



Capital Project Management – Infrastructure Focus Area FY2025 Strategic Plan Update





Capital Project Management FY2025 Strategic Plan Project

Agenda

Background

2023 Risk Management Review

City Action

2025 Risk Management Review

Progress & Next Steps





Background

City's Capital Improvement Program (CIP) execution challenges

City staff took action

Strategic Plan project



City Actions

2023 recommendations

Stakeholder surveys

Feb 2025 Council
presentation

2023 Risk Management Review

Protiviti CIP audit

Organizational maturity review

June 2023 report



2025 Risk Management Review

Assess City's progress

Best practices adoption

Re-evaluate organizational maturity





2025 Risk Management Review

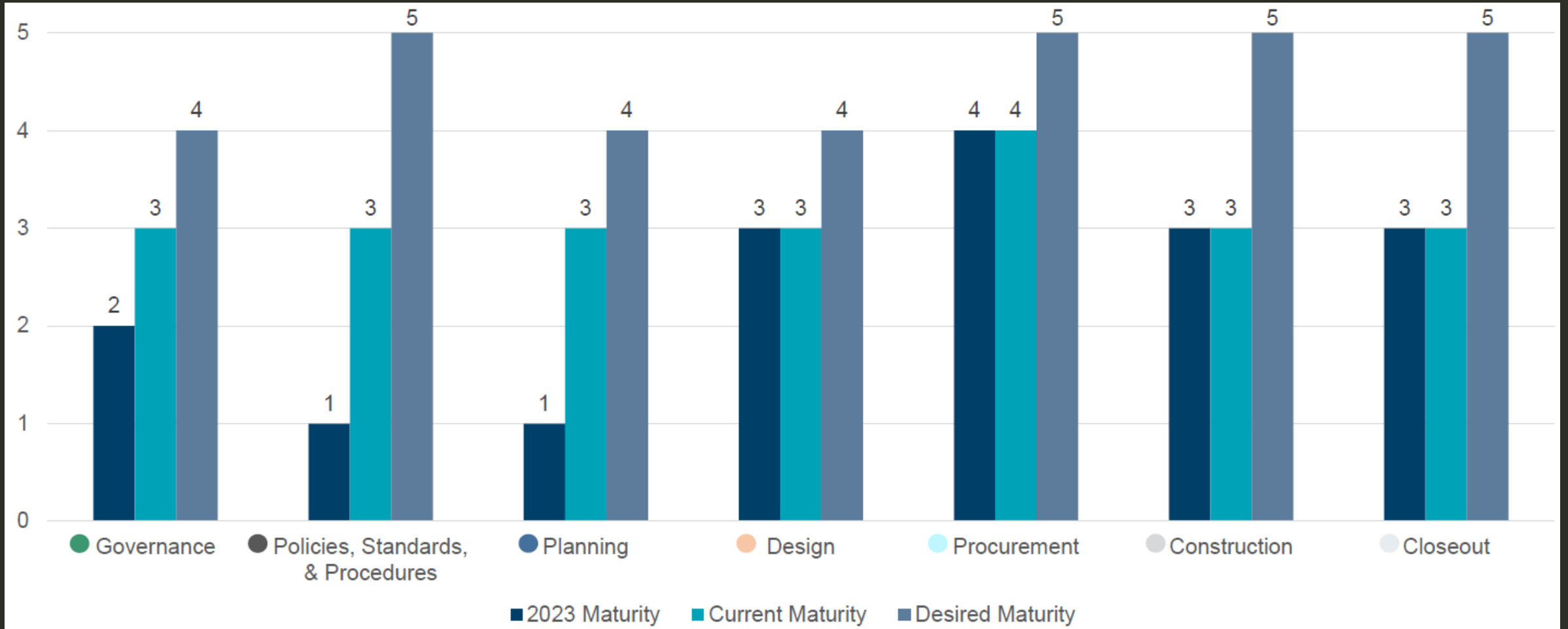
Capability Maturity Assessment

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



2025 Risk Management Review

Capability Maturity Assessment





2025 Risk Management Review

Recommendations

- Manual Data Governance
- JOC Procurement
- Inconsistent Data System Use & Reporting
- Ongoing Project Management Manual Improvements



2025 Risk Management Review - Recommendations

Manual Data Governance

Observations

Financial and project management software aren't integrated, creating redundant work.

Recommendations

Connect systems to reduce administrative work.

City Actions

Define single data sources and standardize updates for reliable reporting.



2025 Risk Management Review - Recommendations

Job Order Contracting (JOC)

Procurement

Observations

Shared JOC contracts limit Goodyear's control over vendors, terms, and reporting.

Recommendations

Develop a JOC program tailored to Goodyear's needs.

City Actions

Engineering and Finance are creating a citywide JOC program with training and integrated procedures.



2025 Risk Management Review - Recommendations

Inconsistent System Use & Reporting

Observations

Inconsistent TeamDynamix use hinders tracking and communication.

Recommendations

Standardize information to improve consistency and reporting accuracy.

City Actions

Create a job aid, train project managers, and streamline the system.



2025 Risk Management Review - Recommendations

Ongoing Project Management (PM)

Manual Improvements

Observations

Unfinalized PM Manual may cause inconsistent project management.

Recommendations

Finalize and share the PM Manual citywide.

City Actions

Complete and publish PM procedures and launch citywide training.

Progress & Next Steps

June 11, 2025 Audit Committee presentation

Implementation of 2025 recommendations

Protiviti follow up (tentative 2027)





Questions?