




City of Phoenix
OFFICE OF THE CITY ATTORNEY

Date: October 23, 2017
To: Ed Zuercher, City Manager
From: Brad Holm, City Attorney 
Subject: Investigation Report – Burton Barr Library Preaction Fire Sprinkler System

Introduction

On July 15, 2017, a windstorm disturbed the Burton Barr Library roof, releasing dust that the fifth-floor fire sprinkler system detected as smoke. In turn, the sprinkler system, which is a dry “preaction system,” was charged with water. Although no fire sprinkler heads activated, the system discharged a significant volume of water into the building through holes in sprinkler system pipes. The holes were caused by corrosion.

A preliminary review of the incident revealed that before July 15 several city staff members knew or had reason to know that the fifth-floor fire sprinkler system was corroded and therefore compromised.

To better understand the communication and process breakdowns that led to the July 15, 2017 events, the City of Phoenix Human Resources Department and my office investigated staff responsibilities for operation and maintenance of the Burton Barr Library fifth-floor fire sprinkler system. The investigation focused on the time period between May 2014 and July 15, 2017. HR investigators interviewed or sought written testimony from 17 subjects and witnesses.

Methodology

Employees were directed to answer questions in writing under either a notice of inquiry or a witness memorandum. The initial notices and memoranda included the following introduction:

The City is conducting an investigation into the level of knowledge employees had regarding the impairments or deficiencies in the pre-action sprinkler system at Burton Barr Library and potential actions employee did or did not take relative to that system prior to the discharge of a significant amount of water by the Burton Barr Library pre-action sprinkler system. The questions below are specific to your role and responsibilities for this system.

Your response is an opportunity for you to provide us with all the information that you believe is relevant and that you would like the City to consider during its investigation. To the extent that you have additional information to offer, please include it in your response. You may also provide documents that you believe may assist the City in its investigation.

In addition to written inquiries that sought formal responses, investigators interviewed 12 employees, two former employees (Steve Georgoulis and Wally Scholz), Aaron Bennett on behalf of the fire sprinkler system contractor (RCI), and Ryan Clark on behalf of the fire alarm panel contractor (American Fire).

All employees, employee representatives, and members of department leadership were cooperative and answered follow-up questions. Many provided supporting documents. The relevant documents considered are listed in Exhibit 1.

Current and former employees, their departments, and means of inquiry follow:

Kara Kalkbrenner, Fire Chief	Fire	Witness Memorandum & Follow-up Interview
Kelvin Bartee, Assistant Chief	Fire	Witness Memorandum & Follow-up Interview
Dave Carter, Deputy Chief	Fire	Witness Memorandum
Mike Abegg, Fire Marshal	Fire	Notice of Inquiry & Follow-up Interview
Rita Hamilton, Library Director	Library	Witness Memorandum & Follow-up Interview
Paula Fortier, Deputy Director	Library	Witness Memorandum & Follow-up Interview
Tammy Ryan, Management Services Administrator	Library	Notice of Inquiry & Follow-up Interview
Troy Wahl, Project Manager	Library	Notice of Inquiry
Wally Sholtz, Project Manager (retired)	Library	Interview Only
Tamie Fisher, Assistant Director	Public Works	Witness Memorandum & Follow-up Interview
Janice Stroud, Deputy Director	Public Works	Notice of Inquiry & Follow-up Interview

Todd Nejbauer, Facilities Superintendent	Public Works	Notice of Inquiry & Follow-up Interview
Steve Georgoulis, Facilities Superintendent (retired)	Public Works	Interview Only
Nevenka Markac, Security Systems Supervisor	Public Works	Notice of Inquiry & Follow-up Interview
Jeff Schade, Electronic Systems Specialist	Public Works	Notice of Inquiry & Follow-up Interview

Organization charts are attached as Exhibits 2A, 2B, and 2C.

Background

The Library Department (“Department”) manages its own facilities, meaning that all major repair and maintenance projects are subject to Department approval. But the Department relies on Public Works to coordinate with contractors for facility and equipment inspections, repairs, and maintenance. The Department employs a project manager to liaise with Public Works and to plan and approve expenditures for repair and replacement projects. But the project manager does not review invoices for work performed, Public Works does. The project manager reports to the Library Management Service Administrator, Tammy Ryan.

Public Works has a division devoted to maintaining fire and security systems in city buildings, including the Burton Barr Library (“Library”). Nevenka Markac (security systems supervisor) leads the security systems team, which is responsible for coordinating fire sprinkler-system inspections and testing; evaluating deficiencies; obtaining estimates for maintenance and required repairs; communicating the findings to the Department; and coordinating repairs if approved by the Department. According to Markac, it is a job requirement for her employees to know and understand the Phoenix Fire Code. Jeff Schade (electronic systems specialist), Markac’s subordinate, is assigned as the Library’s primary contact on fire-suppression system inspection and maintenance. The fire sprinkler contractor does not communicate directly with Library staff.

Discussion

The Fifth-Floor Preaction Fire Sprinkler System

At the time of the incident, the fifth floor of the Library was equipped with a “preaction” fire-sprinkler system, designed to fill with water only when detecting smoke or heat from a fire. Individual sprinkler heads activate only by heat, and once activated distribute water only to the specific area of fire.

By design, the sprinkler system’s pipes were embedded in the roof and therefore the pipes could not be visually inspected. Consequently, the preaction system was equipped with air compressors to pressurize the piping, enabling staff to monitor the

system's ability to maintain pressure. The compressors were set to maintain 100 psi in the pipe, cycling on only when air pressure decreased—typically as a result of normal dissipation. When air pressure fell below a certain level, an alarm would also sound to notify building security. As designed, the compressors would remain idle for long periods if the system effectively maintained pressure. If the compressors cycled on more frequently than could be accounted for by normal dissipation, this continuous attempt to pressurize the system signaled a leak.

Inspection and Repair History

Between 2007 and 2017, the fifth-floor preaction-system compressors required repeated contractor attention. The work order history shows numerous service calls, compressor replacements, and recurring supervisory alarms that indicated the system would not hold air. Because of failing air compressors, Markac coordinated a meeting for Library and Public Works staff to discuss the preaction system with both the fire system and alarm contractors as early as 2008. (Sign-up sheet for 2008 meeting attached as Exhibit 3.)¹

The problems with the system were unresolved, and ultimately the Library replaced at least four air compressors between 2007 and 2014. This history indicated that the compressors were overworked and the preaction system could not hold air. In February 2014, RCI (the fire sprinkler system contractor) conducted a routine inspection of the system and later that year, advised Markac and Schade that the system definitely had leaks. Because the system leaked air, it would also leak water when charged.

In May 2014, RCI performed an audio “listening” test on the preaction system to locate the leaks. (Invoice attached as Exhibit 4.) The leaks could not be pinpointed, although their existence was not in doubt.

In August 2014, after the failed attempt to locate the leaks, RCI met with Markac, Schade, and Wally Scholz (Library project manager) and offered two possible solutions: (1) install new pipes below the ceiling deck and abandon the embedded pipe in place; or (2) cut through the roof and replace the corroded pipe. The cost of either alternative would have been substantial, although RCI did not provide a written estimate. Scholz (retired) told Markac and Schade that the Library could not afford either option.² At the time, neither Markac nor Schade took steps to ensure that anyone else in Library management was aware of the preaction system's deficiencies.

¹ Chris Franzini represented a fire sprinkler system contractor, Centurion Fire.

² Schade's work order tracking shows that as of March 27, 2015 no decision had been made to move forward with repairs. (Work order attached as Exhibit 5.)

Schade asserts that Scholz authorized RCI to shut off the west compressor because it was running continually. According to Markac's timeline, the decision to shut down the compressor occurred in the spring of 2015, although the date cannot be specifically ascertained. Some witnesses thought the switch-off date was earlier.

The preaction system was not inspected at all during the last 10 months of 2014, all of 2015, and the first eight months of 2016 (for a total of approximately 30 months). Previously, the preaction system was tested twice per year.

A November 2015 RCI work order for the routine inspection of the Library's fire sprinkler systems reads:

*******NO TESTING [ON THE PREACTION SYSTEM] WAS DONE[.]
BOTH PREACTION SYSTEMS ARE DOWN AT THIS TIME[.] WE
ARE WAITING ON COP FOR DIRECTION ON HOW THEY WANT TO
PROCEED . . . *****[.]**

(Work order attached as Exhibit 6 (emphasis added).)

As noted above, when air pressure in the preaction system's pipes decreased to a certain level, an audible alarm sounded. Because this "supervisory" alarm sounded on a recurring basis, Schade requested that the electronic monitoring system contractor, American Fire, bypass the alarm indicating low air pressure. The bypass on the alarm panel put an end to daily reminders that the system was unable to hold air. Although Schade now disclaims having been involved in bypassing the alarm, the contractor's work description states that Schade authorized the bypass. In any case, Schade acknowledges that he knew about the alarm bypass the day the work was completed (October 19, 2015). (Invoice and work description attached as Exhibit 7.)

Between February 2014 and August 2016 (approximately 2½ years), Markac's team did not have the fifth-floor preaction system tested as required by Phoenix Fire Code.³ Markac acknowledges that there was no process in place to ensure that the system was inspected and she denies knowing about the lapse. Schade, on the other hand, asserts that Markac approved the decision not to have the preaction system inspected and instructed Schade not to discuss the preaction system further.

In August 2016, RCI conducted an inspection of the system (but could not test it due to the known leaks), and RCI documented its findings. Under the heading "COMMENTS AND/OR DEFICIENCIES," the inspection report states:

³ See 2012 Phoenix Fire Code § 901.6, *available at* <https://www.phoenix.gov/fire/prevention/fire-code>.

*******AIR IS OFF TO BOTH SYSTEMS. ANY ALARM THAT WILL TRIP THE SOLENIIDS [sic] CAN CAUSE POSSIBLE DAMAGE TO LIBRARY*******

******ALL PIPING ASSOCIATED WITH BOTH PREACTIONS IS FULL OF HOLES AND WILL LEAK WATER IF VALVES ARE TRIPPED******

******LOW AIR SWITCHES HAVE BEEN BYPASSED AND DO NOT REPORT AN ABNORMAL CONDITION TO FACP [fire alarm control panel]******

******IF PIPING IS FILLED WITH WATER AN UNKNOWN AMOUNT OF WATER MAY BE LEAKED ONTO THE FLOORS BELOW******

(Inspection report, attached as Exhibit 8 (emphasis added).)

The report was sent to Markac, Schade, and the Phoenix Fire Marshal, as required by the Phoenix Fire Code.⁴ Markac denies having received the report. Markac asserts that she does not read inspection reports—she relies solely on the electronic systems specialist (Schade) to read and assess deficiency reports. Therefore, Markac did not read the report until after the events of July 15, 2017, even though she knew (or should have known) that: (1) the Library’s preaction system had leaks in it that had never been repaired; and (2) the system had not been inspected for approximately 2½ years.

When the August 2016 deficiency report was issued, Scholz had retired. Troy Wahl (Library project manager) replaced Scholz in February 2015. According to Markac and Schade, neither of them discussed the report’s findings with anyone in Library management, including Wahl. Schade asserts that he did not tell the Library about the noted deficiencies because Scholz had been advised of the problem years earlier. Markac’s team also failed to escalate the report’s findings to anyone in Public Works’ management, despite the fact that Markac’s supervisor (Todd Nejbauer) had never been involved in any discussions about the preaction system’s known corrosion deficiency.

The Fire Marshal did not review the report.

In May 2017, RCI again inspected the preaction system and issued a report with *identical deficiencies noted*. (Inspection report attached as Exhibit 9.) Again, RCI sent the report to Markac, Schade, and the Fire Marshal. Markac did not review it. Markac and

⁴ The City of Phoenix Fire Code requires all deficiency reports to be sent to the Division of Fire Prevention. 2012 Phoenix Fire Code § 901.6.2.1 *available at* <https://www.phoenix.gov/fire/prevention/fire-code>.

Schade failed to present the report's findings to anyone in Library management or to anyone in their own chain of command.

The Fire Marshal also did not review this report.

On July 15, 2017, a rain and windstorm struck the Library roof, triggering the preaction system. Water coursed through the pipes, leaked out of the holes, and damaged all of the Library's five floors and a portion of the collection. The cost of repairs has not been determined. Preliminary estimates indicate that the damage could cost \$10,000,000 to repair. Additionally, the Library is expected to be closed for up to one year.

Employee Involvement and Responsibilities

Library Department

Tammy Ryan, Management Services Administrator, transferred to the Library on September 30, 2013 and assumed responsibility for the Burton Barr facility early in 2014. She denies having known that the preaction system had ongoing problems. But Ryan admits that before July 15, 2017, she had not implemented any process to ensure that major life safety concerns were escalated to her by her staff or Public Works. Rather, Ryan disclaims responsibility for fire life safety systems, attributing all responsibility for those systems to Public Works.

Ryan held weekly meetings with Scholz, her direct report, to discuss ongoing and potential projects and to prioritize the Library's five-year capital improvement plan (CIP). Ryan asserts that Scholz never apprised her of the problems with the preaction system or RCI's recommendation that it be repaired or replaced.

Scholz created and maintained spreadsheets to manage the Library's CIP, yet he did not show them to Ryan (apparently) nor did he use them in his planning meetings with her. But the spreadsheets were available for review on a Library shared drive. Scholz's first version of the 2015-16 five-year CIP includes an entry for the fifth-floor "fire sprinkler leak repair." But his final version (before retirement) noted that the leak-repair project was "shelved for now," and the item was moved to the 2018-2019 budget year. Ryan admits seeing the CIP around the time that Scholz retired.

Scholz asserts that he has no recollection now of serious problems with the preaction system nor does he recall the related entries in his five-year CIP document. Scholz acknowledges that he did not escalate serious concerns with the preaction system to either Ryan or his previous boss, Paula Fortier. He failed to advise them that RCI conducted an audio test to locate leaks in 2014 and that the leaks could not be located.

Effective February 16, 2015, the Library hired Troy Wahl to replace Scholz. Wahl became the Library "project manager"—in effect, the owner's (Library's) representative for *all* matters relating to the building and its components and systems. Wahl shadowed Scholz for two weeks, and Scholz advised Wahl that the preaction system compressors

had been replaced several times. Wahl alleges that Scholz also said the preaction system was in working order.⁵ Wahl denies having known that the preaction system had ongoing problems, the compressors were shut down, or that the supervisory alarm had been overridden. All of this, if true, indicates that he did not understand the risk to the building created by the preaction system's deficiencies. And this lack of understanding constitutes dereliction.

Scholz reviewed the five-year CIP with Wahl and, according to Wahl, explained that notations under future years (such as the preaction system) were items that should be discussed with Ryan when budgeting and planning for those years.⁶ Wahl developed his own spreadsheet for documenting a five-year plan. But he excluded the preaction system leak repair from this new CIP without inquiring about the leak's significance.

Significantly, in the spring of 2017 the Library had accumulated a budget surplus of approximately \$1.2 million that could be spent in 2018 on capital improvement projects, repairs, and maintenance. For budgeting reasons, the Library needed to identify worthy projects and promptly spend this surplus. By then, the preaction system deficiencies had been known to the Library for at least two years, and Scholz noted the deficiencies on the working CIP document as early as 2015. When identifying Library needs to be addressed by the surplus, Wahl never discussed the preaction system leaks noted in the CIP with Ryan or Public Works.

Both Ryan and Wahl assert that in April 2017 Wahl asked Todd Nejbauer (facilities superintendent) and Janice Stroud (Public Works deputy director) if there were any outstanding maintenance issues for which the \$1.2 million should be used. In turn, Nejbauer asked Markac if she proposed any recommended uses for the money. Markac acknowledges she did not suggest that money be spent on the preaction system. Consequently, no one from Public Works recommended spending any of the \$1.2 million on repairing or replacing the deficient system.

⁵ As explained above, the repeated compressor failures indicated that the structural integrity of the fire sprinkler system—its ability to maintain pressure—was compromised. Wahl's position requires him to be familiar enough with the system to know when to investigate this kind of deficiency. By contrast, he asserts that he is only responsible for the "brick and mortar buildings" and that he does "not have any direct responsibilities related to the operations and/or maintenance of the pre-action system . . ." This interpretation of his responsibility is inconsistent with his job's specific description. Wahl now says that he did not understand the meaning of the compressor failures. This statement itself suggests a dereliction of duty.

⁶ The term "five-year CIP" may be a misnomer. Contrary to Wahl and Ryan's assertion that they regularly meet to discuss the "five-year CIP," they also both stated that they do not discuss or plan for items expected to occur in the 2018-2019 year until that year.

Public Works Department

The Library has been Nevenka Markac's client since 2008. She asserts that she escalated maintenance concerns regarding the preaction system to her previous supervisor, Steve Georgoulis (facilities superintendent), during their weekly meetings. Georgoulis retired in December 2015. He says Markac did not tell him about any critical issues with the preaction system.

Nejbauer replaced Georgoulis as Markac's supervisor. Throughout the entire time that Nejbauer has supervised Markac, her PMG goals included "[keeping her] Supervisor informed of issues" and "seek[ing] assistance from Management . . . as needed." Markac admits that she never briefed Nejbauer on preaction-system deficiencies, nor did she ask for his assistance to obtain the Library's approval to repair or replace the system.

Markac now claims that she did not know that the system was compromised. But she admits that RCI told her there were leaks in the system. She also admits that she arranged the August 2014 meeting to discuss options for addressing the system's lack of capacity to maintain air pressure.

Markac did not regularly review inspection deficiency reports, even when they were sent to her. She delegated all responsibility to her subordinates without having a process to ensure that fire/life safety deficiencies were properly resolved or brought to her attention. Markac trusted that her employees would discuss serious issues with her.

Schade was the Library's primary contact for inspections, maintenance, and repair of the preaction system. Schade, like Markac, was aware of the system's deficiencies. Although he now denies knowing that the compressors had been shut off, he was responsible for reading fire inspection reports, at least two of which included statements that the preaction air compressors had been shut off. Markac says that the compressors would not have been shut off without Schade's knowledge, and RCI substantiated that it only takes direction from Public Works—not Library staff.

According to Schade, he did not escalate concerns regarding the preaction system beyond Markac because he believed that the Library was aware of the system's condition and had declined to approve repairs or replacement. When reviewing the 2016 and 2017 inspection reports, Schade focused only on new items for repair; he did not revisit those that had already been discussed with the Department. He did not share the RCI reports with Wahl, anyone else at the Library, or anyone else at Public Works.

Markac and Schade confirmed that they did not provide any reports on the preaction system to Ryan or Wahl, nor do they recall discussing the system's deficiencies with either Ryan or Wahl.

Fire Department

The Fire Marshal's fundamental responsibility is to manage and enforce the Phoenix Fire Code ("Code") within City limits.⁷

According to the Phoenix Fire Code, "[f]ire detection, alarm, and extinguishing systems . . . shall be maintained *in an operative condition at all times*, and shall be replaced or repaired where defective. All *fire protection systems* shall be inspected and tested *annually* . . ." 2012 Phoenix Fire Code (PFC) § 901.6 (emphasis added) *available at <https://www.phoenix.gov/fire/prevention/fire-code>* (last visited October 3, 2017).

When a system inspection finds that a system is deficient or noncompliant, the Code requires a copy of the report to be sent to the Division of Fire Prevention. And if a system is deemed out of service or impaired, the Code imposes certain duties on the Fire Marshal. PFC §§ 901.6.2.3; 901.7. Additionally, the Marshal has a critical oversight role when "unplanned [system] impairments occur, [and] appropriate emergency action shall be taken to minimize potential injury *and damage*." PFC § 901.7.5 (emphasis added).

In August 2016, Assistant Chief ██████████ (a 32-year veteran of the Fire Department who supervises Fire Prevention) was Acting Fire Marshal. The preaction system inspection report was sent to the Marshal's office in accordance with the Fire Code. The report expressly stated "no" to the question, "Are all systems in service?" Additionally, the contractor warned that the system was "full of holes." (Inspection report attached as Exhibit 8.)

██████████ did not read the report. Therefore, he took no enforcement action to ensure the system was in safe, working order. The system could not have been deemed in working order because no city employee or contractor knew just how extensive the holes in the pipes were, and the alarm panel had been bypassed. Although ██████████ acknowledged that under certain circumstances, the Fire Marshal is expected to follow up with a building owner or responsible party regarding the content of a deficiency report, he did not. According to ██████████, even if he had read the report, he would have considered the report to merely identify maintenance concerns that did not require Fire Department action; he did not consider that the report warned of a system impairment or threat to public safety.

██████████ has been a Deputy Chief or higher since at least 2007. ██████████ was Acting Fire Marshal during the summer of 2016. Given his experience, when ██████████ assumed the Fire Marshal responsibilities, he should have recognized the lack of adequate process for reviewing and responding to deficiency reports, a vital component to fire-code enforcement.

⁷ City of Phoenix Fire Marshal job description.

The Fire Department hired [REDACTED] as Fire Marshal in January 2017. [REDACTED] did not have a fire-prevention background—his experience was in planning and development. In May 2017, another inspection report was sent to the Fire Marshal’s office. The May 2017 report again noted that the Library’s fifth-floor fire sprinkler systems were not in service and that the pipes were “full of holes.” (Inspection report attached as Exhibit 9.) This same report indicated the fire alarm system was not working properly, and the Library would be significantly damaged by water if the preaction system were ever charged. [REDACTED] did not read the report or take any enforcement action.

Failing to understand that pipes “full of holes” and leaking an “unknown amount of water” could result in a system that lacked sufficient water pressure and volume to function properly, [REDACTED] explained that the report did not represent a life-safety hazard. He reasoned that conditions that increase the chance of water discharge may *only* represent a *maintenance concern* for the building owner. But no one, including the Fire Marshal, could have predicted or controlled the location or rate at which the water discharge would occur because the pipes were impossible to inspect. The extent and location of “holes” in the pipes were completely unknown.

Both Fire Marshals’ conclusions that the preaction system inspection reports did not require Fire Department action run counter to the Fire Code and the Fire Marshal’s essential purpose and function.

Identification of Failures

1. Organizational Structure

The arrangement between the Library and Public Works for the maintenance of the fire suppression system exacerbated the process breakdowns that led to the preaction system’s malfunction in July 2017. The staff did not take responsibility for ensuring that a major life safety system was operational because they all believed it was the other department’s responsibility. Public Works staff insists that its responsibility extends only so far as informing the Library project manager of a system problem and offering repair options. Similarly, Wahl asserts that he has virtually no responsibility regarding the Department’s many fire sprinkler systems; he believes they are wholly Public Works’ responsibility. This staff failure to understand, maintain, and repair the Library’s life safety systems contributed to the preaction system’s malfunction and the system flooding the Library.

In contradiction to the Fire Code, the Fire Marshal disclaims responsibility for monitoring and enforcing the Library’s compliance with the Fire Code, even when put on notice that the system was not in service. The Code contemplates an active role by the Fire Marshal when system deficiencies are identified. For this reason deficiency reports must be sent to the Marshal. Nonetheless, both [REDACTED] and [REDACTED] assert that responsibility for maintaining a fire sprinkler system in working order lies exclusively with the building’s owner. It is true that the owner is ultimately responsible for

compliance. But the Marshal must ensure compliance and take action if a system is noncompliant. The Fire Marshal is fundamentally an enforcement position for the safety of people first, but also for the protection of property. Here, the Fire Marshal did not read the report or take enforcement action.

2. Process Failures

Library management has historically empowered one individual, the project manager, to receive and analyze information regarding key life safety systems in its buildings. But Library management imposes no requirement on that individual to understand the systems and to know how to interpret system information. Here, the project manager was provided unfettered discretion to decline suggested repairs to a major life safety system without management review and approval. If Library management expected the project manager to escalate these decisions, there was no check and balance in place to ensure that he understood that and complied. Library management did not require any direct communication from Public Works regarding the status of the Library's life safety systems, nor did it receive copies of inspection reports. The Library Director, the Deputy Director, and the Management Services Administrators deny knowing anything about preaction-system deficiencies before July 15, 2017.

The Public Works security systems team has no formal process for ensuring that Library management, aside from the project manager, is apprised of key system deficiencies. Markac's team does not distribute deficiency reports to the Library; they simply schedule minor repairs and discuss major repairs with the project manager, hoping for budget approval to proceed. When the project manager does not approve funds to repair or replace a major life safety system, Public Works does not escalate or revisit the matter. In this case, Markac and her team accepted at face value—and without challenge—Scholz's decision not to repair the system. When the system was not repaired in 2014, Public Works stopped having the system inspected for 2½ years, never revisiting the Library's decision not to repair the system.

The Fire Marshal had no reliable process for reviewing, evaluating, and responding to deficiency reports.⁸ Additionally, the investigation revealed that the Fire Marshal's understanding of a serious life safety concern is more limited than that contemplated by the Fire Code. Both [REDACTED] and [REDACTED] failed to recognize that the preaction system, despite being out of service and "full of holes," posed a life safety issue to Library patrons and employees and a significant property-damage risk to the building. The mere fact that water uncontrollably flooded through the corroded holes (the location of which was unknown before the July 15, 2017 incident) does not mean, as [REDACTED] and [REDACTED] suggest, that the system would have had sufficient water pressure and volume to extinguish a discrete fire in another part of the fifth floor.

⁸ Importantly, since July 15, 2017, Fire Prevention has developed a system to evaluate deficiency reports. And Fire Prevention has begun work on reviewing those reports.

3. Employee Inaction

Markac

Markac is a security systems supervisor. Fundamentally, her job is to protect the life and safety of city residents and employees by ensuring that life safety systems and processes are fully operational. She is expected to demonstrate sound judgment and leadership, particularly as they relate to the life safety systems for which her team is responsible. Markac repeatedly failed to warn that the Library's fifth floor preaction system was severely impaired, potentially placing the safety of Library patrons and employees at risk and most certainly exposing the building and its collection to damage if the system were ever activated.

Markac's failures extended over several years. In 2014, when Scholz declined to repair the system, Markac could have and should have ensured that Library management was aware of the system's condition. She asserts that she orally advised her supervisor of the preaction system problems, but when no action was taken, she did nothing. Markac either approved the decision to stop inspecting the preaction system for approximately 2½ years or, at a minimum, failed to ensure that her direct report was properly performing his job. When "inspections" resumed in August 2016, Markac did not review the reports.

When Wahl was hired in early 2015, Markac again had an opportunity to raise concerns regarding the preaction system with him but she did not.

The Fire Code mandates that a fire protection system be "maintained in accordance with the original installation standards for that system" and that the Fire Marshal approve any removal or modification to a fire protection system. Phoenix Fire Code (PFC) §§ 901.4; 901.3.1. Markac and her team failed to maintain the system in accordance with its original installation standards and failed to obtain proper approvals to disable the compressors and to bypass the alarm system, despite the fact that the "fundamental reason [her] classification exists is to . . . supervise the security function for the downtown area facilities"⁹

Markac asserts that she would have contacted the Fire Department had she known about the alarm bypass in October 2015 because it is a Fire Code violation. But she signed the invoice to pay for the bypass without (apparently) reviewing the description of work. As a result, she missed another opportunity to draw attention to the preaction system's corrosion and deficiencies.

When Georgoulis retired in December 2015, Markac could have alerted her new supervisor, Todd Nejbauer, about the preaction system's problems. Markac admits that she did not tell Nejbauer about the preaction system concerns or forward RCI's

⁹ Security Systems Supervisor job description.

inspection reports to him. This is true even though her PMG goals require her to keep him apprised of issues and to seek his help as needed.

The August 2016 inspection report provided Markac yet another opportunity to raise RCI's concerns with Nejbauer, Wahl, or anyone else in Public Works or Library management. She did not read the report nor did she alert anyone to its content. In April 2017, Nejbauer specifically asked Markac about outstanding life safety projects for the Library. She failed to mention the preaction system at that time. The May 2017 inspection report issued with the same alarming deficiencies and warnings. Again, Markac missed the opportunity to alert management to preaction-system deficiencies.

In sum, Markac admits that she failed to escalate concerns over the preaction system within Public Works and that she failed to forward or to discuss the inspection reports with anyone in Library management other than Scholz. And she failed to keep her supervisor apprised of the system deficiencies, at least after 2015.

Markac is the highest-level Public Works employee who was provided the inspection reports, knew that the preaction system was severely impaired, and should have understood the implications of a fire sprinkler system taken out of service. Markac failed to escalate the concerns, and the resulting failure to repair or replace the preaction system has resulted in approximately \$10 million damage to the Burton Barr Library and its closure for at least a year.

Markac also failed to properly supervise her staff. She did not establish any processes to ensure that her direct reports addressed and escalated key concerns with life safety systems.

Discipline is recommended. Appropriate range of discipline: demotion to termination.¹⁰

Schade

Much like Markac, Schade failed to take one of many opportunities to escalate concerns regarding the Library's preaction system after August 2014. When Scholz retired, Schade failed to communicate with Wahl about system problems, disregarding Schade's duty to ensure that *current* Library staff knew the condition of the building's

¹⁰ The July 15, 2017 incident resulted in unprecedented damage to and loss of use of an important City asset—the Burton Barr Library. In many ways, the dereliction of duty discussed in this report is also unprecedented—it spans several years and it involves several key mistakes that if promptly recognized and corrected at the time may have spared damage to the Library. Given these unprecedented circumstances, there are no comparable incidents to benchmark appropriate discipline. Hence, after consulting with Human Resource professionals, we recommend ranges of discipline for the City Manager's consideration.

systems. Schade's failure to advise Wahl of the preaction system's status is exacerbated by the fact that Schade prohibited RCI from directly communicating with Library staff. RCI was directed to contact and communicate only with Public Works.

Schade failed to have the preaction system inspected for 2½ years. When asked, he asserted that he had "no idea" if failing to have a fire sprinkler system inspected is a code violation—yet his job requires that he knows the Fire Code.

"Inspections"—which could *not* include actual water testing of the system—resumed in August 2016 and again in May 2017. Schade failed to communicate to either the Library or Markac the deficiency information in the reports. Schade should have acted to protect City assets and ensure that the Library's life-safety systems were fully operational. He did not.

Discipline is recommended. Appropriate range of discipline: demotion to termination.

Scholz

Based on the information available at this time, it appears that Scholz decided, without consulting with anyone in Library management, to reject RCI's proposals for replacing or repairing the preaction system. He is retired and is not subject to discipline.

Wahl

In essence, Wahl serves as the owner's representative for the building, its components, and systems. The project manager position requires Wahl to ensure that the Library complies with all applicable regulatory requirements. He must "[m]anage[], coordinate[], and develop[] public capital improvement programs." He must also "[i]nterpret information accurately and *make decisions* according to existing laws, regulations, and policies," and he must interpret "construction plans, schematic drawings, wiring diagrams." (Project Manager Job Description attached as Exhibit 10. (Emphasis added.))

Wahl's goal-setting worksheet and PMGs require him to "[d]evelop and monitor the Library's Five Year Capital Improvement program with library staff and *perform periodic reviews of projects to assure compliance* with the programs [sic] budget and timetable"; to "[a]ddress and resolve long-range Capital Improvement requirements"; to ensure that the buildings' "standards for design safety and functionality" are maintained; and to (among other things) "learn the facilities issues at each of the buildings." (Goal setting worksheet and PMGs attached as Exhibit 11) In short, Wahl was responsible to research, analyze, and understand relevant information to make decisions for the building's safety and security, including compliance with the fire code.

Given these job requirements, Wahl should have done more to address the preaction system's known deficiencies. He reviewed Scholz's five-year plan that referred to leaks in the preaction system. This should have prompted him to discuss the system with Public Works and with his supervisor, Tammy Ryan, particularly given that the system is a vital part of the Library's life-safety protection. Instead, Wahl excluded the preaction system from his working five-year plan without researching, analyzing, or understanding its importance.

Notably, the fire code places ultimate responsibility for the functioning of a building's fire safety system on the building owner. Here, the building owner is the Library Department. In this case, Wahl was the building owner's designated representative, who had been entrusted with the duty to ensure that the building and its life-safety systems were functional and safe.

Wahl acknowledges that Scholz advised him that the air compressors had been replaced several times. They were ultimately shut down completely on Wahl's watch. The supervisory alarm indicating low air pressure was bypassed in October 2015. Wahl admits that he approves work orders. To the extent that he does not understand work orders, he should inquire as to the general reason the work is necessary before approving the expenditure. This is particularly true here because Scholz had warned Wahl that the preaction system compressors had failed and the alarm was directly related to low air pressure.

Although Wahl disclaims responsibility for fire-safety systems, his own conduct and responses during this investigation belie the fact that life-safety systems fall within his area of responsibility. For example, Wahl emphasized that he had "several sections of [a] severely decaying fire riser and sprinkler lines" repaired to avoid "unforeseen future damages caused by pipes bursting or leaking."

Discipline is recommended. Appropriate range of discipline: demotion to termination.

Due to an ongoing investigation, preliminary findings regarding the Fire Marshal's involvement are redacted.

Due to an ongoing investigation, preliminary findings regarding the Fire Marshal's involvement are redacted.

Additional investigation is recommended before discipline is considered.

4. Leadership Failures

Nejbauer

Todd Nejbauer's team failed to escalate the serious nature of the preaction system's deficiencies up the Public Works' chain of command, to Library management, and to Fire Prevention. Nejbauer does not acknowledge that his team should have done anything differently than it did; he does not perceive the preaction system being "full of holes" and out of service as a life safety issue. According to Nejbauer, Public Works defers all decisions to the Library, even if they relate to Fire Code violations.

Before July 15, 2017, Nejbauer had no system or process in place to ensure that his direct report, Nevenka Markac, escalated unresolved critical life safety issues. He assumed without verifying, as evidenced by Markac's PMG, that Markac kept him apprised of all major issues. Nejbauer disclaimed all responsibility for the numerous

failures of his team. He further failed to properly oversee the maintenance of the City's security systems.

Discipline is recommended. Appropriate range of discipline: suspension to demotion.

Ryan

From the time Ryan assumed responsibility for the Burton Barr Library, she relied on one individual, the project manager, to apprise her of building life-safety issues without any reliable process to verify that her subordinate escalated all critical information and decisions. This resulted in her not knowing about the compromised fifth-floor fire suppression system. In short, Ryan delegated too much responsibility to the project manager without independently verifying that: (1) he understood the scope of the delegation and the responsibility inherent in it; (2) he was trained and sufficiently experienced to handle the responsibility for critical life-safety systems; and (3) he understood the responsibility to communicate critical information about life-safety systems up the chain of command.

Discipline is recommended. Appropriate range of discipline: suspension to demotion.

Stroud

As Deputy Public Works Director, Stroud is responsible for the conduct of her employees. Stroud's security systems team failed to both recognize the serious nature of the preaction system's deficiencies and to escalate those deficiencies to management and the Fire Department. Rather than address system deficiencies with the proper decision-makers, the security systems team simply stopped having the preaction system inspected, as required by the Fire Code, and permitted key system components to be disabled.

Discipline is recommended. Appropriate range of discipline: written reprimand to suspension.

Recommendations

Based on the investigation's findings, the following changes are recommended for consideration by management and the affected departments.

- All fire and life safety system deficiencies, especially those involving multiple repairs, should be escalated to a deputy director of the responsible department and to the Public Works Deputy Director of Facilities. To that end, Public Works should establish a written process to escalate fire and life safety system deficiencies, and this process should be implemented with *every* department managing city facilities.

- All decisions to disable or override a fire or life-safety system should be documented and reviewed by the responsible department *director* and the Public Works *Director*. The department director should ensure that all fire code notice requirements are met and ensure that the Fire Marshal specifically approve any disabling or override.
- Public Works should establish a process to report fire and life-safety deficiencies and related repair projects to the responsible department directors.
- Immediately, the Fire Marshal should develop a process to review and follow-up on deficiency reports. The Fire Marshal should establish a procedure that closely follows the Fire Code.
- Public Works should enter into written memoranda of understanding with each client department to specify roles, expectations, and duties regarding the department's facilities under Public Works' management. The MOU should explicitly address joint responsibility for life safety systems.
- Written expectations must be provided to Fire Prevention staff regarding the duty to review reports, engage with the responsible party, follow up on fire system deficiencies, and file a closing report covering corrections of deficiencies for the Fire Marshal's review for all buildings and for the Public Works Director for all City buildings.
- Library management should insist that its project manager is trained on the purpose and function of building components, systems, and equipment, and specifically life-safety system equipment. The project manager should elevate recommendations for system repair and maintenance to his supervisory chain.
- All department heads and senior leadership should receive a memo of expectations outlining their responsibility to ensure that proper processes, including checks and balances, are in place for their entire oversight responsibility.
- All employees involved in the breakdowns noted in this report should receive a memo of expectations requiring them to obtain a basic understanding of the major life safety systems for which they have any decision-making authority. It should be clear that no decisions should be made, either affirmatively or through inaction, without understanding the potential consequences of the decision.

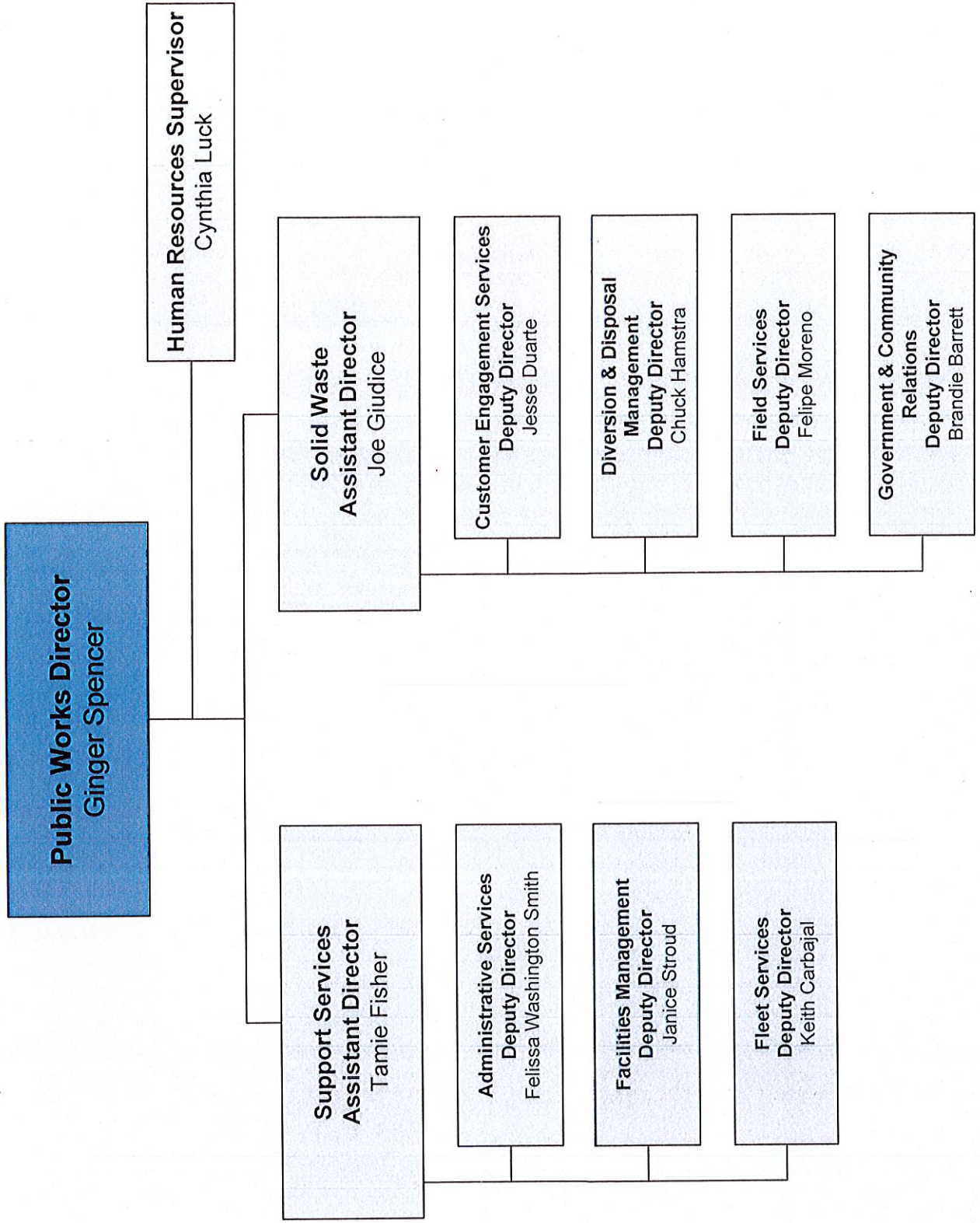
EXHIBIT 1

Relevant Documents Considered During Investigation:

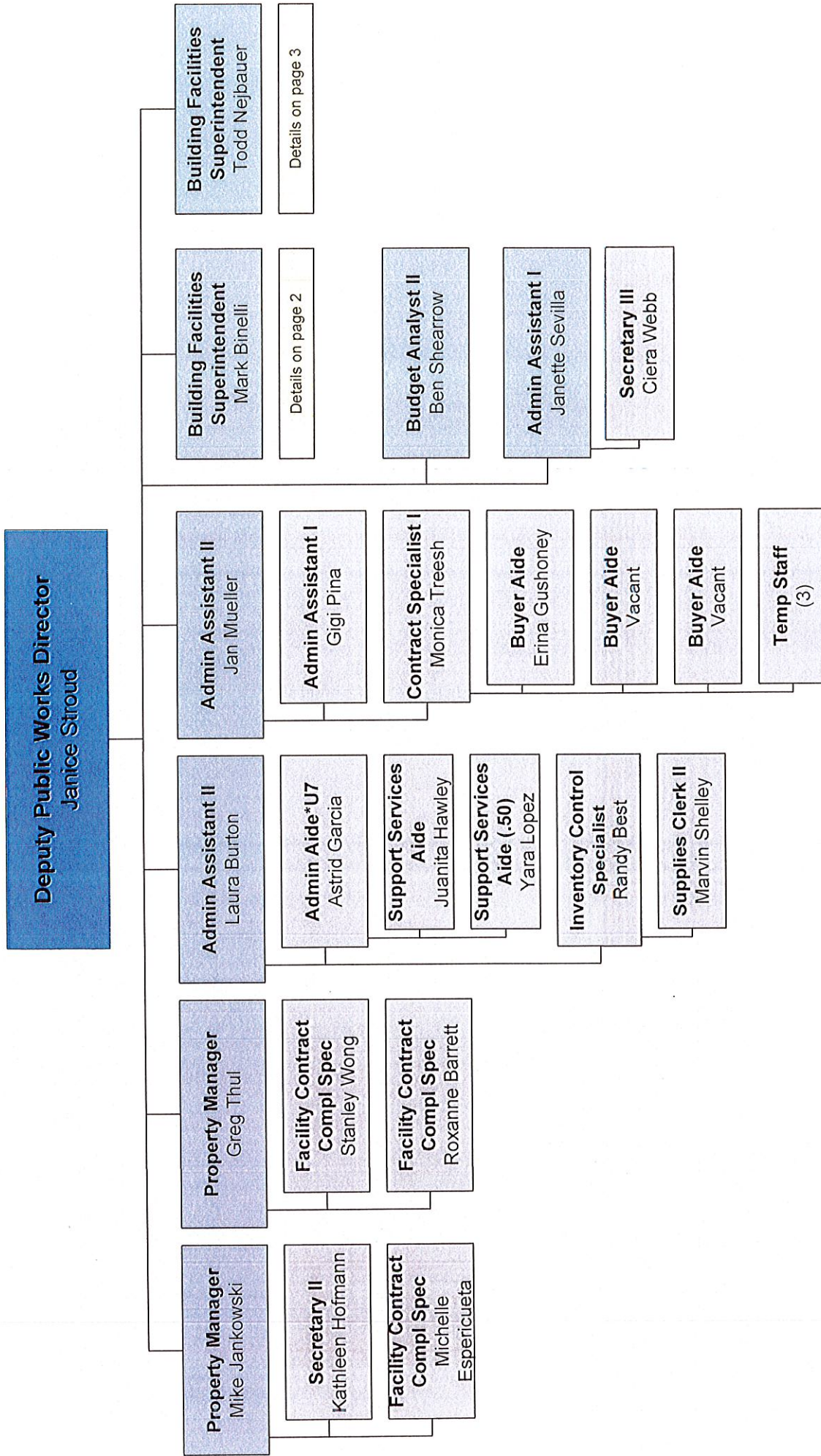
- Public Works' binders and files related to department organizational structure
- Chronology of Public Works' management transitions
- Steve Georgoulis' department file and related documents
- American Fire invoice file (2014 – 2015)
- RCI invoice file (2014 – 2015)
- Burton Barr Library historic project files
- Notice of Inquiry responses and attachments
- Witness Memoranda and responses
- 2012 Phoenix Fire Code
- Public Works' work orders for Burton Barr Library (March – May 2015)
- Burton Barr Library's 5-year Capital Improvement Plan, multiple versions (2015-2016)
- Employee Job Descriptions
- Employee Performance Management Guides and Management Achievement Plans

EXHIBIT 2A

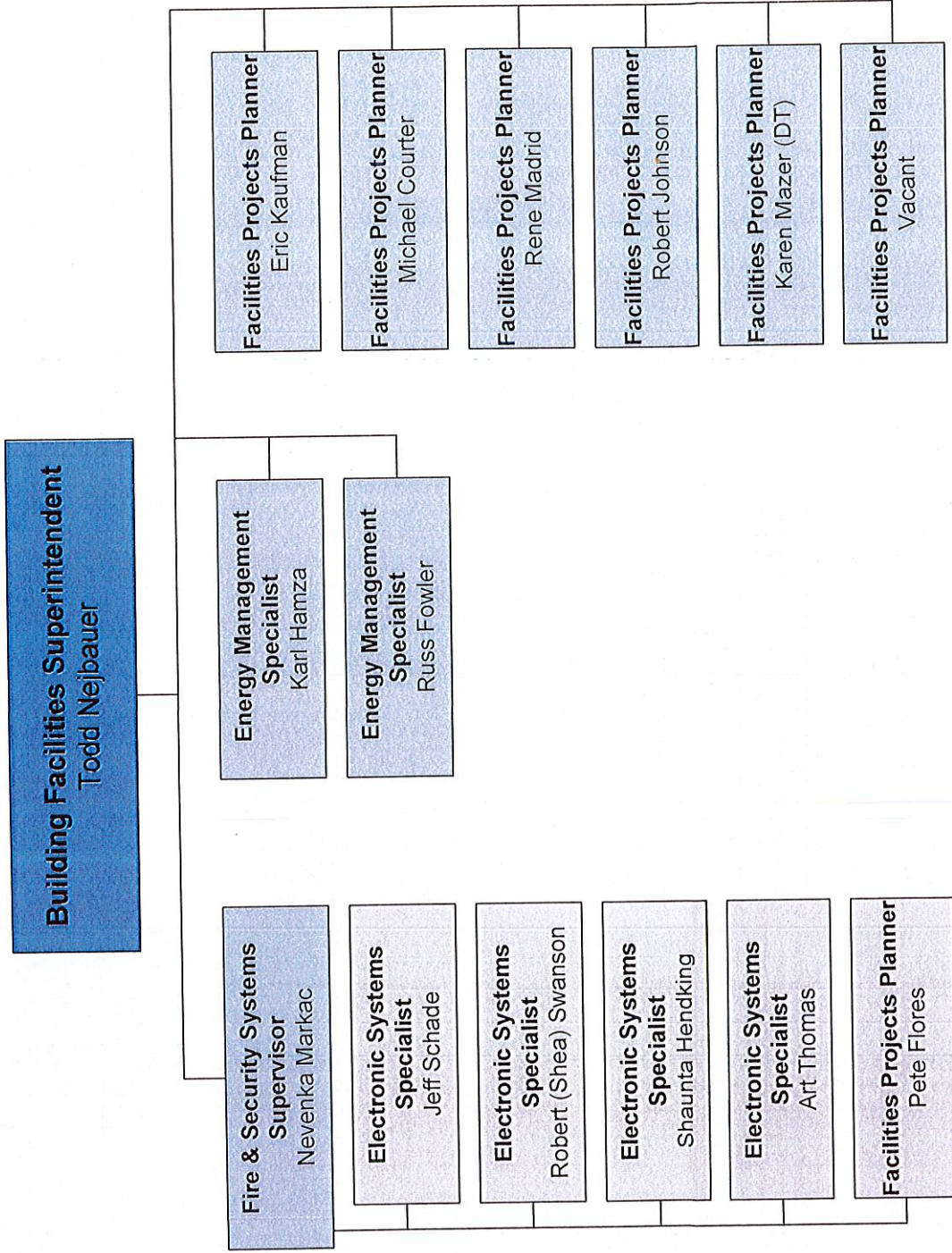
City of Phoenix Public Works Department
Director's Office



Public Works Department Facilities Management Division



Public Works Department
Facilities Management Division



Public Works Department Facilities Management Division

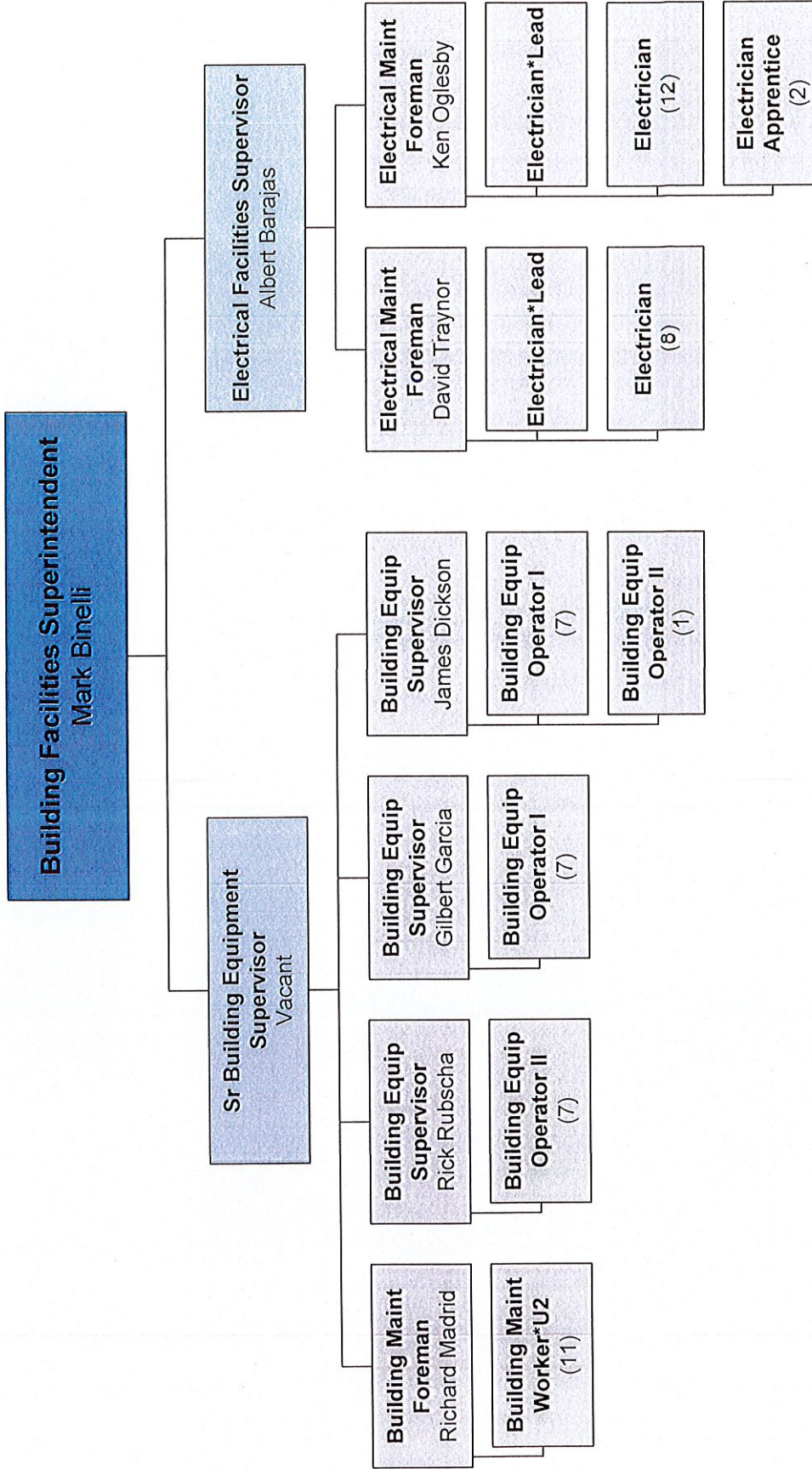


EXHIBIT 2B



City Librarian
Rita Hamilton

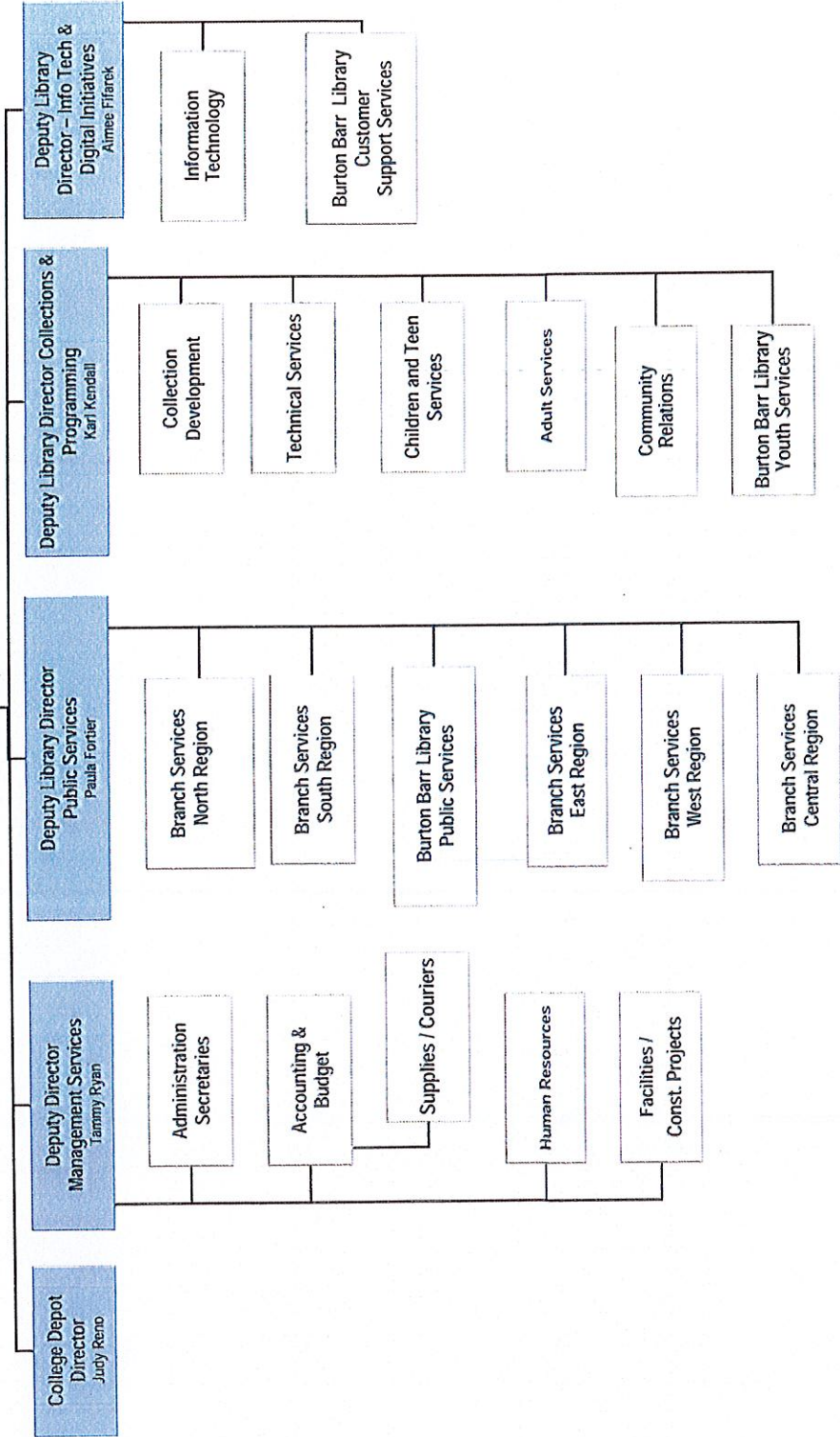


EXHIBIT 2C

Phoenix Fire Department

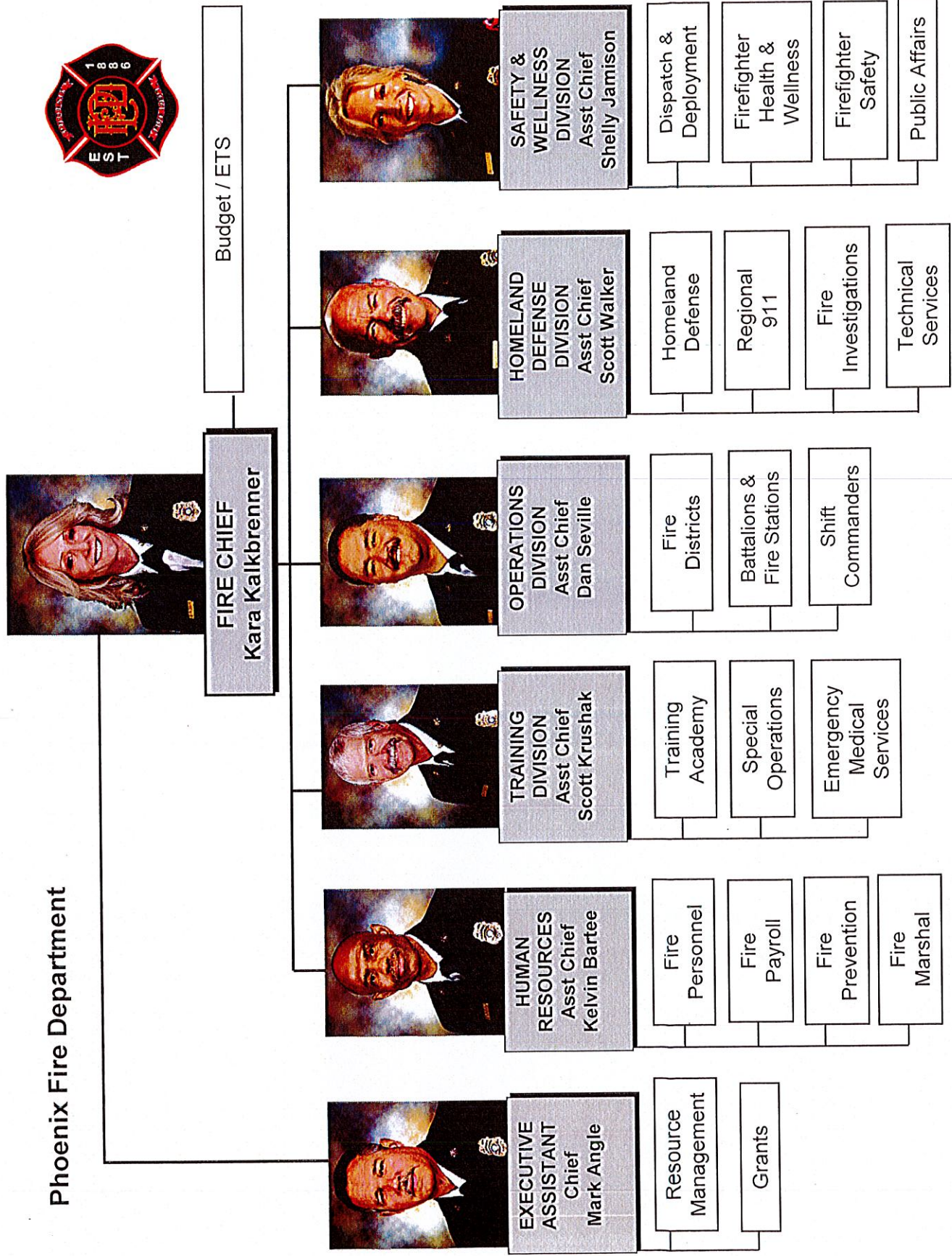


EXHIBIT 3

Burton Barr Fire Life Safety Kick OFF Mtg,
March 4, 2008 1:30 p 3rd Floor Board Room.

Name		
CHRIS FRANZINI		602-721-5038 CELL
Wally Scholz	COP/LIB	602-262-7674
NATHAN ROARK	APOLLO security	602-540-7504
John Pendell	COP/PW/metro	602-374-0707
NEVENKA MARKAC	COP/PW/FLS	602-262-4701
Laurel Pysiazny	COP/LIBRARY	602-262-6250
Jeff Schada	COP/PW/FLS	602-271-0610
PETE FLORES	COP/PW/FLS	602-534-2607
John CAROSCIA	APOLLO Security	602-540-8922

EXHIBIT 4

RCI Systems Inc.

1220 W. Geneva Dr
 Tempe, AZ 85282
 Phone: 480-894-8711
 Fax: 480-894-8740
 www.rcifire.com

WORK ORDER

Work Order # 318379
 Type PRE-ACTION TROL
 Priority Medium
 Payment Method Invoice
 Start Date 5/19/2014
 Reference #
 Agreement #
 Project #

SERVICE SITE		BILL TO SITE		WORK REQUESTED		
BURTON BARR CENTRAL LIBRARY 1221 N. CENTRAL AVE. PHOENIX, AZ 85004 602-262-4701		CITY OF PHOENIX NEVENKA MARKAC 2631 S. 22ND AVE PHOENIX, AZ 85009 602-534-2607 602-618-9584		Requested by NEVENKA MARKAC: SYSTEM NOT HOLDING AIR. WE WILL NEED TO LOCATE LEAKS ABOVE CEILING. ERIC AND NOEL TO TROUBLESHOOT. THEY WILL FILL OUT AND RETURN T&M. ERIC HERNANDEZ'S NOTES: UNABLE TO HEAR ANY LEAKS DUE TO THE HEIGHT OS THE CEILING AND THE MATERIAL (METAL) APPARENTLY MASKING THE SOUND OF AIR. WE WERE UNABLE TO HEAR LEAKS. RECOMMEND REMOVAL OF CEILING PANELS TO GAIN ACCESS ABOVE CEILING AND USE ULTRASOUND. HEIGHT OF CEILING WILL BE AN ISSUE AS TO HOW TO REACH. NEED TO MEET ON JOB TO DISCUSS.		
SCHEDULE						
Technician	Duration	Date	Time Range			
	1.00	5/19/2014	Untimed			
LABOR						
Date	Technician	Notes	Billable Qty	Billing Rate	Amount	
		REQUEST FOR SERVICE MADE BY NEVENKA MARKAC	1	\$0.00	\$0.00	
		CITY OF PHOENIX-CONTRACT LABOR TO LOCATE LEAKS ABOVE CEILING	5	\$60.00	\$300.00	
TOTALS						
				Total Materials		
				Total Labor	\$300.00	
				Service Charge	\$0.00	
				Total Sales Tax	\$0.00	
				Total Charges	\$300.00	
Signature:						

EXHIBIT 5



Work Order: 70201520 FCM3
Date Released: 05/07/2014
Priority: ROUTINE RESPONSE
Location: CF-01733-00-F/LS
Location Desc: Central Library
F/L Sort Field:
Equipment Numb:
Equipment Desc:
Eqp Sort Field:
Address: 1221 N. Central Ave.
Cost Center: 7520000000
Caller: Debbie 374-0690
Contact:
Created by: JHAWLEY 05/01/2014 10:32:50
Assigned to: FLS JEFFRY SCHADE (57012)

West 5th floor low preaction pressure

According to RCI the system has a leak on the wet side and cannot be located. RCI indicates it must be in the ceiling were it is unreachable. Bill said Aaron is working with Nevenka on solution. js

8/14 met with RCI on site to discuss solutions to repair pre-action system air leak. JS
3/27 No decision has been made by anyone to move forward.

Response Date/Time: _____

Completed Date/Time: _____

Completed by: _____

SC/PO# _____ Truck Stock _____ Petty Cash _____

Notes:

Customer Signature: _____

EXHIBIT 6

RCI Systems Inc.

1220 W. Geneva Dr
 Tempe, AZ 85282
 Phone: 480-894-8711
 Fax: 480-894-8740
 www.rcifire.com

WORK ORDER

Work Order # 323866
 Type FS - FA
 Priority Medium
 Payment Method Invoice
 Start Date 11/18/2015
 Reference # 70493685
 Agreement #
 Project #

SERVICE SITE	BILL-TO SITE	WORK REQUESTED
BURTON BARR CENTRAL LIBRARY 1221 N. CENTRAL AVE. PHOENIX, AZ 85004 602-721-0610	CITY OF PHOENIX 2631 S. 22ND AVE PHOENIX, AZ 85009 602-534-2607 602-618-9584	Requested by JEFFRY SCHADE: REQUESTED BY: JEFFRY SCHADE 602-721-0610 THE PREACTION INSPECTION MUST BE DONE ON A T&M BASIS AS THIS TYPE OF INSPECTION IS NOT INCLUDED IN THEIR CONTRACT PRICING. JJ *****NO TESTING WAS DONE BOTH PREACTION SYSTEMS ARE DOWN AT THIS TIME WE ARE WAITING ON COP FOR DIRECTION ON HOW THEY WANT TO PROCEED NO T&M NEEDED BR***** 10/16-25' PERSONNEL LIFT ORDERED THROUGH CARLOS. JJ 11/19 FS INSPECTION COMPLETED. BELOW IS A LIST OF DEFICIENCIES, LOCATIONS AND THE MATERIAL NEEDED TO COMPLETE THE REPAIRS: -MAIN DRAIN PIPING IN FIRE PUMP ROOM IS CORRODED AND LEAKING ANYTIME WATER IS FLOWED. NEED TO REPLACE ALL 2? PIPING AT THIS LOCATION WITH NEW GALVANIZED PIPING. MEASUREMENTS FOR FAB ARE AS FOLLOWS: (2? GALVANIZED EVERYTHING) -12?-6? THREAD X GROOVE W/BULLHEAD 2? TEE 2?-6? W/90 3?-5? W/90 1?-9? W/90 0-10 ?? W/90 0-2 ?? W/90 ?? THREAD X GROOVE 0-7? THREAD X GROOVE 1?-4 ?? W/90 LOOSE 0-2? NIPPLE LOOSE 2? TEE 0-10? W/90 2?-3? W/90 2? CLOSE NIPPLE (X2) (3) 2? GROOVED COUPLINGS -NEED TO REPLACE A TOTAL OF (22) ?? GAUGES. (7) @ FIRE PUMP ROOM (5) SE STAIR (5) NE STAIR
Signature:		

RCI Systems Inc.

1220 W. Geneva Dr
Tempe, AZ 85282
Phone: 480-894-8711
Fax: 480-894-8740
www.rcifire.com

WORK ORDER

Work Order # 323866
Type FS - FA
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	<p>(2) NW STAIR (1) SW STAIR (1) 5TH FL WEST MECH (1) 5TH FL EAST MECH</p> <p>-THERE IS (1) MISSING 2-1/2" HOSE VALVE HANDLE, 5TH FLOOR NW STAIR -(2) MISSING 2-1/2" HOSE VALVE CAPS AT THE FIRE PUMP TEST HEADER</p> <p>-THE 120V ELECTRIC BELL DOES NOT RING WHEN WATER IS FLOWED. TROUBLESHOOTING NEEDED</p> <p>-4TH FLOOR SE STAIR HAS A CORRODED AND LEAKING NIPPLE ON THE MAIN DRAIN. 0-4" X2" GALVANIZED NIPPLE NEEDED FOR REPLACEMENT. SYSTEM SIDE</p> <p>-3RD AND 4TH FLOOR NE STAIR NEED 4" BUTTERFLY VALVES REPLACED. THE INDICATORS ARE DAMAGED AND DO NOT SHOW WHETHER VALVE IS CLOSED (STUCK OPEN) NEED (2) 4" BUTTERFLY VALVES, (4) 4" VICS. TAMPERS WILL NEED TO BE RE-WIRED</p> <p>-APPROXIMATELY 25 CENTRAL MODEL PESLO? SEMI RECESS CHROME ESCUTCHEONS MISSING. I HAVE A SAMPLE THAT I AM BRINGING TO THE OFFICE. THESE ARE LARGER THAN THE STANDARD TRIM RINGS. LOCATIONS ARE AS FOLLOWS:</p> <p>(1)5TH FL EAST SERVICE HALL (1) 3RD FL EAST SIDE BY STAIR (1) 3RD FL WEST SIDE BY STAIR (1) 3RD FL EAST ELEVATOR LOBBY (1) 1ST FL HALL BY PULLIAM AUDITORIUM (1) 1ST FL NW WOMENS RR (2) 1ST FL KITCHEN BY PULLIAM HALL (1)1ST FL I.T. ROOM BY KITCHEN (1)1ST FL P.S. STUDIO CHECKOUT (1)1ST FL NW STAFF AREA RR (1) 1ST FL NW STAFF AREA STORAGE (1) 1ST FL WEST EMERGENCY EXIT (1) 1ST FL WEST CENTER, BY GREEN WALL (1) 1ST FL MEETING ROOM C (1) 1ST FL CHILDRENS AREA OFFICE (2) 1ST FL SOUTH SIDE KIDS ROOM (1) 1ST FL KIDS RR VESTIBULE</p>
--	---

Signature:

RCI Systems Inc.

1220 W. Geneva Dr
 Tempe, AZ 85282
 Phone: 480-894-8711
 Fax: 480-894-8740
 www.rcifire.com

WORK ORDER

Work Order # 323866
 Type FS - FA
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 Start Date 11/18/2015
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				(1) 1ST FL BOYS RR AT KIDS AREA (1) 1ST FL GIRLS RR AT KIDS AREA -APPROXIMATELY (20) STANDARD CHROME ESCUTCHEONS MISSING. LOCATIONS ARE AS FOLLOWS: (1) 4TH FL SW STAIR EXIT (1) 4TH FL NEC (MAY NEED ?? X ?? HEAD EXTENSION OR HANGER ADJUSTED) (1) 3RD FL NWC (HANGER ADJUSTED) (1) 3RD FL NORTH KITCHEN AREA (1) 3RD FL NE BY STAIR (4) 2ND FL WEST RESTROOMS (1) 2ND FL NW STAIR (1) 2ND FL NEC OFFICE (1) 2ND FL EAST SIDE GLASS ROOM (1) 2ND FL SE STAIR (4) 1ST FL PULLIAM AUDITORIUM (1) 1ST FL STAFF AREA, NEC (ADJUST) (1) 1ST FL EAST SIDE STAFF RESTROOMS -NEED TO REPLACE (1) TYCO TY5237 ?? CHROME SEMI RECESS QR PENDENT. 4TH FLOOR, WEST SIDE OPEN AREA. CORRODED HEAD. INCLUDE NEW TRIM. -NEED TO REPLACE 4 WHITE 185 TYCO CONCEALER PLATES, 3RD FL SERVER OFFICE WE WERE ADVISED NOT TO TEST ANY BEAM DETECTORS OR PREACTIONS WHILE ONSITE. FRESH REPORT UPLOADED. CS	
SCHEDULE					
Technician	Duration	Date	Time Range		
Shawn Medeiros	8.00	11/18/2015	06:30 AM - 02:30 PM		
Cody St. Pierre	8.00	11/18/2015	06:30 AM - 02:30 PM		
Chris Malek	8.00	11/18/2015	06:30 AM - 02:30 PM		
Cody St. Pierre	4.50	11/19/2015	06:30 AM - 11:00 AM		
Chris Malek	4.50	11/19/2015	06:30 AM - 11:00 AM		
TASKS					
Task ID	Duration	Description	Assigned To	Complete	
FA-SA	2.00	FIRE ALARM TEST		<input type="checkbox"/>	
FS-SA	0.50	SPRINKLER FLOW TEST		<input type="checkbox"/>	
PA-SA	1.00	PRE-ACTION TEST		<input type="checkbox"/>	
LABOR					
Date	Technician	Notes	Billable Qty	Billing Rate	Amount
	Matt Lynch	REQUEST FOR SERVICE MADE BY JEFFRY SCHADE	1	\$0.00	\$0.00
	Matt Lynch	FIRE SPRINKLER SEMI-ANNUAL TEST	1	\$2,304.00	\$2,304.00
	Matt Lynch	FIRE ALARM SEMI-ANNUAL TEST	1	\$0.00	\$0.00
MATERIALS					
Quantity	Item Code	Description	Unit Price	Amount	
1	COP-LIFT	LIFT RENTAL EQUIPMENT COST OF \$209.50 PLUS	\$249.95	\$249.95	
Signature:					

RCI Systems Inc.

1220 W. Geneva Dr
Tempe, AZ 85282
Phone: 480-894-8711
Fax: 480-894-8740
www.rcifire.com

WORK ORDER

Work Order # 323866
Type FS - FA
Priority Medium
Payment Method Invoice
Start Date 11/18/2015
Reference # 70493685
Agreement #
Project #

MATERIALS				
Quantity	Item Code	Description	Unit Price	Amount
10% PER CONTRACT FOR A TOTAL OF \$230.45 PLUS SALES TAX IN THE AMOUNT OF \$19.50 - ACTUAL PRICE TO BE BASED ON RENTAL INVOICE				
TOTALS				
			Total Materials	\$249.95
			Total Labor	\$2,304.00
			Service Charge	\$0.00
			Total Sales Tax	\$0.00
			Total Charges	\$2,553.95
Signature:				

EXHIBIT 7

**AMERICAN FIRE EQUIPMENT
SALES & SERVICE CORPORATION**

3107 W. VIRGINIA AVE.
PHOENIX, AZ 85009
(602) 433-2484 FAX (602)-433-9626
http://www.americanfire.com

'15 DEC 7 PM 4 12 RCVD PH/DTFH

Invoice



Date	Invoice #
11/19/2015	SVC24612

Bill To
CITY OF PHOENIX ATTN: JULE HENSLER 2631 S 22ND AVE PHOENIX, AZ 85009

Job Name
1221 N CENTRAL AVE PHOENIX AZ BURTON BARR LIBRARY AGREEMENT # P-10174-19

P.O. Number	Terms	Due Date	Serviced By	Rep	Super	DNR #	PR Code
70216633	Net 30	12/19/2015	419		180		FAS

Qty	Description	Rate	Mohave	Amount
1	REASON FOR CALL:TROUBLE ON PANEL CALL TAKEN BY:SANDRA CAME IN BY:SUPER CALLED IN BY:JEFF S CONTACT PERSON & PHONE# DATE & TIME:10/19/2015	0.00		0.00
2.5	HOURS LABOR TO TROUBLESHOOT THE FIRE ALARM PANNEL ON 10/19/15 ATTN: JEFF SCHADE TRANSACTION PRIVILEGE TAX	76.50		191.25 0.00

SC 8000148710

Accounts Received
2015 DEC 27 PM 4:21

American Fire Equipment K2 Pg 128
Exp 4/30/2015 IFB 14-124 Term 06
P-10174-19 VND# 3015827
GL#510555 WOH 70216633
Please Sign & Date (2 signatures)
Jeff Schade 12/3/15

Novenka Markac
Novenka Markac

PO 4400008256

GR: 5000092152

Total \$191.25



5700357664

EXHIBIT 8



RCI Systems, Inc.

1220 W Geneva Drive
 Tempe, AZ 85282
 Phone (480) 894-8711 Fax (480) 894-8740



Pre- Action Sprinkler System Report

C-16 Residential ROC099055 • L-16 Commercial ROC099074 • L-67 Commercial ROC174507

Service Technician:	Cody St. Pierre	Technician Signature:	Cody St. Pierre
Location Name / Address		Owner Name / Address	
Name: BURTON BARR CENTRAL LIBRARY		Name: CITY OF PHOENIX	
Address: 1221 N. CENTRAL AVE.		Address: 2631 S. 22ND AVE	
City, State, Zip:	PHOENIX AZ 85004	City, State, Zip:	PHOENIX AZ 85009
Location Contact:	JEFF SCHADE	Owner Contact:	NEVENKA MARKAC
Phone:	602-721-0610	Phone:	602-534-2607
Work Order #:	326128	Date:	August 31, 2016
Weekly	<input type="checkbox"/>	Monthly	<input type="checkbox"/>
Quarterly	<input type="checkbox"/>	Semi-Annually	<input checked="" type="checkbox"/>
Annually	<input type="checkbox"/>		

		Yes	N/A	No
1	General			
a.	Has the owner provided previous inspection and original inspection report on all systems?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Is the building occupied?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Have there been any changes to occupancy or storage since last inspection?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d.	Are all systems in service?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e.	Has the sprinkler system been modified since last inspection?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Is the building completely sprinkled?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Is all the stock or storage properly below sprinkler piping (18")?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	Date of sprinkler system installation:	93		
2	Control Valves			
a.	Are all sprinkler systems main control valves open?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Are all other valves in proper position?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Are all control valves in good condition and sealed or supervised?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Were all the control valves exercised?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	How are valves supervised? Seated <input type="checkbox"/> Locked <input type="checkbox"/> Tamper Switch <input checked="" type="checkbox"/>			
3	Deluge Valve			
a.	Exterior free of damage, trim valves are in correct open or closed position, and intermediate chamber is not leaking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Fire Department Connections			
a.	Are fire department connections in satisfactory condition, visible, couplings free and fdc caps in place?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Location of FDC:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Are identification signs provided?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Fire Alarms & Bells			
a.	Did water motor gong or electric bell function properly?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Was fire alarm connection tested during service?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Did supervisory alarm service test satisfactory?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Monitoring Co: _____ Phone: COP			
6	Fire Sprinkler System Information			
a.	Are all sprinklers in good condition, not obstructed, free of corrosion or loading?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Are sprinklers less than 50 years old?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Are extra sprinklers and wrench readily available?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	List the types of sprinkler heads at this location.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Type/Year Upright 1/2" Brass 200' Viking Standard Response Sin #			
	Type/Year _____ _____ _____ _____ _____ _____ Sin #			
	Type/Year _____ _____ _____ _____ _____ _____ Sin #			
e.	Are visible piping, drain valves, hangers and bracing free of corrosion and in satisfactory condition?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f.	Are all sprinklers of proper temperature rating?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Are gauges in good condition and within calibration? Date: 4X2012	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	Is hydraulic nameplate in place, firmly attached, and legible?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i.	Are alarm devices provided and in good condition?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
j.	Does alarm/check valve indicate last internal inspection? Date: 1X2012	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k.	Is system equipped with a backflow prevention assembly?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l.	Was water flow test made and results satisfactory?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Valve & Flow Test Information										
Fire Spinkler Riser Information						Flow Test Results				
No.	Riser Location	Size	Alarm Valve	Model	Control Valve	I.T.V. Location	Before	During	After	Drain Size
1	WEST MECH ROOM	4"	GEM	A-4	Butterfly	N/A	155	75	155	2"
							Air Off	Air On	Low Alarm	
2	EAST MECH ROOM	4"	GEM	A-4	Butterfly	N/A	Before	During	After	Drain Size
							155	75	155	2"
							Air Off	Air On	Low Alarm	
							Before	During	After	Drain Size
							Air Off	Air On	Low Alarm	
							Before	During	After	Drain Size
							Air Off	Air On	Low Alarm	
							Before	During	After	Drain Size
							Air Off	Air On	Low Alarm	
							Before	During	After	Drain Size
							Air Off	Air On	Low Alarm	

COMMENTS AND/OR DEFICIENCIES

*****AIR IS OFF TO BOTH SYSTEMS. ANY ALARM THAT WILL TRIP THE SOLENOIDS CAN CAUSE POSSIBLE DAMAGE TO LIBRARY*****

*****ALL PIPING ASSOCIATED WITH BOTH PREACTIONS IS FULL OF HOLES AND WILL LEAK WATER IF VALVES ARE TRIPPED****

*****LOW AIR SWITCHES HAVE BEEN BYPASSED AND DO NOT REPORT AN ABNORMAL CONDITION TO FACP****

*****IF PIPING IS FILLED WITH WATER AN UNKNOWN AMOUNT OF WATER MAY BE LEAKED ONTO THE FLOORS BELOW****

EXHIBIT 9



RCI Systems, Inc.

1220 W Geneva Drive
 Tempe, AZ 85282
 Phone (480) 894-8711 Fax (480) 894-8740



Pre- Action Sprinkler System Report

C-16 Residential ROC099056 • L-16 Commercial ROC099074 • L-67 Commercial ROC174507

Service Technician: George Freeman

Technician Signature: George Freeman

Location Name / Address

Name: BURTON BARR CENTRAL LIBRARY

Address: 1221 N. CENTRAL AVE.

City, State, Zip: PHOENIX AZ 85004

Location Contact: JEFFREY SCHADE

Phone: (602) 315-8545

Work Order #: 329378

Owner Name / Address

Name: CITY OF PHOENIX

Address: 2631 S. 22ND AVE

City, State, Zip: PHOENIX AZ 85009

Owner Contact:

Phone: 602-534-2607

Date: May 31, 2017

Weekly Monthly Quarterly Semi-Annually Annually

		Yes	N/A	No
1	General			
a.	Has the owner provided previous inspection and original inspection report on all systems?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Is the building occupied?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Have there been any changes to occupancy or storage since last inspection?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d.	Are all systems in service?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e.	Has the sprinkler system been modified since last inspection?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f.	Is the building completely sprinkled?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Is all the stock or storage properly below sprinkler piping (18")?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	Date of sprinkler system installation:	1992		
2	Control Valves			
a.	Are all sprinkler systems main control valves open?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Are all other valves in proper position?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Are all control valves in good condition and sealed or supervised?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	Were all the control valves exercised?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	How are valves supervised?	Seated <input type="checkbox"/>	Locked <input checked="" type="checkbox"/>	Tamper Switch <input type="checkbox"/>
3	Deluge Valve			
a.	Exterior free of damage, trim valves are in correct open or closed position, and intermediate chamber is not leaking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Fire Department Connections			
a.	Are fire department connections in satisfactory condition, visible, couplings free and fdc caps in place?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Location of FDC:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Are identification signs provided?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Fire Alarms & Bells			
a.	Did water motor gong or electric bell function properly?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Was fire alarm connection tested during service?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Did supervisory alarm service test satisfactory?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Monitoring Co: City of Phoenix	Phone: 602-534-8000		
6	Fire Sprinkler System Information			
a.	Are all sprinklers in good condition, not obstructed, free of corrosion or loading?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Are sprinklers less than 50 years old?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Are extra sprinklers and wrench readily available?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	List the types of sprinkler heads at this location.			
	Type/Year	Upright	1/2" Brass	200'
				Viking
				Standard Response
				Sin #
	Type/Year			
				Sin #
	Type/Year			
				Sin #
e.	Are visible piping, drain valves, hangers and bracing free of corrosion and in satisfactory condition?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f.	Are all sprinklers of proper temperature rating?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Are gauges in good condition and within calibration? Date: 4x 2016	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	Is hydraulic nameplate in place, firmly attached, and legible?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i.	Are alarm devices provided and in good condition?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j.	Does alarm/check valve indicate last internal inspection? Date: 1x 2016	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k.	Is system equipped with a backflow prevention assembly?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l.	Was water flow test made and results satisfactory?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Valve & Flow Test Information										
Fire Sprinkler Riser Information						Flow Test Results				
No.	Riser Location	Size	Alarm Valve	Model	Control Valve	I.T.V. Location	Before	During	After	Drain Size
1	5TH FL SW MECH RM	4"	GEM	A-4	Butterfly	N/A	160	75	155	2"
							Air Off	Air On	Low Alarm	
2	5TH FL SE MECH RM	4"	GEM	A-4	Butterfly	N/A	Before	During	After	Drain Size
							160	75	155	2"
							Air Off	Air On	Low Alarm	
							Before	During	After	Drain Size
							Air Off	Air On	Low Alarm	
							Before	During	After	Drain Size
							Air Off	Air On	Low Alarm	
							Before	During	After	Drain Size
							Air Off	Air On	Low Alarm	
							Before	During	After	Drain Size
							Air Off	Air On	Low Alarm	

COMMENTS AND/OR DEFICIENCIES

*****AIR IS OFF TO BOTH SYSTEMS. ANY ALARM THAT WILL TRIP THE SOLENOIDS CAN CAUSE POSSIBLE DAMAGE TO LIBRARY*****

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EXHIBIT 10



City of Phoenix PROJECT MANAGER

JOB CODE 08640

Effective Date: 7/01

DISTINGUISHING FEATURES OF THE CLASS:

The fundamental reason this classification exists is to manage, coordinate, and direct development, business assistance, redevelopment, or capital improvement projects. The Project Manager coordinates and directs all activities and personnel involved in the implementation and completion of projects and contracts including but not limited to design, scheduling, construction, business expansion or retention, legal procedures, budget, and construction compliance. Work is performed under the general supervision of an Administrator, Deputy Director, Assistant Director or other supervisor. The increased responsibility and difficulty of assignments differentiate this class from Project Management Assistant.

ESSENTIAL FUNCTIONS:

- Manages, organizes, coordinates, and monitors activities and functions of development projects in cooperation with other departments and outside agencies, contractors, and design professionals;
- Analyzes and prepares written reports on program and project performance using qualitative analyses, arrow diagrams, and other project management techniques;
- Develops program and project budgets, schedules, work plans, labor utilization, and cost estimates/projections;
- Manages, coordinates, and develops public capital improvement programs and private development projects;
- Works cooperatively with other City employees and private organizations to facilitate project implementation and completion;
- Interacts with utility companies and other governmental agencies to obtain necessary permits and clearances and to ensure regulatory compliance;
- Participates in the negotiation of development contracts with private developers, contractors, and design professionals;
- Meets with community representatives and developers to review proposed projects and activities;
- Maintains regular and reliable attendance;
- Demonstrates superior seamless customer service, integrity, and commitment to innovation, efficiency, and fiscally responsible activity;



City of Phoenix

- Works more than forty hours in a workweek without additional compensation to perform assigned job duties, including weekends, evenings, early morning hours, and holidays as required.

Required Knowledge, Skills and Abilities:

Knowledge of:

- Principles and practices of engineering, architecture, or related field.
- Principles and practices of public administration.
- Principles of redevelopment.
- Research methods and report presentation.
- Principles of municipal and private sector budgeting, accounting, and finance methods.
- Principles of customer service and public relations.
- Project development, scheduling, monitoring, and control systems.
- Environmental laws and regulations as they pertain to public works construction.

Ability to:

- Produce written documents in the English language with clearly organized thoughts using proper sentence construction, punctuation, and grammar.
- Use and interpret graphical information such as construction plans, schematic drawings, wiring diagrams, flow charts, layouts, other visual aids, and electronic project management applications.
- Interpret information accurately and make decisions according to existing laws, regulations, and policies.
- Learn and apply acceptable economic development planning and evaluation techniques.
- Prepare and monitor program budgets and expenditures.
- Explain information in a clear and understandable manner to non-technical persons.
- Operate a keyboard device such as a CRT or PC.
- Communicate orally in the English language with other employees, agencies, contractors, and the public by phone and in a group setting.
- Comprehend and make inferences from material written in the English language.
- Review the work products of others for conformance with standards.
- Work cooperatively with City employees, outside agencies, contractors, and the public.

Additional Requirements:



City of Phoenix

- Some positions require the use of personal or City vehicles on City business. Individuals must be physically capable of operating the vehicles safely, possess a valid driver's license, and have an acceptable driving record. Use of a personal vehicle for City business will be prohibited if the employee is not authorized to drive a City vehicle or if the employee does not have personal insurance coverage.
- Some positions will require the performance of other essential and marginal functions depending upon work location, assignment, or shift.
- Appointments to positions within the Police Department are subject to appropriate polygraph and background standards.

ACCEPTABLE EXPERIENCE AND TRAINING:

Four years of responsible experience in urban development, redevelopment, business assistance, capital improvement, design and/or construction projects at a level which required supervision or participation in the planning and programming processes, and a bachelor's degree in public or business administration, urban planning, architecture, engineering, construction management, economics, or a related field. Other combinations of experience and education that meet the minimum requirements may be substituted.

EXHIBIT 11

City of Phoenix
PERFORMANCE MANAGEMENT GUIDE

Date: 2015-02-16
 Type: Goal Setting Worksheet
 Status: Goal Setting New Position

Employee Name: Wahl, Troy Empl ID: Dept: E8026 Dept Name: Management Services Job Title: Project Manager

Overall Performance Expectations:

CORE CITY VALUES	
Description	Met?
Exhibits ethical behavior and decision making	Met
Embraces diversity in all work activities	Met
Is professional and accountable in all work assignments	Met
Participates in and supports team endeavors	Met
Engages in innovative thinking and problem solving	Met
Provides responsive and consistent customer service	Met

CURRENT RATING PERIOD		
Item #	Duties & Goals	Performance Expectations
1	Goal Setting Worksheet	Not Applicable

NEXT RATING PERIOD	
Item #	Duties & Goals
1	Complies with City of Phoenix and departmental policies and procedures.
2	Displays strong customer service skills in interfacing with internal and external customers.
3	Communicates proactively and effectively orally and in writing to keep library managers, administrators, and other City personnel and contractors fully informed.
4	Displays exceptional organizational skills.
5	Represents the Library Department effectively and professionally.
6	Maintains an acceptable attendance record of no more than six unscheduled absences in any twelve-month period in accordance with City of Phoenix Attendance Standards (A.R. 2.30) and the Library Department's Unscheduled Leave Guidelines.
7	Maintains an acceptable driving record and abides by requirements of A.R. 2.96.
8	DUTIES: Assume managerial responsibility for the overall maintenance and improvement of existing library facilities.
9	Coordinate carpeting, painting, maintenance and renovations projects in existing library facilities with appropriate City of Phoenix departments and Library staff.
10	Develop and directs implementation of the Library Department's Five Year Facilities Management Plan with the Public Works Department and other City Departments as appropriate.
11	Develop long-range Capital Improvement requirements with Library Managers and Administrators.
12	Prepare Requests for Proposals and evaluates contracts for services for Architects and other design professionals in conjunction with library improvement projects.
13	Represent the Library Department at design/construction project team meetings for library facilities projects.
14	Review construction documents for accuracy and adherence to the Library Department standards for design, safety and functionality.
15	Develop and monitors the Library's Five Year Capital Improvement program with library staff and performs periodic reviews of projects to assure compliance with the programs budget and timetable.
16	Address and resolve facility issues in a timely manner, as they arise.
17	GOALS: Work with the Branch Managers to learn the facilities issues at each of the buildings.
18	Learn the City processes for facility related issues including placing orders, utilizing City and Department contracts, issuing work orders, researching costs, and working with Streets and Public Works Department.

NEXT RATING PERIOD	
Item #	Duties & Goals
19	Learn how to use the Plant Maintenance module of SAP.
20	Work with Library Administration and staff, the architect, and appropriate City staff as necessary on the Burton Barr Children's area remodel plan.
21	Serve as Project manager for the Burton Barr elevator project through its completion, working with the Streets Department, contractor and library staff and administrators.

COMMENTS	Completed by
Supervisor	
	Ryan, Tammy L 2015-03-04T12:04:41-0700 Complete: Y
Reviewer	
	Hamilton, Diane T 2015-03-12T12:46:05-0700 Complete: Y
Employee	
	2015-03-12T09:14:22-0700 Complete: Y

City of Phoenix
PERFORMANCE MANAGEMENT GUIDE

Date: **2016-02-16**
 Type: **Performance**
 Status: **Probationary - Final**

Employee Name Empl ID Dept Dept Name Job Title
 Wahl, Troy E8026 Library - Mgt Services Project Manager

Overall Performance Expectations: Met

CORE CITY VALUES	
Description	Met?
Exhibits ethical behavior and decision making	Met
Embraces diversity in all work activities	Met
Is professional and accountable in all work assignments	Met
Participates in and supports team endeavors	Met
Engages in innovative thinking and problem solving	Met
Provides responsive and consistent customer service	Met

CURRENT RATING PERIOD		
Item #	Duties & Goals	Performance Expectations
1	Comply with City of Phoenix and departmental policies and procedures.	Met
2	Display strong customer service skills in interfacing with internal and external customers.	Met
3	Communicate proactively and effectively orally and in writing to keep library managers, administrators, and other City personnel and contractors fully informed.	Met
4	Display exceptional organizational skills.	Met
5	Represent the Library Department effectively and professionally.	Met
6	Maintain an acceptable attendance record of no more than six unscheduled absences in any twelve-month period in accordance with City of Phoenix Attendance Standards (A.R. 2.30) and the Library Department's Unscheduled Leave Guidelines.	Met
7	Maintain an acceptable driving record and abides by requirements of A.R. 2.96.	Met
8	Embrace and support employees in the Service Now! commitment and lead by example for all staff.	Met
9	Meet all Department deadlines.	Met
10	Follow City of Phoenix Hiring Guidelines established in the Supervisor's Toolkit.	Met
11	Complete electronic Performance management Guide (ePMG) for each employee supervised on or before the due date.	Met
12	Supervise the Facilities Contract Specialist.	Met
13	DUTIES: Maintain managerial responsibility for the overall maintenance and improvement of existing library facilities.	Met
14	Coordinate carpeting, painting, maintenance and renovations projects in existing library facilities with appropriate City of Phoenix departments and Library staff.	Met
15	Develop and direct implementation of the Library Department's Five Year Facilities Management Plan with the Public Works Department and other City Departments as appropriate.	Met
16	Prepare Requests for Proposals and evaluate contracts for services for Architects and other design professionals in conjunction with library improvement projects.	Met
17	Represent the Library Department at design/construction project team meetings for library facilities projects.	Met
18	Review construction documents for accuracy and adherence to the Library Department standards for design, safety and functionality.	Met
19	Develop and monitor the Library's Five Year Capital Improvement program with library staff and perform periodic reviews of projects to assure compliance with the program budgets and timelines.	Met

CURRENT RATING PERIOD		
Item #	Duties & Goals	Performance Expectations
20	Address and resolve facility issues in a timely manner, as they arise.	Met
21	Serve on the City's panel to select architects for the JOC.	Met
22	GOALS: Work with the Branch Managers to manage facilities issues at each of the buildings.	Met
23	At least once a month, update Branch Managers on the status of any ongoing or outstanding facility projects or issues.	Met
24	Learn how to use the Plant Maintenance module of SAP to research expenditures and work orders.	Met
25	Learn how to use the new e-procurement module in SAP for use in your day-to-day work.	Met
26	Work with Library Administration and staff, the architect, and appropriate City staff as necessary on the Burton Barr Children's area remodel plan.	Met
27	Work with the Streets Department, contractors, and library staff and administrators on the Burton Barr Elevator project, the Chavez roof project, and the Palo Verde floor project..	Met
28	Attend Service Now! Customer service training program by December 31, 2015.	Met
29	Complete Blood Borne Pathogens Awareness online training by October 1, 2015	Met
30	Attend Civil Treatment for Supervisors by the end of the rating period.	Met
31	Participate in the Library's new Supervisor's Bootcamp.	Met

NEXT RATING PERIOD		
Item #	Duties & Goals	
1	Maintain an acceptable attendance record of no more than six unscheduled absences in any twelve month period in accordance with City of Phoenix Attendance standards (A.R. 2.30) and the Library Department's Unscheduled Leave Guidelines.	
2	Embrace and practice Service Now Customer Service Commitment on a daily basis in every interaction with customers and coworkers.	
3	Review Staff and Emergency Procedures Manual located on InSite on an annual basis.	
4	Demonstrate a professional manner in grooming and dress in accordance with Library Department Dress Guidelines.	
5	Follow City of Phoenix and Phoenix Public Library policies, procedures and guidelines completely and accurately.	
6	Work cooperatively with other City employees and the general public.	
7	Read City Of Phoenix emails a minimum of one time per shift and respond in a timely manner when appropriate.	
8	Demonstrate ability to communicate effectively and work proactively and creatively to attain solutions.	
9	Demonstrate continuous effort to improve operations and work collaboratively to create an excellent customer experience.	
10	Greet customers, answer routine inquiries and direct customers to appropriate areas.	
11	Comply with scheduled daily rotation, observing approved work hours, lunch and break times.	
12	Demonstrate initiative, flexibility and receptiveness to ideas, changes and responsibilities.	
13	Demonstrate fairness, impartiality, and good judgment in making decisions.	
14	Work safely without presenting a direct threat to self or others.	
15	Attend Staff Development Day in December each year.	
16	Complete other duties as assigned.	
17	Maintain all work areas in an effective, efficient and safe manner.	
18	Maintain an acceptable driving record and abide by requirements of A.R. 2.96.	
19	Follow City of Phoenix and Library Department Hiring Guidelines established in the Library Supervisor's Manual Supervisor's and Supervisor's Toolkit for Selection Interview Processes.	
20	Complete electronic Performance Management Guide (ePMG) for each employee supervised on or before the due date. Supervisors are responsible for keeping track of when each employee's ePMG is due and must allow sufficient time for completion.	
21	Meet all department deadlines.	
22	Supervise all assigned direct reports including hiring, training, scheduling, daily workflow, coaching, counseling, and discipline and performance evaluations.	
23	Actively participate with the annual Staff Development Day in a facilitator, co-facilitator or in a significant functional capacity.	
24	DUTIES: Maintain managerial responsibility for the overall maintenance and improvement of existing library	

NEXT RATING PERIOD	
Item #	Duties & Goals
	facilities.
25	Coordinate facility maintenance, repair, and renovation projects at all library facilities with appropriate City of Phoenix departments and Library staff.
26	Develop and direct implementation of the Library Department's Five Year Facilities Management Plan with the Public Works Department and other City Departments as appropriate.
27	Prepare Requests for Proposals and evaluate contracts for services for Architects and other design professionals in conjunction with library improvement projects.
28	Represent the Library Department at design/construction project team meetings for library facilities projects.
29	Review construction documents for accuracy and adherence to the Library Department standards for design, safety and functionality.
30	Develop and monitor the Library's Five Year Capital Improvement program with library staff and perform periodic reviews of projects to assure compliance with the program budgets and timelines.
31	Address and resolve facility issues in a timely manner, as they arise.
32	At least once a month, update Branch Managers on the status of any ongoing or outstanding facility projects or issues.
33	GOALS: Work with the Branch Managers to manage facilities issues at each of the buildings.
34	Become proficient in use of SRM (E-Procurement module in SAP) for shopping and research of outstanding orders.
35	Work with Library Administration and staff, the architect, and appropriate City staff as necessary on the Burton Barr Children's area remodel plan.
36	Work with the Streets Department, contractors, and library staff and administrators on the Burton Barr Elevator project.
37	Perform a review and develop an action plan for elevators at both Cholla and the warehouse.

COMMENTS	Completed by
<p>Supervisor</p> <p>Troy - Congratulations on a successful first year with the City of Phoenix and the Phoenix Public Library.</p> <p>This is a complex organization with 17 facilities, all of which are open to the public. We take great pride in providing clean, safe, and attractive buildings to our customers and staff yet we have a tight budget to work with. Your main responsibilities are to work with the branch managers to ensure the facilities are properly maintained and that both expected and unanticipated repairs are made as necessary, all while staying within in budget, utilizing appropriate City vendors and ensuring minimal or no impact to staff and customers. You have more than exceeded expectations in your first year on the job. Thank you.</p> <p>During this year, you also began supervising a position that is responsible for all day-to-day facilities issues including janitorial. This transition was very smooth and due to these new responsibilities you've completed the Library's Supervisory Boot Camp and a couple of City Supervisory classes.</p> <p>I appreciate the enthusiasm you bring to the job and the care you take with the facilities. I look forward to working with you next year.</p> <p>Tammy</p>	<p>Ryan, Tammy L 2016-03-10T15:52:27-0700 Complete: Y</p>

<p>Reviewer</p> <p>Troy, you have done a fantastic job of learning the city processes and working effectively with staff and vendors to keep our facilities repaired, maintained and functioning. You play a key role in library operations and I so appreciate the level of commitment and dedication you bring to the job. You have responded with care and concern to many issues large and small and each receives the appropriate level of your attention. Thank you so much for your effective management of our facilities and congratulations on a very successful year! Rita</p>	<p>Hamilton, Diane T 2016-03-14T12:13:23-0700 Complete: Y</p>
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<p>Employee</p> <p>Tammy, it has been a fantastic first year for me here in the Library Department. I feel as though I have been here for a lot longer only because there has been so much we've accomplished</p>	<p>2016-03-14T12:08:47-0700</p>
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during this short time. I truly enjoy being a part of what I consider a great family and really can say that I love coming to work. This position poses its challenges but that is also what continues to draw me further into becoming the best I can be serving such great community of people. It is really an honor and privilege to work with so many great people and I am looking forward to many more great years to come.

Thank you,
Troy

Complete: Y

City of Phoenix
PERFORMANCE MANAGEMENT GUIDE

Date: **2016-08-16**
 Type: **Salary and Performance**
 Status: **Scheduled**

Employee Name Empl ID Dept Dept Name Job Title
 Wahl, Troy E8026 LIB - Management Services Project Manager

Overall Performance Expectations: Met

CORE CITY VALUES	
Description	Met?
Exhibits ethical behavior and decision making	Met
Embraces diversity in all work activities	Met
Is professional and accountable in all work assignments	Met
Participates in and supports team endeavors	Met
Engages in innovative thinking and problem solving	Met
Provides responsive and consistent customer service	Met

CURRENT RATING PERIOD		
Item #	Duties & Goals	Performance Expectations
1	Maintain an acceptable attendance record of no more than six unscheduled absences in any twelve month period in accordance with City of Phoenix Attendance standards (A.R. 2.30) and the Library Department's Unscheduled Leave Guidelines.	Met
2	Embrace and practice Service Now Customer Service Commitment on a daily basis in every interaction with customers and coworkers.	Met
3	Review Staff and Emergency Procedures Manual located on InSite on an annual basis.	Met
4	Demonstrate a professional manner in grooming and dress in accordance with Library Department Dress Guidelines.	Met
5	Follow City of Phoenix and Phoenix Public Library policies, procedures and guidelines completely and accurately.	Met
6	Work cooperatively with other City employees and the general public.	Met
7	Read City Of Phoenix emails a minimum of one time per shift and respond in a timely manner when appropriate.	Met
8	Demonstrate ability to communicate effectively and work proactively and creatively to attain solutions.	Met
9	Demonstrate continuous effort to improve operations and work collaboratively to create an excellent customer experience.	Met
10	Greet customers, answer routine inquiries and direct customers to appropriate areas.	Met
11	Comply with scheduled daily rotation, observing approved work hours, lunch and break times.	Met
12	Demonstrate initiative, flexibility and receptiveness to ideas, changes and responsibilities.	Met
13	Demonstrate fairness, impartiality, and good judgment in making decisions.	Met
14	Work safely without presenting a direct threat to self or others.	Met
15	Attend Staff Development Day in December each year.	Met
16	Complete other duties as assigned.	Met
17	Maintain all work areas in an effective, efficient and safe manner.	Met
18	Maintain an acceptable driving record and abide by requirements of A.R. 2.96.	Met
19	Follow City of Phoenix and Library Department Hiring Guidelines established in the Library Supervisor's Manual Supervisor's and Supervisor's Toolkit for Selection Interview Processes.	Met
20	Complete electronic Performance Management Guide (ePMG) for each employee supervised on or before the due date. Supervisors are responsible for keeping track of when each employee's ePMG is due and must allow sufficient time for completion.	Met

CURRENT RATING PERIOD		
Item #	Duties & Goals	Performance Expectations
21	Meet all department deadlines.	Met
22	Supervise all assigned direct reports including hiring, training, scheduling, daily workflow, coaching, counseling, and discipline and performance evaluations.	Met
23	Actively participate with the annual Staff Development Day in a facilitator, co-facilitator or in a significant functional capacity.	Met
24	DUTIES: Maintain managerial responsibility for the overall maintenance and improvement of existing library facilities.	Met
25	Coordinate facility maintenance, repair, and renovation projects at all library facilities with appropriate City of Phoenix departments and Library staff.	Met
26	Develop and direct implementation of the Library Department's Five Year Facilities Management Plan with the Public Works Department and other City Departments as appropriate.	Met
27	Prepare Requests for Proposals and evaluate contracts for services for Architects and other design professionals in conjunction with library improvement projects.	Met
28	Represent the Library Department at design/construction project team meetings for library facilities projects.	Met
29	Review construction documents for accuracy and adherence to the Library Department standards for design, safety and functionality.	Met
30	Develop and monitor the Library's Five Year Capital Improvement program with library staff and perform periodic reviews of projects to assure compliance with the program budgets and timelines.	Met
31	Address and resolve facility issues in a timely manner, as they arise.	Met
32	At least once a month, update Branch Managers on the status of any ongoing or outstanding facility projects or issues.	Met
33	GOALS: Work with the Branch Managers to manage facilities issues at each of the buildings.	Met
34	Become proficient in use of SRM (E-Procurement module in SAP) for shopping and research of outstanding orders.	Not Met
35	Work with Library Administration and staff, the architect, and appropriate City staff as necessary on the Burton Barr Children's area remodel plan.	Met
36	Work with the Streets Department, contractors, and library staff and administrators on the Burton Barr Elevator project.	Met
37	Perform a review and develop an action plan for elevators at both Cholla and the warehouse.	Met

NEXT RATING PERIOD		
Item #	Duties & Goals	
1	Maintain an acceptable attendance record of no more than six unscheduled absences in any twelve month period in accordance with City of Phoenix Attendance standards (A.R. 2.30) and the Library Department's Unscheduled Leave Guidelines.	
2	Embrace and practice Service Now Customer Service Commitment on a daily basis in every interaction with customers and coworkers.	
3	Review Staff and Emergency Procedures Manual located on InSite on an annual basis.	
4	Demonstrate a professional manner in grooming and dress in accordance with Library Department Dress Guidelines.	
5	Follow City of Phoenix and Phoenix Public Library policies, procedures and guidelines completely and accurately.	
6	Work cooperatively with other City employees and the general public.	
7	Read City Of Phoenix emails a minimum of one time per shift and respond in a timely manner when appropriate.	
8	Demonstrate ability to communicate effectively and work proactively and creatively to attain solutions.	
9	Demonstrate continuous effort to improve operations and work collaboratively to create an excellent customer experience.	
10	Greet customers, answer routine inquiries and direct customers to appropriate areas.	
11	Comply with scheduled daily rotation, observing approved work hours, lunch and break times.	
12	Demonstrate initiative, flexibility and receptiveness to ideas, changes and responsibilities.	

NEXT RATING PERIOD	
Item #	Duties & Goals
13	Demonstrate fairness, impartiality, and good judgment in making decisions.
14	Work safely without presenting a direct threat to self or others.
15	Complete other duties as assigned.
16	Maintain all work areas in an effective, efficient and safe manner.
17	Maintain an acceptable driving record and abide by requirements of A.R. 2.96.
18	Follow City of Phoenix and Library Department Hiring Guidelines established in the Library Supervisor's Manual Supervisor's and Supervisor's Toolkit for Selection Interview Processes.
19	Complete electronic Performance Management Guide (ePMG) for each employee supervised on or before the due date. Supervisors are responsible for keeping track of when each employee's ePMG is due and must allow sufficient time for completion.
20	Meet all department deadlines.
21	Supervise all assigned direct reports including hiring, training, scheduling, daily workflow, coaching, counseling, and discipline and performance evaluations.
22	Actively participate with the annual Staff Development Day in a facilitator, co-facilitator or in a significant functional capacity.
23	DUTIES: Maintain managerial responsibility for the overall maintenance and improvement of existing library facilities.
24	Coordinate facility maintenance, repair, and renovation projects at all library facilities with appropriate City of Phoenix departments and Library staff.
25	Develop and direct implementation of the Library Department's Five Year Facilities Management Plan with the Public Works Department and other City Departments as appropriate.
26	Evaluate contracts for design professionals in conjunction with library improvement projects.
27	Represent the Library Department at design/construction project team meetings for library facilities projects.
28	Review construction documents for accuracy and adherence to the Library Department standards for design, safety and functionality.
29	Develop and monitor the Library's Five Year Capital Improvement program with library staff and perform periodic reviews of projects to assure compliance with the program budgets and timelines.
30	Address and resolve facility issues in a timely manner, as they arise.
31	At least once a month, update Branch Managers on the status of any ongoing or outstanding facility projects or issues.
32	GOALS: Work with the Branch Managers to manage facilities issues at each of the buildings.
33	Become proficient in use of SRM in SAP for shopping and research of outstanding orders.
34	Work with Library Administration and staff, the architect, and appropriate City staff as necessary on the Burton Barr Children's area remodel plan.
35	Communicate regularly with Burton Barr Elevator Project Manager and regularly keep building staff apprised of project status including dates of car outages.
36	Work with Streets to manage the Cholla and warehouse elevator projects.
37	Ensure Cafe is ready to be occupied by the time the future vendor is ready to occupy.
38	Create a plan, including a timeline, to ensure the Facilities Contract Compliance Specialist documents critical work processes.

COMMENTS	Completed by
<p>Supervisor Troy,</p> <p>This has been a hectic and productive year for facilities management. During this rating period you managed a large number of critical projects while performing the day-to-day preventive and reactive maintenance and working through the Five-Year Plan.</p> <p>Some of the major projects you collaborated on and/or managed (to name a few) include: Palo Verde Floor Replacement, Phase I of the Burton Barr Public Elevator rebuild, initiation of the Burton Barr sewer pipe survey and repair, addition of two new accessible parking spaces at Burton Barr, ADOT Tunnel repair, Cesar Chavez roof repair, two Verizon cell tower projects, completion of a system-wide water fixture survey for a City water initiative, walk-through of all facilities to assess future needs, and walk through with Police at six of our facilities to evaluate building safety.</p>	<p>Ryan, Tammy L 2016-08-01T12:18:30-0700 Complete: Y</p>

<p>This is also the end of the first year the Library has been responsible for the custodial contract, which includes ensuring building supplies are adequately maintained at all branches and reviewing the work of the custodial contractors. You received an employee for this function, which expanded your span of responsibility and this has went well.</p> <p>During this rating period, you've learned a lot about which City Departments perform which functions, and how to best utilize City resources vs. outside vendors in order to get work done timely and within budget. This is a major accomplishment and will make your workload much easier in the coming year.</p> <p>You received a Not Met on item 34 and I've kept it on your PMG for next year. With the new ProcurePHX, it is imperative you are able to research charges and invoices and to "shop" for building related goods and services. I'm confident you will achieve this goal and note that you have already enrolled in a training course. Also, please continue working on proactive communication regarding projects with me and any affected branch managers.</p> <p>Troy, you definitely take your responsibilities seriously and have done a great job identifying money-saving solutions that meet our needs and ensure the buildings are always safe. You never hesitate to pick up the phone whether during the evening, early mornings, or on weekends and you are always very responsive to unexpected situations. I appreciate your dedication to the Library and know that others recognize that dedication as well.</p> <p>Congratulations!</p> <p>Tammy</p>	
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Reviewer	
<p>Troy, thank you for the incredible job you do in overseeing the maintenance, cleaning and repair of our 17 facilities. You do a fantastic job of balancing multiple priorities, budgets and personalities. We depend on you heavily to keep our buildings operational, safe, and welcoming and you display deep dedication to this responsibility. Thank you so much for bringing your passion and skill to this job and helping us create a great experience for all our customers! Rita</p>	<p>Hamilton,Diane T 2016-08-17T09:18:48-0700 Complete: Y</p>

Employee	
<p>Yes the year has been a year of many changes and challenges that have kept us hopping for sure. I know with change comes more opportunities for learning and I will continue to strive to meet the changes head on and continue to provide the Library department and staff the support this position requires.</p> <p>I know the ProcurePHX is a complex system and has challenged me at times but I know and realize that it important that I continue to become more fluent in its processes so I will definitely work towards achieving the knowledge needed. I am really thankful that I am associated with a great group of people because that has been a huge difference in making my successes and goals achievable.</p> <p>I personally thank you for the support and leadership you provide to me, it really matters to know that I have you to turn to when I need it. I am fortunate that I can say that this is job suited for me...or maybe I'm suited for it! But I really love the Library and all the staff and friends I met and made. I am excited for more to come.</p> <p>Thank you</p> <p>Troy</p>	<p>2016-08-02T14:40:13-0700 Complete: Y</p>