	0	2	3	Δ		+	*			Approved Road Map & Ad Hoc Activity
3.6	Funding Approval /Allocation	3	3	4				Δ+	*		Defined & Established
3.7	Charter Development	1	2	4		Δ	+		*		Approved Road Map & Ad Hoc Activity
4.0	Design	3	3	4				Δ+	*		Defined & Established
4.1	Schematic and Design Development	3	3	4				Δ+	*		Defined & Established
4.2	Project Delivery Method	3	3	4				Δ+	*		Defined & Established
4.3	Design Review & Approvals	3	4	4				Δ	+	*	Fully Implemented & Operational
4.4	Constructability	2	3	4			Δ	+	*		Defined & Established
4.5	Design Standards	3	3	4				Δ+	*		Defined & Established
5.0	Procurement	4	4	5					Δ+	*	Fully Implemented & Operational
5.1	Procurement Planning	4	4	5					Δ+	*	Fully Implemented & Operational
5.2	Request for Proposal / Bid Management	4	4	5					Δ+	*	Fully Implemented & Operational
5.3	Integrity and Accountability	3	4	5				Δ	+	*	Fully Implemented & Operational
5.4	Bid Review and Tabulation	4	4	5					Δ+	*	Fully Implemented & Operational
5.5	Bid Leveling & Award	4	4	5					Δ+	*	Fully Implemented & Operational

Current Level	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
----------------------	----------------	----------------	----------------	----------------	----------------	----------------

Δ Indicates 2023 assessed maturity level

+

* Indicates desired maturity level

Capability Maturity Model (3/3)

The information presented below summarizes the current state processes and capabilities for each category and sub-category of the Capability Maturity Model framework. Reference Appendix A (P.18) for detailed definitions of the maturity ratings.

ID	Focus Area	Maturity Rating									Process Maturity
		PL '23	CL	DL	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	
6.0	Construction	3	3	5				$\Delta+$		*	Defined & Established
6.1	Contracting	3	3	5				$\Delta+$		*	Defined & Established
6.2	Schedule Management	3	4	5				Δ	+	*	Fully Implemented & Operational
6.3	Cost Control	2	3	5			Δ	+		*	Defined & Established
6.3.1	Change Management	2	3	5			Δ	+		*	Defined & Established
6.3.2	Invoicing & payment	2	2	5			$\Delta+$			*	Approved Road Map & Ad Hoc Activity
6.3.3	Inspections	3	3	5				$\Delta+$		*	Defined & Established
6.3.4	Occupancy	3	4	5				Δ	+	*	Fully Implemented & Operational
6.4	Reporting	3	4	5				Δ	+	*	Fully Implemented & Operational
7.0	Closeout	3	3	5				$\Delta+$		*	Defined & Established
7.1	Project Closeout Checklists	3	3	5				$\Delta+$		*	Defined & Established
7.2	Project Debriefing	2	3	5			Δ	+		*	Defined & Established

Current Level	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
---------------	---------	---------	---------	---------	---------	---------

Δ Indicates 2023 assessed maturity level

+

* Indicates desired maturity level

Detailed Observations & Recommendations

01 Manual Data Governance



Observations

The three primary software used by Project Managers (PMs) when managing projects do not automatically interface with each other, causing financial information to be stored in multiple locations and requiring manual entries.

High Priority

- Three core software tools—Questica (budget development), Munis (budget, actuals), and TDX (project management) - support CIP project management. Although each serves a distinct purpose, they contain overlapping data. Due to insufficient integration, information from one tool often requires manual entry into the others.
- Stakeholder interviews highlighted that frequent data inaccuracies across Questica, Munis, and TDX drive project managers to use external spreadsheets for tracking project information. The interviews also identified the lack of integration between these tools as a significant pain point.
- Testing of sampled project data confirmed budget value inaccuracies across the software tools. Refer to Appendix C.1 for a summary of the reviewed project budgets and observed inconsistencies.

Risk / Potential Impact

- ✗ Manual data entry in software introduces significant risks, primarily the potential for information to become outdated, inaccurate, or misaligned with source data. This can lead to errors in decision-making, as users may unknowingly rely on stale or incorrect data that no longer reflects current project realities.
- ✗ Manual data entry in software creates inefficiencies, requiring employees to spend excessive time on repetitive tasks rather than focusing on higher-value work. This process slows project workflows, frustrates staff, and reduces morale.

Near-Term Actions

- Identify and document redundant data across the three core software tools, designating one as the definitive source of truth and clarifying which require manual entry. Ensure project managers know where to input data and mandate that all project information be updated across systems during monthly reporting. This creates a consistent point in time when the portfolio data is reliable for decision-making.

Long-Term Goals

- Conduct a feasibility study to identify integration capabilities, data flow requirements, and potential API connections between Questica, Munis, and TDX, ensuring alignment with operational needs and IT infrastructure.
- Goodyear should work to integrate the three core software tools—Questica, Munis, and TDX—to enable seamless data sharing, eliminating the need for manual entry and ensuring information remains current. This integration would streamline workflows, reduce redundancies, and maintain real-time accuracy across systems, enhancing data reliability for decision-making.

Next Steps

02 JOC Procurement

Medium Priority

Observations

Goodyear utilizes JOC contracts shared with other public procurement units (state, county, & municipalities). This approach limits Goodyear’s control over vendor enrollment, contract terms, and reporting on procurement / award metrics.

- Goodyear can only engage JOC vendors if other public procurement units have included specific language in their direct agreements. Vendor selection and vetting is managed by the municipality owning the contracts with respective vendors, removing Goodyear’s involvement from the review process. Consequently, Goodyear can be bound by terms, conditions, and limits negotiated by others.
- When Goodyear adopts a JOC vendor through another city, Goodyear may engage them for additional projects within allowable limits (e.g., successive \$1M projects) without re-entering the competitive market. However, processing change orders is challenging since the contract exists between the vendor and the partner municipality, not Goodyear directly.
- Stakeholder interviews revealed that the current JOC contracting practices creates an environment susceptible to vendor dependency or overuse, driven by streamlined procurement processes and favorable prior experiences with the vendor.
- Current JOC procurement activities offer limited to no reporting on vendors hired for capital projects, hindering Goodyear’s ability to develop comprehensive procurement KPIs.

Risk / Potential Impact

- Due to streamlined procurement processes, vendors may be selected for work outside their expertise, potentially leading to substandard performance.
- Reliance on other public procurement units’ contract terms, conditions, and limits may increase Goodyear’s risk exposure if contracts do not adequately transfer risk from the City to the vendor.

Near-Term Actions

- Establish policies or guidelines for managing current state JOC procurement to enhance procurement practices and mitigate associated risks.
- Goodyear has started preliminary conversations with a consultant to assist in the development of a formal JOC program. As the program is developed, costs, resource demands, and optimal timing based on city needs should be considered. Incorporate this into long-term planning and start communicating its importance to stakeholders.

Long-Term Goals

- Collaborate with the consultant to finalize the development of the JOC program. This shift will enable the City to gain full control over vendor selection, contract terms, and procurement processes, aligning them with municipal priorities and growth demands.
- Create a comprehensive reporting framework which monitors contractor performance, project results, and procurement metrics. Merge this JOC reporting with existing procurement systems (Bonfire) into a unified dashboard.

Next Steps

03 Inconsistent Team Dynamix Use & Reporting



Observations

Review of TDX usage reveals inconsistent data entry, inconsistent reporting practices, and unclear functionality across its features. These issues hinder effective project tracking and communication.

High Priority

- Information tracked and updated in TDX lacks consistency. Specifically, the tabs such as Details, Announcements, Briefcase, Calendar, Contacts, Issues, Risks, Links, and Plans contain varying levels of detail across the sampled projects. Refer to Appendix C.2 for a summary of project data entered in TDX.
- Although TDX reports overall project percent complete, it lacks fields to track actuals and spend-to-date, critical for a comprehensive view of completion status. This gap forces users to exit the system to assess billing percent complete, disrupting workflow efficiency.
- There is inconsistency with the frequency of TDX updates. See Appendix C.3 for a summary of project update consistency for the sampled projects.

Low Priority

- TDX tabs lack headers or descriptions clarifying the expected content, leading to confusion about their purpose. For instance, the distinction between the Issues and Risks tabs is unclear, as demonstrated by the absence of data in the Issues tab across all six sampled projects.

Risk / Potential Impact

- X** Inconsistent information in TDX can reduce the effectiveness of a standard project management tool.
- X** Inconsistent updates can lead to outdated information in the system, leading to inaccurate data in automated reporting generated through TDX.
- X** Fields and tabs within TDX that are not fully understood will not have a successful adoption.

Near-Term Actions

Long-Term Goals

Next Steps

- Add descriptors for each tab and field in TDX, defining the intent of each update and communicating the purpose of the information, and remove any unnecessary tabs or fields.
- Include a field in the “Details” tab which tracks spend to date compared to the project’s overall budget.
- Even if no progress occurs in a given month, a status update should be provided, maintaining existing information while noting the date through which it remains current.
- Standardize fields, information, and documentation that PMs are required to update in TDX. This can be effectively communicated across the City via the finalized PM Manual and SharePoint resources.
- Implement a consistency evaluation program, monitoring the consistency of TDX information and updates across all CIP projects. This is commonly achieved through monthly status reporting.
- Create a TDX user manual which provides desktop procedures and content guidance for software users.

04 Ongoing Project Management Manual Improvements



Observations

The Project Management (PM) Manual, which documents standard project management procedures for the City, has been significantly revised since the 2023 review but is not finalized.

Medium Priority

- Chapters for Project Executing, Monitoring and Control, and Project Closeout are in a developmental state. Reference Appendix C.4 for current progress of all PM Manual chapters.
- Project-level testing identified inconsistency in project management practices. Many of these inconsistencies are tied to chapters of the PM Manual that are in a draft state and have not been communicated to PMs City-wide.
 - 1 of 3 applicable projects were not collecting lien waivers from the contractor.
 - 1 of 3 applicable projects were not collecting progress reports from the contractor with monthly payment applications.
 - Payment application forms (AIA G702/G703) were inconsistent across all 3 applicable projects.
- Workflows, job aids, and templates are not yet created for the following critical processes: i) payment application processing, ii) change order processing, iii) cash flow projections, iv) forecasting, and v) reporting.
 - Procedures for the listed processes should be documented and outline the purpose, cadence, involved personnel, and detailed activities.
- Stakeholder interviews with PMs outside of the Engineering department indicated that the PMs were not aware of any developed materials (workflows, job aids, templates, or tools) associated with the draft state chapters of the PM Manual.

Risk / Potential Impact

- ✗ Lack of documented procedures can lead to missing important documentation (i.e., lien waivers).
- ✗ When the PM Manual remains in a draft state, it introduces ambiguity to roles for current and new employees.
- ✗ Inconsistent project management practices, caused from a lack of standard procedures, can lead to inaccurate project reporting and discourage the tracking of KPIs and other metrics.

Near-Term Actions

- Finalize the procedures for the Executing, Monitoring & Control, and Project Closeout sections of the PM Manual then publish in the CIP SharePoint site, along with all job aids and project management tools and templates.

Long-Term Goals

- Consider transitioning the PM Manual from a static PDF document to a more interactive SharePoint platform. This would enhance version control and further establish SharePoint as the centralized hub for CIP information. See Appendix C.5 for an example of a PM Manual living in SharePoint.
- Establish a cadence for training refresh and communication across all City departments. It is critical that all PMs, regardless of department, are up to date on the current processes, procedures, and workflows presented in the PM Manual.

Next Steps

Appendices

Appendix A – Capability Maturity Model Framework

Appendix A – Capability Maturity Model Framework

The maturity level ratings guide establishes benchmarks by which a process or processes can be understood on a functional level. Each of the stages of the model can be utilized to understand the current strengths of a process or processes, and how to improve upon the current state. Based on the output, the focus area is assigned a maturity rating, as described below:

#	Value	Definition
0	Start-Up	Start-up / No Activity Environment with no existing risk management activities
1	Initial	Initial Visioning & Ad Hoc Activity Dependent on heroics, institutional capability lacking / Control is not a priority Undefined tasks, relies on initiative, “just do it”, reliance on key people.
2	Repeatable	Approved Road Map & Ad Hoc Activity Process repeatable, but dependent on individuals / controls documentation lacking Common language, quality people assigned, defined tasks, initial infrastructure
3	Defined	Defined & Established Policies, process and standards defined and institutionalized Uniform process, remaining components of infrastructure, rigorous methodologies
4	Managed	Fully implemented & Operational Issue measured / managed quantitatively and aggregated enterprise-wide Rigorous management, methodologies / analysis, intensive debate on trade-off issues
5	Optimized	Continuous Improvement Continuously improving controls / Issue management is a source of competitive advantage Issue resolution strategy, increased emphasis on taking and exploiting opportunities

Appendix B – Definitions

Appendix B – Key Definitions

Definitions to further clarify and provide a precise meaning around the terms utilized in this report.

Term	Definition	
Impact	<i>The observable effect of implementing a recommendation to Goodyear.</i>	
	High	Recommendations that deliver significant benefits by resolving critical issues or risks, driving substantial improvements, benefiting stakeholders across 2+ departments, and/or aligning with strategic objectives.
	Medium	Recommendations that provide moderate benefits by addressing important but less critical issues, offering noticeable but not transformative improvements, and supporting strategic goals without being primary drivers.
	Low	Recommendations that offer minimal benefits by addressing low-priority, non-critical issues with limited scope, narrow stakeholder impact, and little alignment with strategic objectives.
Level of Effort	<i>The amount of time, resources, and energy required to implement a recommendation.</i>	
	High	Requires substantial time (6 months+), significant resources, and extensive coordination, often involving multiple teams, advanced expertise, complex processes, and considerable financial or technological investments.
	Medium	Requires a moderate amount of time (2 – 5 months), resources, and coordination, involving some complexity and specialized expertise, but manageable within existing capacities without overwhelming the organization.
	Low	Requires minimal time (1 month), resources, and coordination, involving straightforward processes, little complexity, and no significant strain on organizational capacity.
Next Steps	<i>Recommended next steps to address noted observations</i>	
	Long Term Goal	Activities that require in-depth planning to execute. May take substantial (6 months+) amount of time to achieve, require investment (\$500,00+) to execute, and/or require coordination across multiple (2+) departments within Goodyear.
	Near Term Activity	Activities that can be planned and executed in the immediate future, with a minimal (1 month) to moderate (2 – 5 months) amount of time and coordination and/or does not require significant investment (<\$500,000).

Appendix C – Detailed Observations Support

Appendix C.1 – Sampled Project Budgets

The table below summarizes project budgets as documented across the various software platforms. The observed project budgets varied based on the source for 4 of 6 sampled projects.

Project Name	Project No.	TDX Budget	CIP Ticket Budget	Munis FY25 Budget
Estrella Parkway - Hadley to Goodyear Boulevard North	42069	\$ 871,700	\$ 871,700	\$ 871,700
Bullard Wash Trail Extension to Ballpark	50059	\$ 23,688,800	\$ 2,285,000	\$ 2,285,000
Brine Disposal	60034	\$ 16,195,000	No CIP Ticket	\$ 14,069,800
GWRF Expansion - Capacity Expansion from 6.0 MGD to 7.5 MGD	60109	\$ 6,000,000	\$ 2,000,000	\$ 5,909,800
GMC TI Building E	60124	\$ 3,040,400	\$ 3,040,400	\$ 3,040,400
Traffic Signal - San Gabriel & Elliot	42082	\$ 1,842,500	\$ 1,749,200	\$ 1,839,500

Appendix C.2 – Sampled Project TDX Information

The table below summarizes updated project tabs / fields in TDX. Observed issues included inconsistency in the level of detail of information populated in the TDX environment across all projects.

Project Information		TDX Fields / Tabs									
Project Name	Project No.	Details	Feed	Announcements	Briefcase	Calendar	Contacts	Issues	Risks	Links	Plans
Estrella Parkway - Hadley to Goodyear Boulevard North	42069	✓	□	✗	✗	✓	✓	✗	✗	✗	✓
Bullard Wash Trail Extension to Ballpark	50059	✓	□	✗	✓	✓	✓	✗	✓	✗	✓
Brine Disposal	60034	✓	□	✗	✗	✗	✓	✗	✗	✗	✗
GWRP Expansion - Capacity Expansion from 6.0 MGD to 7.5 MGD	60109	✓	□	✗	✓	✗	✓	✗	✗	✗	✗
GMC TI Building E	60124	✓	□	✗	✓	✓	✓	✗	✓	✗	✓
Traffic Signal - San Gabriel & Elliot	42082	✓	□	✗	✓	✓	✓	✗	✗	✗	✓

Legend

✗ Fields / Tabs not Updated

□ Field / Tabs automatically updated without manual input

✓ Fields / Tabs updated

Appendix C.3 – Sampled Project TDX Updates

The table below summarizes the consistency and cadence of TDX updates by the PMs. Project updates were provided regularly for 5 of 6 sampled projects, however the cadence was not consistently monthly.

Period	Estrella Parkway - Hadley to Goodyear Boulevard North	Bullard Wash Trail Extension to Ballpark	Brine Disposal	GWRP Expansion - Capacity Expansion from 6.0 MGD to 7.5 MGD	GMC TI Building E	Traffic Signal - San Gabriel & Elliot
	42069	50059	60034	60109	60124	42082
Feb 2025	✓	✓	✗	✓	✓	✓
Jan 2025	✓	✓	✗	✗	✓	✓
Dec 2024	✓	✓	✗	✗	✗	✗
Nov 2024	✓	✓	✗	✓	✗	✓
Oct 2024	✓	✓	✗	✓	N/A	✓
Sep 2024	N/A	✓	✓	✗	N/A	✓
Aug 2024	N/A	✓	✗	✗	N/A	✓
Jul 2024	N/A	N/A	✗	✗	N/A	✓
Jun 2024	N/A	N/A	✗	✓	N/A	✓
May 2024	N/A	N/A	✗	✓	N/A	✓
Apr 2024	N/A	N/A	✗	✓	N/A	✓
Mar 2024	N/A	N/A	✗	✓	N/A	N/A
Feb 2024	N/A	N/A	✗	✗	N/A	N/A
Jan 2024	N/A	N/A	✗	✗	N/A	N/A

Legend

✗ No monthly update in TDX observed ✓ Monthly update in TDX observed N/A Date listed before project start

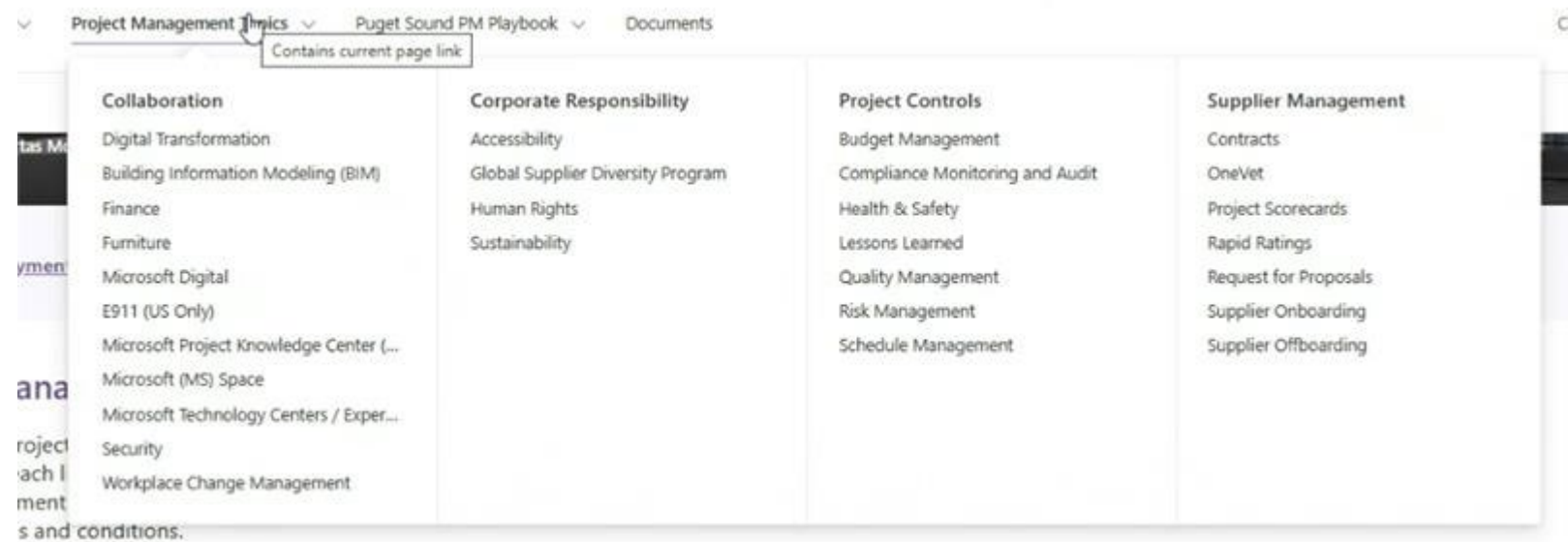
Appendix C.4 – Project Management Manual State

The table below provides a summary view of the PM Manual's chapters and current state. At the time of reporting, the PM Manual is approximately 50% complete, with 3 chapters in progress.

Chapter	Current Status	Content Summary
Introduction	Complete	Describes CIP program, provides general classification requirements for CIP projects, and defines 30+ acronyms relevant to CIP, Goodyear, and Arizona.
Project Initiation	Complete	Includes a project initiation workflow with interactive links to SharePoint, job aids, and templates related to project requests, scoping, and approvals.
Planning	Complete	Includes a project planning workflow with interactive links to SharePoint, job aids, and templates related to project start up and charter development.
Executing	In Progress	A draft state chapter including workflows and placeholders for job aids and templates related to the procurement of consultants / contractors, and the execution of design phase.
Monitoring and Control	In Progress	A draft state chapter including placeholders for job aids and templates related to the monitoring of schedule and budget, managing change orders, and reporting.
Project Closeout	In Progress	A draft state chapter including placeholders for job aids and templates related to the design, post-design, and construction closeout procedures.

Appendix C.5 – Example SharePoint PM Manual

The screenshots below show an example of a PM Manual living in a SharePoint environment. A PM Manual hosted on SharePoint would serve as a “living” site that can be continuously updated as processes grow with the City. A version control table would exist at the bottom of each page, assisting users to understand the history of changes.



Appendix D – Key Stakeholders Interviewed

Appendix D – Key Stakeholders Interviewed

Protiviti would like to thank the individuals listed in the table below for their assistance throughout this CIP Risk Management Follow Up Review. All City of Goodyear team members were professional, well prepared for the interviews, and shared objective insights into Goodyear’s current processes and recent changes. Their contributions and perspectives were appreciated and aided Protiviti with this assessment.

Name	Title	Department
Julia Cary	Budget & Research Analyst	Finance
Hugh Bigalk	City Traffic Engineer	Engineering
Jacque Behrens	Procurement Manager	Finance
Victoria Jackson	Sr. Procurement Officer	Finance
Walt Kinsler	CIP Manager	Engineering
Kristin Zipprich	Management Assistant	Engineering
Stephen Scinto	Director of Engineering	Engineering
Tamara Blonar	CIP Project Coordinator	Engineering
Dylan Hasse	Project Manager	Engineering
Pascal Halle	Facilities Project Manager	Public Works
Logan Hopp	Sr. Project Manager	Engineering
Lisa Melton	Sr. Project Manager	Engineering
Jose Murillo	Utilities Engineer	Water Services
Allan Smolko	Sr. Project Manager	Engineering
Mario Saldamando	Sr. Project Manager	Engineering

Face the Future with Confidence