

CITY OF GOODYEAR

Recommendations and Management Response



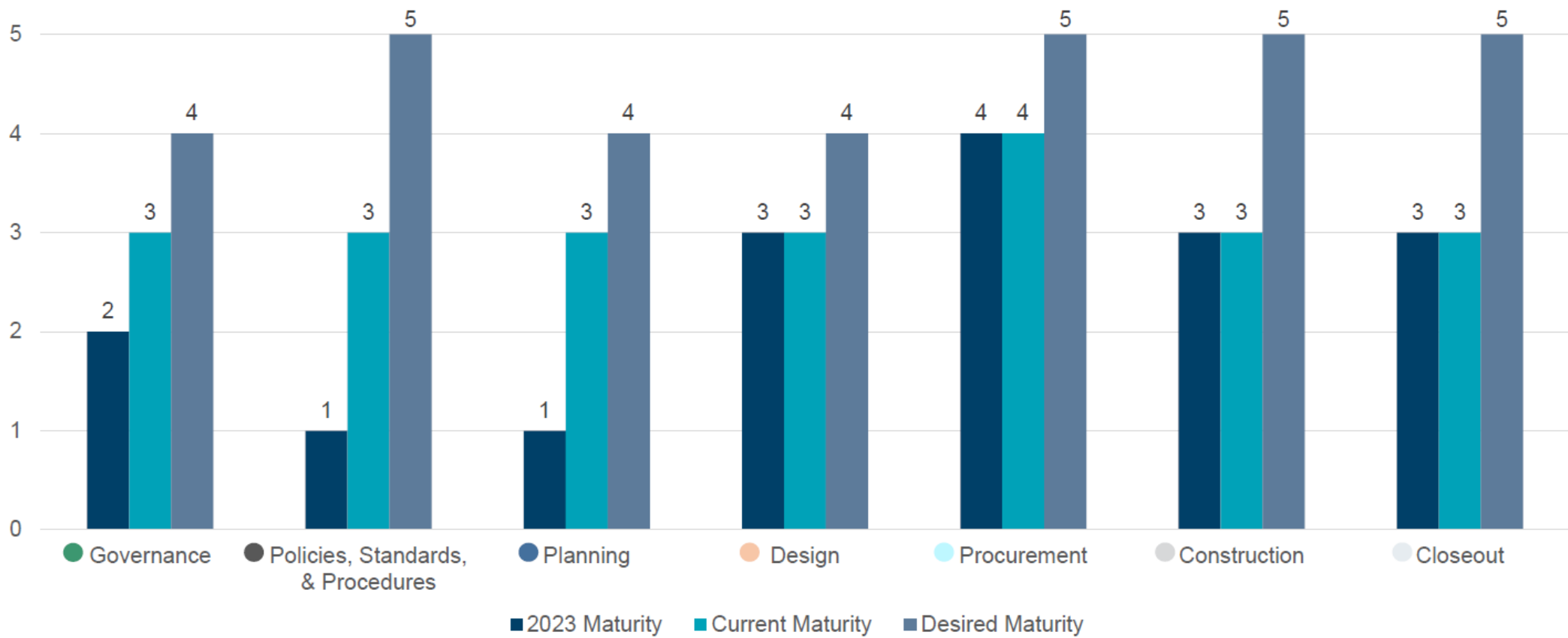
protiviti®
Global Business Consulting





Capital Improve Program (CIP) Risk Management Follow Up Review Audit Response Plan

Capability Maturity Assessment





(CIP) Risk Management Follow Up Review Audit Response Plan

Summary of Observations & Recommendations

- Identified Themes
 - Manual Data Governance
 - JOC Procurement
 - Inconsistent Data System Use and Reporting
 - Ongoing PM Manual Improvements



(CIP) Risk Management Follow Up Review Audit Response Plan

Summary of Observations & Recommendations

Theme	Observations	Recommendations	Impact	Level of Effort
1. 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.	Automate the connection and data flow between systems to increase data accuracy and reduce redundant tasks.	High	Medium
City of Goodyear Action	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.			



(CIP) Risk Management Follow Up Review Audit Response Plan

Summary of Observations & Recommendations

Theme	Observations	Recommendations	Impact	Level of Effort
2. Job Order Contracting (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.	Consider developing 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
City of Goodyear Action	The city's Engineering and Finance Departments are developing a Goodyear JOC program that will include JOCs for Transportation Systems, Water Wastewater, General Building (vertical projects) and General Civil (horizontal projects). JOC Procedural Manual will be linked in the PM Manual along with city-wide training on Goodyear's JOC program.			



(CIP) Risk Management Follow Up Review Audit Response Plan

Summary of Observations & Recommendations

Theme	Observations	Recommendations	Impact	Level of Effort
3. Inconsistent System Use and 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.	Customize and standardize Information to improve data consistency and document control. Ensuring consistent information in the system can increase confidence in the accuracy of automated reporting.	High	Medium
City of Goodyear Action	Develop a Job Aid to identifies minimum reporting requirements. Provide training to all PMs. Work with IT to further customize system to remove any unnecessary tabs or fields.			



(CIP) Risk Management Follow Up Review Audit Response Plan

Summary of Observations & Recommendations

Theme	Observations	Recommendations	Impact	Level of Effort
4. Ongoing Project Management (PM) Manual Improvements	The PM Manual 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. The finalized PM Manual should be circulated across the City to relevant departments and stakeholders.	Medium	Medium
City of Goodyear Action	Finalize the procedures for the Executing, Monitoring & Control, and Project Closeout sections of the PM Manual and publish in the CIP SharePoint site, along with all job aids and project management tools and templates. Develop a PM Manual rollout strategy for city-wide training for all CIP PMs on how to use.			