

D/R/E/A/MCOLLABORATIVE

ARCHITECTURE | REAL ESTATE DEVELOPMENT

Old Town Hall and Artists' Row Assessment Report

CITY OF SALEM

April 20, 2020



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Project Team

The assessment of the City of Salem Old Town Hall, the Public Restrooms, and the four Stall was led by DREAM Collaborative LLC with the assistance of CES and Janet . Bailey Associates. The team members are:

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INTRODUCTION

Project Background

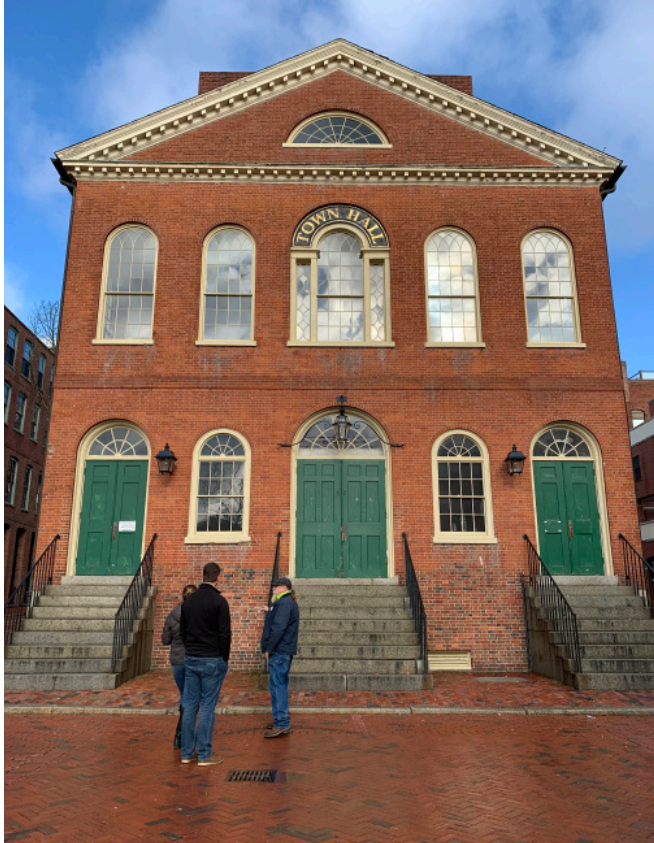
The City of Salem has a historic Old Town Hall in a key downtown business and tourist area. The City also has 4 buildings that it leases to artists, 1 it leases to a restaurant, and 1 bathroom in the area known as Artists' Row. These are connected by Derby Square, which is a public space in downtown Salem. The City would like to get a baseline assessment (condition, code, age of systems, etc.) of these buildings and surrounding areas (7 total) and develop a capital needs and prioritization list for capital improvements, deferred maintenance, and repairs.

In addition, the City is looking for a Business Plan and Market Viability Study for Old Town Hall. Old Town Hall is used for many functions and events throughout the year, but the City believes this use can be expanded and enhanced to the benefit of the Salem community. The City would like assistance in developing a plan to re-imagine its use, with revenue projections, which will then inform the capital plan and priorities for this facility.

Project Scope

The facility assessment includes the following:

1. Visit the properties to evaluate the general conditions of the Old Town Hall, the Public Restrooms, the four Stalls in order to make recommendations regarding life safety, roof, building envelop, MEP, and Market Analysis
2. Identify components that have deferred maintenance issues and provide preliminary cost estimates
3. Review ADA compliance Code from existing reports
4. Review maintenance records for a proposed Operations & Maintenance budget
5. MEP Analysis
6. Market Analysis



OLD TOWN HALL - 32 Derby Street

Building Usage

Salem Old Town Hall is located at 32 Derby Square in the City's historic district. Built in 1816, this brick Federal-style building was constructed by local builder Joshua Upham. The building originally functioned as an open market on the first floor and town offices on the second floor. In 2015, the City completed exterior improvements and restored the building's wood windows. The building has also received some roof snow guards and small repairs in 2017. The building is located within the City's Urban Renewal Area and is listed in the National Register of Historic Places as the Old Town Hall Historic District. The building is protected by a preservation restriction held by the MHC. It is subject to the jurisdiction of the Salem Redevelopment Authority (and its Design Review Board) and Historical Commission.

There are no current city employees working out of the space, however the building is an active rental facility for events such as weddings, corporate functions, etc. The space is also currently home-base to a theater company on the 2nd floor and a history museum with interpretive displays on the 1st floor, both 'resident' organizations operate only on a seasonal basis making the space 'go dark' during the winter and early spring months. In addition to these uses the basement contains restrooms, storage for the theater company, and many City documents.

Building Description

The Old Town Hall is a two (2) story building and has a lower level with an accessible entrance on the north side. The main entrance is located on the south side on Derby Square (this entrance is not accessible). The building floors are connected by an elevator and two (2) sets of interior stairs. The first floor is used as an exhibit space and the second floor is used as a public hall. Men's and women's multi-user toilet rooms are located in the basement and a single-user toilet room is located on the second floor. There are a variety of events such as fashion shows, fundraisers, museum exhibits and weddings hosted in the facility. Parking is provided at nearby municipal parking lots and local parking garages. There are also on-street parking spaces on Washington Street and Front Street.



Figure 1 Slate roof North elevation



Figure 2: Clogged drain on the red brick walkway



Figure 3: Granite paver in poor condition



Figure 4: Snow guard at the roof perimeters



Figure 4a: Hole found at the perimeter of the building

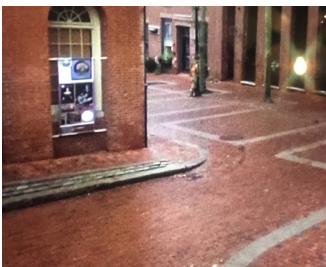


Figure 4b: ADA Ramp on Derby Square

Roof Observations:

There is a slate gable roof system in fairly good condition at the Old Town Hall. With limited visual inspection, the team inspected the north side through the roof hatch. No leaks were observed from the roof membrane in the attic. However, a few items of note were observed:

- No insulation was observed between the rafters of the roof, but there were paper shreds on the floor of the attic
- Chipped Slate roofing tiles, to keep eyes on
- Snow guard at the perimeter
- No parapet on the gable slate roof
- The fascia boards on the East and West elevations need to be changed because they are distressed; cracks were observed on both.

Site Conditions

After conducting a visual assessment of the site conditions, the team gathered some information which outlines the deficiencies found:

- Various granite pavers were in distress
- A hole was observed near the West foundation wall.
- The drain on the brick walkway facing the main entrance needs to be cleaned
- Handicap ramp is uneven on the North side of the building.
- When the right leaf of the North Entrance door is open it reduces the accessible route to less than 36" wide.
- There was no drainage observed around the foundation of the building which is a concern for water penetration.

General Accessibility

The IHCD did a complete ADA assessment report in 2019 for the Old Town Hall (Appendix I) and the surrounding area of Derby Square (Appendix J). Reference these documents for further accessibility issues throughout the building and site, and for recommendations for improvement.



Figure 5



Figure 6



Figure 7

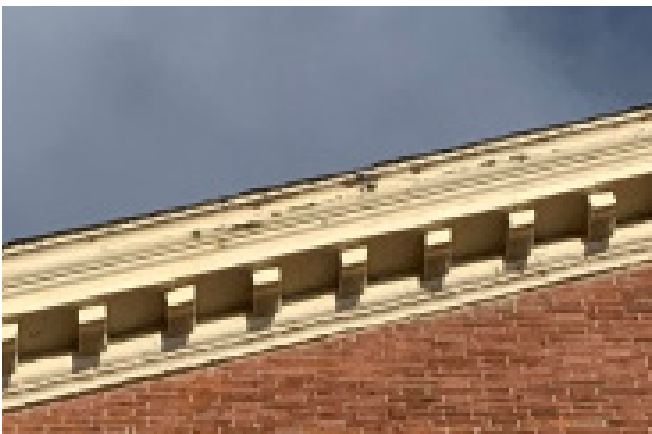


Figure 8

Building Envelope Assessment

The visible sections of frame and mullions appear to be in distress, with visible deterioration and cracks of the wood frames. The Colonial Red brick itself is mostly in good shape. However, there were some concerns:

- Window frames are in distress despite restoration
- Red and mixed bricks need to be re-pointed in several sections on all elevations.
- Cracks were observed on the entry doors
- The decorative trims around the windows are in great shape

Foundation Assessment:

The CMU wall foundation was in fair condition; there was not a great deal of deterioration. However, we observed black char on joists and also cracks on the CMU wall on the North elevation of the basement. Below are a few more items that were found:

- There is a document public drawing for the Town
- There is an existing vault where they conserved old drawing in the City.
- There is a louver cover that brings fresh air in the boiler room
- A large 12" x 12" wood beam as a primary structural member
- Poor lighting in the restrooms

Basement Observations:

- Dark burning stain on floor joists
- Storage needs to be organized. Poor or no ventilation
- We found a puddle of water inside the electrical room
- There is no sump pump at the site south exit
- Crack on the foundation wall on the North elevation

Figure 5: Dark burning stain on floor joists (basement)

Figure 6: Crack in north foundation wall

Figure 7: Wood Window frame in distress (N. Wall)

Figure 8: Barge board trim in distress (Needs to be restored)



Figure 9



Figure 10



Figure 11



Figure 12

Accessibility

The IHCD did a complete ADA assessment report in 2019 for the Old Town Hall (Appendix I) and the surrounding area of Derby Square (Appendix J). Reference these documents for further accessibility issues throughout the building and site, and for recommendations for improvement.

First Floor Observations

- Wood Floor on the Colonnade Hall was uneven in several locations
- Interior window frames were in distress despite restoration. There were visible cracks on the wood frames in several windows and some could even closed
- No AC units and no active ventilation on the floor.
- Ceramic flooring at the North Vestibule
- There is a vault found on the first floor.
- Handicap ramp is on the opposite side of the building from the elevator; therefore, signage will be necessary to navigate traffic.
- Stairs to the Second level are at the North and South Vestibule.
- Different hard wood sections could be observed.
- Scrape, prime, and repaint mullions and frames
- Install sealant along the full perimeter of the frames to plug all the holes at the building foundation in order to prevent water penetration in the basement.
- No fire suppression system inside the Hall or elsewhere in the building.

Figure 9: Hard wood floor on the Colonnade Hall

Figure 10: Arch Window from the interior

Figure 11 Vault / Storage for the City

Figure 12: Decorative Trim Molding entering the Colonnade



Figure 13



Figure 14



Figure 15



Figure 16

Second Floor Observations

- Hard wood floor inside the Great Hall is in distress. Repairs were done with pieces that do not match and patch repairs were made with white caulking. A hole was observed in the floor approaching the stage. It also uneven and creeks in various places.
- Ceiling height at 17 ft. inside the Great Hall
- Wood folding chairs along the north & south walls
- A green room with a bathroom for guests
- Cracks observed behind the folding chairs on the North wall
- Attic access 18 ft from the floor
- Stage is fairly high at 30.5" without any accessible access.
- Repairs mullions and window frames that are in distress around the building perimeter
- Install sealant along the full perimeter of the frames

Attic Floor Observations

- We were able to access the roof hatch in order to inspect the north side of the slate gable roof
- A wood plank pathway was created from East to West
- A tub was found with cloth over it in the attic
- The roof rafters framing were in good condition
- There was two red brick chimney walls on the East and West elevation
- Paper insulation was observed on the floor of the attic

Figure 13: Hard wood floor on the Great Hall

Figure 14: Window on the South wall from the interior

Figure 15: Attic access door

Figure 16: View of the single bathroom on the second floor

Recommendations:

Roof/Building Envelope

1. Repair and re-point red bricks on all elevations
2. Replace or restore main front and back wood doors
3. Repair window frames from the outside
4. Inspect roof and attic annually for leaks
5. Replace fascia board on the East and West elevations

Foundation/Basement

6. Repair the cracks on the CMU wall on the North Wall
7. Inspect burned wood floor joists to structural integrity is not compromised
8. No mold was found but ventilation is needed
9. Redo the bathrooms to accommodate more people, especially when there is activity in the building
10. Replace some of the granite pavers in the pedestrian walkway
11. Clean and organize the basement

First Floor

12. Refinish the hard wood floor at the Colonnade Hall if possible. Otherwise replace with new flooring.
13. Remove the track lights and upgrade
14. Install a HVAC split system in the Facility office

Second Floor

15. Refinish the hard wood floor at the Great Hall if possible. Otherwise replace with new flooring.
16. Fix cracks on the North wall behind the folding chairs
17. Repair crack molding around the window on the West elevation

18. Potential upgrade: Build a prep kitchen space in the basement to serve the Great Hall activities.

Accessibility

19. Refinish the hard wood floor at the Great Hall if possible. Otherwise replace with new flooring.
20. Fix cracks on the North wall behind the folding chairs
21. Repair crack molding around the window on the West elevation



Figure 17 (Photo 4)



Figure 18 (Photo 5)

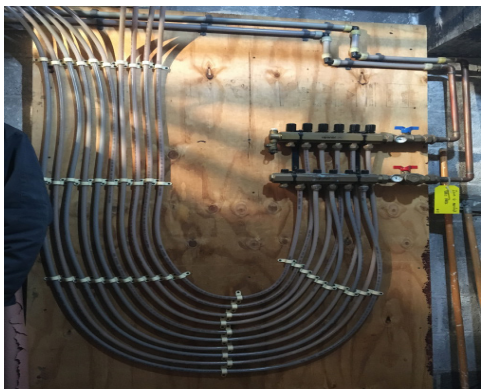


Figure 19 (Photo 6)

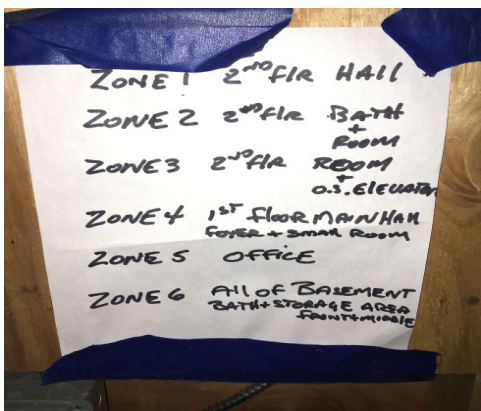


Figure 20 (Photo 8)

Mechanical Observations

- There is currently no automatic fire suppression (sprinkler) system in place; one is typically required for a facility of this use classification including the placement of manually operated fire extinguishers throughout the facility.
- The building heating system consists of condensing gas boilers, heating hot water pumps and piping serving radiators throughout the building. The heating system is approximately 10 years old and appears to be in good condition. (Figures 17, 18, 19)
- There are six heating zones, each with a stand-alone, wall-mounted thermostat. Manifolds are provided for each zone and individual PEX pipe run outs are provided to each radiator.
- A combination of copper and PEX piping was used for heating hot water piping. In general, pipe insulation was incomplete. Fiberglass pipe insulation was observed on portions of the copper piping, however, insulation was not continuous at pipe hangers, valves and some fittings. There was no insulation provided on PEX piping although it is required by energy code. Recommend providing insulation per IECC.
- Pipe and equipment labeling is very minimal. A handwritten note is provided to indicate hot water system zoning. (See Figure 20)
- Ducted toilet exhaust fans are provided for each bathroom on the lower level. The fans were functional but appear to be past their useful life. The fans were intended to be interlocked with the bathroom light switches, however, at least one fan was wired to the exterior lights, not the bathroom lights. Recommend to be fixed.

Figure 17: Condensing gas boilers

Figure 18: Heating hot water pump

Figure 19: Radiators piping

Figure 20: Hot water system zoning



Figure 21



Figure 22



Figure 23



Figure 24

Plumbing Observations:

- An indirect domestic water heater (gas) is provided and was installed at the same time as the heating hot water system. A Taco controller is provided to control the boiler system. (Figure 21)
- Sanitary piping was observed in fair condition. The hub and spigot type cast iron piping suggests that the piping is at least 50 years old. (Figure 24)
- Water and gas meters appear to have been replaced recently. (Figures 22, 23)
- Plumbing fixtures appeared to be in good condition. Facilities staff indicated that most fixtures has been replaced approximately 10 years ago.

Electrical Observations:

- The electrical infrastructure consists of a 600A main panel and numerous distribution panels of various ages. This building had an old electrical system setup with fuse breaker panel boards. The panel boards have been added onto over the years. Old panels should be considered to be replaced. (Figures 28, 29, 30, 31). In order to determine if the system is able to handle any future upgrades we recommend a load assessment is done.
- Battery boxes are provided for emergency lighting. Facilities staff indicated that the batteries require replacement. Recommend a battery maintenance routine. (Figures 25, 26)
- Lighting controls consist of basic switches and dimming dials that appear old and outdated.
- There is no backup generator at the facility

Fire Alarm Observations:

The fire alarm system appeared to be in functional condition and was installed in the 1990's. This system should be tested for verification. No sprinkler system was observed throughout the building (Figure 25)

Figure 21: Taco Controller to control boilers

Figure 22: Water meter

Figure 23: Gas meter

Figure 24: Cast Iron sewer pipe in the basement



Figure 25



Figure 29



Figure 26



Figure 30



Figure 27



Figure 31



Figure 28

Figures 25& 26: Battery Box for emergency lighting

Figure 27: Lighting Control

Figure 28: 600 A Main Panel

Figure 29: Distribution Panels

Figure 30: Fuse Breaker System

Figure 31: Main Circuit Breaker



Figure 32



Figure 33



Figure 34



Figure 35

Artists' Row Buildings

Artists' Row is a group of six one-story pavilions of rectangular form, with prominent standing seam metal gable roofs. Originally constructed in 1975 as open pavilions whose roofs were supported on square brick piers, the buildings are now enclosed, although the piers continue to be expressed on the exteriors. The pavilions are ranged along both sides of a north-south paved pedestrian corridor connecting New Derby Street with Front Street. Variety is gained through changes in the relationship between the pavilions and variations in their dimensions and layouts. The original pavement, which included stone and brick pavers, and which was considered an important place-making aspect of the design through its use of material and pattern, has been replaced with asphalt and concrete pavement that is broken and uneven.

The 6 Stalls are not insulated/weatherized and do not have basements. Four of the buildings are rented out to artists to use for retail, art making, performances and other activities. One is a public bathroom that supports the Artists' Row spaces. All the Stalls, except for the Toilet rooms, were recently repainted on the outside and had new Air Source Heat Pumps installed, as well as some minimal air sealing. The Toilet room stall only had electrical heat added.

Figure 32: Stall #5

Figure 33: Stall #4

Figure 34: Stall #2

Figure 35: Stall #1



Figure 36



Figure 37



Figure 38



Figure 39

Artists' Row Stall #1

Roof Observations:

- There is no insulation to reduce the heating cost and to extend the season
- Rust and oxidation must be removed
- Make sure all fasteners are properly tightened and neoprene washers are in place. Missing fasteners must be replaced.
- There is a gable vent that is bringing outside air to the space and making the room colder
- There are two separate electric meters for the space
- Punctures in the fascia metal have begun to oxidize
- Chipped coating was found at the snow guard
- Stain was found on the NW elevation of the roof

Note: Please reference the roof assessment report by The Garland Company, Inc. for further information on the condition of the roof (Appendix L).

Site Conditions:

The Pedestrian walkway in front of stall #1 looks to be in good condition. There is no public seating area along the pedestrian walkway

Building Envelope:

All elevations are constructed with beaded plywood and bricks.

Foundation:

It is a slab on grade foundation with a mixture of red brick and concrete.

Floor Observations:

- The threshold was not level with the floor at the entry door.
- The flooring material is brick and concrete
- The columns are wrapped in brick
- No insulation in the unit
- There is a mini-split system for heating and cooling

Figure 36: Stall #1 Front view

Figure 37: Stall #1 Rear view

Figure 38: Stall #1 Main Entrance view

Figure 39: Stall #1 Split system



Figure 40



Figure 41

Artists' Row Stall #1

Mechanical Observations:

- This unit is served by a Mitsubishi mini-split system for heating and cooling/tempering. System is 2 years old and is in good condition. (Figure 40, 41 - example)
- The outside air-cooled condensing unit is a 4 ton unit with the ability to support up to 8 indoor fan coil units.
- The unit has 2 indoor, wall mounted, ductless fan coil units. Each fan coil is 2 tons. The fan coils are connected to a branch distribution box that connects to the outside condensing unit.
- Unit has an old obsolete furnace and duct system that should be removed.

Plumbing Observations:

- No Running water

Electrical Observations:

- Building has two services which is a code violation. You can only have one meter in a space, unless it is divided to two separate spaces.
- Service #1 is three phase 120/208V, with a 100 amp panel.
- Service #2 is three phase, 120/208 V, with a 100 amp panel

Fire Alarm Observations:

Unit should have all existing standalone smoke/co detectors replaced, or add new as required

Figure 40/41: Mitsubishi Mini-split system



Figure 42



Figure 43



Figure 44

Figure 42: Stall #2 Front view

Figure 43: Stall #2 View inside the unit

Figure 44: Stall #1 Narrow pathway created by partition

Artists' Row Stall #2

Roof Observations:

- There is no insulation to reduce the heating cost and to extend the season
- There is a gable vent that is bringing outside air to the space and making the room colder
- There is also two separate electric meters for the space
- Rust and oxidation must be removed
- Make sure all fasteners are properly tightened and neoprene washers are in place. Missing fasteners must be replaced.
- Puncture in the fascia metal have begun to oxidize
- Chipped coating was found at the snow guard
- Stain was found on the NW elevation of the roof

Note: Please reference the roof assessment report by The Garland Company, Inc. for further information on the condition of the roof (Appendix L).

Site Conditions:

- The Pedestrian walkway in front of stall #2 looks in good condition.

Building Envelope:

All elevations are constructed with Beaded Plywood and the columns are with bricks. There is also a layer of brick on the inside.

Foundation:

It is a slab on grade foundation with a mixture of red brick and concrete. They installed a special carpet to protect the floor.

Floor Observations:

- The threshold was not level with the floor at the entry door.
- The floor was in brick and concrete
- The column was in brick
- The wall was in brick and beaded plywood
- There was no insulation in the unit
- There is although a split system for heating and cooling



Figure 45



Figure 46

Artists' Row Stall #2

Mechanical Observations:

- This unit is served by a Mitsubishi mini-split system for heating and cooling/tempering. System is 2 years old and is in good condition. (Figure 45, 46 - example)
- The outside air-cooled condensing unit is a 4 ton unit with the ability to support up to 8 indoor fan coil units.
- The unit has 2 indoor, wall mounted, ductless fan coil units. Each fan coil is 2 tons. The fan coils are connected to a branch distribution box that connects to the outside condensing unit.
- This unit has an exhaust system for a kiln provided by the current tenant

Plumbing Observations:

This is the only unit in Artists' Row that has running water. Water appears to be cold only.

Electrical Observations:

Unit is served by a three phase, 120-480 V service. The panel capacity is 100 amps. Panel is old and should be replaced.

Fire Alarm Observations:

The smoke detectors observed were old and need to be upgraded.

Figure 45/46: Mitsubishi Mini-split system



Figure 47



Figure 48



Figure 49



Figure 50

Artists' Row Stall #4

Roof Observations:

- There is no insulation to reduce the heating cost and to extend the season
- There is a gable vent that is bringing outside air to the space and making the room colder
- The fascia metal looks good
- Rust and oxidation must be removed
- Make sure all fasteners are properly tightened and neoprene washers are in place. Missing fasteners must be replaced.
- No visible chipped coating was observed
- Small stain was seen on the West elevation of the roof

Note: Please reference the roof assessment report by The Garland Company, Inc. for further information on the condition of the roof (Appendix L).

Site Conditions:

The Pedestrian walkway looks good with the floor design in front of stall #4

Building Envelope:

All elevations are constructed with Beaded Plywood and bricks. Windows look in fair condition.

Foundation:

It is a slab on grade foundation with two different brick color on the floor.

Floor Observations:

- The red was in distress after walking passed the threshold of the door at the entrance
- The column was in brick
- There was no insulation in the unit
- There is although 2 split system for heating and cooling. This unit could be divided into two.

Figure 47: Stall #4 Northeast Roof Elevation

Figure 48: Stall #4 Rear view from the inside

Figure 49: Stall #4 HVAC Split System inside the space

Figure 50: Stall #4 Main Entrance view



Figure 51



Figure 52

Artists' Row Stall #4

Mechanical Observations:

- This unit is served by a Mitsubishi mini-split system for heating and cooling/tempering. System is 2 years old and is in good condition. (photo 51, 52 - example)
- The outside air-cooled condensing unit is a 4 ton unit with the ability to support up to 8 indoor fan coil units.
- The unit has 2 indoor, wall mounted, ductless fan coil units. Each fan coil is 2 tons. The fan coils are connected to a branch distribution box that connects to the outside condensing unit.

Plumbing Observations:

No running water

Electrical Observations:

Unit is served by a three phase, 120/208 V service. The panel capacity is unknown. Panel is old and should be replaced

Fire Alarm Observations:

Unit should have all existing standalone smoke/co detectors replaced, or add new as required.

Figure 51/52: Mitsubishi Mini-split system



Figure 53



Figure 54



Figure 55



Figure 56

Artists' Row Stall #5

Roof Observations:

- There is no insulation to reduce the heating cost and to extend the season
- There is a gable vent that is bringing outside air to the space and making the room colder
- The fascia metal looks good
- Rust and oxidation must be removed
- Make sure all fasteners are properly tightened and neoprene washers are in place. Missing fasteners must be replaced.
- No visible chipped coating was observed
- Small stain was seen on the West elevation of the roof

Note: Please reference the roof assessment report by The Garland Company, Inc. for further information on the condition of the roof (Appendix L).

Site Conditions:

The Pedestrian walkway looks good with the floor design in front of stall #5

Building Envelope:

All elevations are constructed with Beaded Plywood and bricks. Windows looks alright.

Foundation:

It is a slab on grade foundation with two different brick color on the floor.

Floor Observations:

- The red was in distress after walking passed the threshold of the door at the entrance
- The column was in brick
- There was no insulation in the unit
- Although there is 2 HVAC split system for heating and cooling. This unit could be divided into two.

Figure 53: Stall #5 Front view of the unit

Figure 54: Stall #5 Side view

Figure 55: Stall #5 View inside the unit

Figure 56: Stall #5 HVAC Split system at the entrance



Figure 57



Figure 58

Artists' Row Stall #5

Mechanical Observations:

- This unit is served by a Mitsubishi mini-split system for heating and cooling/tempering. System is 2 years old and is in good condition. (photo 57, 58 - example)
- The outside air-cooled condensing unit is a 3 ton unit.
- The unit has 1 indoor, wall mounted, ductless fan coil units.
- Unit has an old Modine heater that should be removed

Plumbing Observations:

No running water

Electrical Observations:

Unit is served by a three phase, 120V service. The panel has a 100 tons capacity. Panel is old and should be replaced

Fire Alarm Observations:

Unit should have all existing standalone smoke/co detectors replaced, or add new as required.

Figure 57/58: Mitsubishi Mini-split system



Figure 59



Figure 60



Figure 61



Figure 62

Public Restrooms

Roof Observations:

- The fascia metal looks good
- No visible chipped coating was observed
- Small stain was seen on the North elevation of the roof
- Roof Metal looks great

Site Conditions:

The concrete around the catch basin in front of the public restrooms has deteriorated.

Building Envelope:

All elevations are constructed with Beaded Plywood and bricks. There is a sliding door to protect the bathrooms against vandalism and homeless hangouts.

Foundation:

It is a slab on grade foundation with two with yellow ceramic tile on the floor.

Floor Observations:

- The partitions and stalls are in bad shape.
- The bathroom Manual Flush Valve was damaged
- The floor had ceramic tiles and the wall had drywall.
- There is a Women's and Men's restrooms

Figure 59: Public Restroom Front view

Figure 60: Hand dryer, Paper Towel Dispenser (Lady's)

Figure 61: Damaged Flushometer

Figure 62: Closet inside the Men's restroom



Figure 63



Figure 64

Public Restrooms

Mechanical Observations:

- Building is uninsulated and shut down in the winter.
- Bathrooms appear to have exhaust systems. Recommend replacing.
- Bathrooms have in wall unit heaters. Recommend replacing and providing year round heat with low temp sensor.

Plumbing Observations:

- Freeze concerns in the winter according to facility staff.
- Hot water is supplied by a small electrical water heater. Water heater appears to be in fair condition.

Electrical Observations:

There was an existing electrical service panel inside the closet of the Men's restroom. The panel capacity is unknown

Fire Alarm Observations:

Units should have all existing standalone smoke/co detectors replaced, or add new as required.

Figure 63/64: Mitsubishi Mini-split system

Stall Recommendations:

- Remove all the gable vents and install louver cover to protect all the units against water penetration
- Have an electrician to look at the lighting issue in Stall #5
- Repairs all the chipped coated metal in Stall #2, #1 and #5
- The south elevation of roof in Stall #1 needs to be painted
- Public bathrooms are in poor condition and need a complete make-over
- Pedestrian corridor was made with a mixture of concrete and brick pavers
- The bump out of the Lobster Shanty blocks the complete view of the pedestrian corridor connecting both streets, Front and Derby. Consider reconfiguring to eliminate obstruction of the view and pathway.
- Make sure the Artists' Row Units have one electrical meter.
- Further investigate the possibility of extending the season through the winter in a cost effective option
- Remove stain on roof #5 and #1
- Renovate the public bathrooms to create more toilets and Mop sink for the renters
- All panel fasteners must be checked and any loose fasteners must be tightened or, if necessary, replaced with oversized fasteners with neoprene washers.
- Rust and oxidation must be removed by the most rigorous method suitable for the particular project. Primer should be applied at the rate of 1/4 gallon per 100 square feet over the entire roof.
- Make sure all fasteners are properly tightened and neoprene washers are in place. Tighten all loose fasteners or replace with oversized fasteners as necessary. Missing fasteners must be replaced.
- Apply White-Knight Plus about 8 in. wide to the primed surface where the reinforcement is going to be applied. The minimum application rate should be 2 gallons per 100 square feet. Care should be taken to apply the coating without air pockets, puddles, pin holes, etc.
- After field seam application has been completed and allowed to dry, apply White-Knight Plus in a uniform manner at minimum application rate of 2 gallons per 100 square feet.
- Special attention should be given to critical areas of roof, including roof penetrations, transitions, flashings, etc.

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Artist's Row building #1																					
	Roofing	Repair & Re-paint the roof and the fascia board	Infrastructure	Puncture holes on the fascia board that have started to oxidize. Dark stain observed.	1		16	20-30 years		TBD	1	\$ 1,560.00			2	2021		Poor	Repair		Improved Maintenance
	Building Envelope	Replace gable vent to louver cover.	Infrastructure	To prevent water penetration	2		16	N/A		TBD	1	\$ 280.00			2	2021		Poor	Replacement		Improved Maintenance
		Install insulated plywood	Envelope	Plywood serve as insulation to extend the season.	3		16	N/A		N/A	1	\$ 6,000.00			2	2021		Poor	Renovation		Sustainability
	Floor	Repair red brick at the entrance	Interior	Cracks observed at the entrance	4		16	N/A		N/A	1	\$ 850.00			2	2021		Poor	Repair		Improved Maintenance
	MEP	Remove electrical meter	MEP - Electrical	It is a code violation when you have 3 phase elec. Panel inside the same unit.	5		17	8-10 yrs (smoke detectors)		TBD	1	\$ 4,230.00			1	2020		Very Poor	Remove/Rep lace		Sustainability
		Remove old Furnace	MEP - Mechanical	Obsolete	6		17	N?A		N/A	1	\$ 1,200.00			3	2022		POOR	Remove		Sustainability
		Smoke Detectors	Fire Alarm	Obsolete	7		17	8-10 yrs		N/A	1	\$ 120.00			2	2020		Very Poor	New		Safety
Artist's Row building #2																					
	Roofing	Repair & Re-paint the roof, the fascia board, & the chipped coating	Infrastructure	Puncture holes on the fascia board that started to be oxidized. Dark stain observed	8		18	20-30 years		TBD	2	\$ 1,560.00			2	2021		Poor	Maintenance		Improved Maintenance
	Building Envelope	Replace gable vent to louver cover.	Envelope	To prevent water penetration	9		18	N/A		N/A	2	\$ 280.00			2	2021		Poor	New		Improved Maintenance
		Install insulated plywood	Envelope	Install Insulated plywood	10		18	N/A		N/A	2	\$ 6,000.00			2	2021		Poor			Sustainability
	MEP	Replace Elec. Panel	MEP - Electrical	Both system are old	11		19	20-30 years (Elec. Panel)		TBD	2	\$ 3,500.00			1	2020		Very poor	New		Improved Maintenance
		Smoke Detectors	Fire Alarm	Obsolete	12		19	8-10 yrs		N/A	2	\$ 120.00			1	2020		Very Poor	New		Sustainability
Artist's Row Building #4																					
	Roofing	Re-paint the West elevation of the roof	Infrastructure	Black stain observed	13		20	N/A		N/A	4	\$ 250.00			2	2021		Poor	Maintenance		Improved Maintenance
	Building Envelope	Replace gable vent to louver cover.	Envelope	To prevent water penetration	14		20	N/A			4	\$ 280.00			2	2021		Poor	Remove/Rep lace		Improved Maintenance
		Install insulated plywood	Envelope	Provide Insulation to extend the season for the renters	15		20	N/A			4	\$ 6,000.00			2	2021		Poor	New		Sustainability
	MEP	Replace Elec. Panel	MEP - Electrical	Both system are old	16		21	20-30 years (Elec. Panel).		TBD	4	\$ 3,500.00			1	2020		Very Poor	New		Sustainability
		Smoke Detectors	Fire Alarm	Obsolete	17		21	8-10 yrs		N/A	4	\$ 120.00			1	2020		Very Poor	New		Improved Maintenance
Artist's Row Building #5																					
	Roofing	Re-paint the West elevation of the roof	Infrastructure	Black stain observed	14		22	N/A		N/A	5	\$ 250.00			2	2021		Poor	Maintenance		Improved Maintenance
	Building Envelope	Replace gable vent to louver cover.	Envelope	To prevent water penetration	15		22	N/A		N/A	5	\$ 280.00			2	2021		Poor	New		Improved Maintenance
		Install insulated plywood	Envelope	Provide Insulation to extend the season for the renters	16		22	N/A		N/A	5	\$ 6,000.00			2	2021		Does not exist	New		Sustainability
	MEP	Replace Elec. Panel	MEP - Electrical	Both system are old	17		Page 23	20-30 years (Elec. Panel).		TBD	5	\$ 3,500.00			1	2021		Very Poor	New		Sustainability
		Replace the Modine heater inside the unit	MEP - Mechanical	Very poor condition	18		Page 23	15 - 30 yrs		TBD	5	\$ 870.00			1	2021		Very Poor	New		Sustainability
		Smoke Detectors	Fire Alarm	Obsolete	19		Page 23	8-10 yrs		N/A	5	\$ 120.00			1	2020		Very Poor	New		Sustainability

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Artist's Row Restrooms																					
	Roofing	Re-paint a small section on the North elevation of the roof	Infrastructure	Black stain observed	20		Page 24	N/A		N/A	PR	\$ 250.00			2	2021		Poor	Maintenance		Imorove Maintenance
	Building Envelope	Replace gable vent to louwer cover.	Envelope	To prevent water penetration	21		Page 24	N/A		N/A	PR	\$ 280.00			2	2021		Poor	New		Imorove Maintenance
	Floor	Repair red brick at the entrance	Interior	Cracks seen at the entrance	22		Page 24	N/A		N/A	PR	\$ 850.00			2	2021		Poor	Maintenance		Imorove Maintenance
	MEP	Replace Elec. Panel	MEP - Electrical	Both system are old	23		Page 25	20-30 years (Elec. Panel)		TBD	PR	\$ 3,500.00			1	2020		Very Poor	New		Sustainability
	MEP	Replace the Modine heater inside the unit	MEP - Mechanical	Old to be replaced	24		Page 25	15 - 30 yrs		TBD	PR	\$ 870.00			2	2021		Poor	New		Sustainability
		Smoke Detectors	Fire Alarm	Obsolete	25		Page 23	8-10 yrs		N/A	5	\$ 120.00			1	2020		Very Poor	New		Imoroved Maintenance
Old Town Hall																					
	Roofing	Replace the molding over the barge board on both East and West elevations.	Infrastructure	Molding in poor condition	26		Page 8	N/A		N/A	OTH	\$ 21,000.00			1	2020		Very Poor	new		Improved Maintenance
	Site Condition	Replace granite pavers	Walkway	Remove and replace broken pieces of granite pavers	27		Page 7	N/A		N/A	OTH	\$ 266.00			1	2020		Very Poor	Repair		Improved Maintenance
		Unclog Catch basin on the pedestrian walkway	Walkway	Clean a catch basin on the East walkway.	28		Page 7	N/A		N/A	OTH	\$ 450.00			1	2020		Very Poor	Maintenance		Improved Maintenance
	Building Envelope	Restore the historical main entrance doors.	Envelope	They are in poor condition	29		Page 8	N/A		N/A	OTH	\$ 4,200.00			2	2021		Poor	Restore		Improved Maintenance
		Repoint the red brick on all elevations	Envelope	Red brick in distress.	30		Page 8	N/A		N/A	OTH	\$ 33,633.00			3	2022		Fairly Poor	Restore		Sustainability
		Repair the mullions on the window frames	Envelope	Scrape, re-paint Mullions on the window frames in all elevations	31		Page 8	N/A		N/A	OTH	\$ 21,000.00			2	2021		Poor	Maintenance		Improved Maintenance
	Basement	Repair crack on the CMU wall on the foundation wall	Interior	Crack in the CMU foundation wall	32		Page 8	N/A		N/A	OTH	\$ 3,300.00			1	2020		Very Poor	Repair		Improved Maintenance
		Mold mitigation on Floor joists	Interior	Very poor condition. Safety Concerns	33		Page 8	N/A		N/A	OTH	\$ 18,560.00			1	2020		Very Poor	Major		Safety
		Rebuild the bathrooms in the basement	Interior	To increase the capacity. It is needed!	34		Page 8	N/A		N/A	OTH	\$ 22,000.00			1	2020		Very Poor	Renovation		Improved Maintenance
		Install bathroom fan	Interior	Fans were wrongly wired and old	35		page 12	N/A		N/A	OTH	\$ 560.00						Very Poor			
		Clean and organize the basement	Interior	Safety Hazard	36		Page 8	N/A		N/A	OTH	\$ 900.00			1	2020		Very Poor	Maintenance		Improved Maintenance
	First Floor	Replace Hardwood floor in Colonnade Hall	Interior	Hardwood floor is in poor conditions.	37		Page 9	N/A		TBD	OTH	8.5 sq.ft.			1	2020		Very Poor	Major		Resiliency
		Repair/Repaint the mullions on the window frames	Envelope	Scrape, re-paint Mullions on the window frames in all elevations	38		Page 8	N/A		N/A	OTH	See Above		*Above price for all w	2	2021		Poor	Maintenance		Improved Maintenance
		Install AC unit		Colonnade Hall needs it	39		Page 9	N/A		N/A	OTH	\$ 6,800.00		*Based upon Mitsubishi mini split system installed; 8 Head Units	2	2021		Poor	New		Improved Maintenance
		ADA Ramp to be adjusted	ADA	Smooth ramp transition with concrete under the ramp to guarantee continuity	40		Page 9	N/A		N/A	OTH	\$ 1,440.00			1	2020		Very Poor	Repair		Safety
		PEX piping to be insulated	Infrastructure	Required by Energy Code under the IECC	41		Page 12	N/A		N/A	OTH	\$ 3,200.00			2	2021		Poor	Preventive		Improved Maintenance

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	Second Floor	Build a prep kitchen for Great Hall.	Interior	Build a kitchen prep area for the building	42		Page 10	N/A		N/A	OTH	\$ 14,820.00			1	2020		Very Poor	Major		Sustainability
		Replace Hardwood Floor	Interior	Floor in Poor condition	43		Page 10	N/A		N/A	OTH	8.5 sq.ft.		*Allowance per square foot of flooring; 2-1/4" White Oak field	1	2020		Very Poor	Major		Resiliency
		Install AC unit	Interior	Needed for the usage	44		Page 10	N/A		N/A	OTH	\$ 6,240.00		*Based upon Mitsubishi mini split system installed; 6 Head Units	1	2020		Very Poor	Preventive		Sustainability
		Rebuild the Stage	Interior	Safety hazard! It is too high.	45		Page 10	N/A		N/A	OTH	\$ 3,200.00			1	2020		Very Poor	Renovation		Safety
	MEP	Automatic Fire Suppression system needs to be installed.	MEP - Mechanical	Required because of building usage	46		Page 12	TBD		N/A	OTH	\$ 180,000.00		*Dependent upon engineered design; based upon 4" service retrofit installation with soffit coverings	1	2020		Very Poor	Major		Sustainability
		Fire Extinguishers	Fire Alarm	Testing Fire Alarm yearly	47		Page 13	3 - 5 years			OTH	\$ 380.00			1	2020		Very Poor	New		Improved Maintenance
		Replace the fuse electrical panels.	MEP - Electrical	Fuse breakers are obsolete.	48		Page 13	50 years		N/A	OTH	\$ 3,500.00			2	2021		Poor	New		Safety
		Install a backup generator	MEP - Electrical	Considering the usage of the building. It needs one	49		Page 13	10 yrs		N/A	OTH	\$ 24,800.00		*Kohler brand natural gas back up generator allowance, will depend upon exact	3	2022		Poor	New		Safety

Note: These are rather rough numbers. I left the flooring as a sq.ft. price as I don't know exactly how much will be replaced. That includes sound proof subflooring for \$8.5 field finished white oak. The MEP pricing could change depending on the sizes of equipment etc.

APPENDIX A : OLD TOWN HALL STUDY 1996

APPENDIX B : OLD TOWN HALL UPGRADES

APPENDIX C : OLD TOWN HALL PLANS 1990'S

APPENDIX D : OLD TOWN HALL BATHROOM IMPROVEMENTS

APPENDIX E : OLD TOWN HALL WINDOW PROJECT 2014-2015

APPENDIX F : OLD TOWN HALL WINDOW RESTORATION 2015

APPENDIX G : CITY OF SALEM HISTORIC PRESERVATION PLAN UPDATE 2015

APPENDIX H : CITY OF SALEM ENERGY STUDY REPORT

APPENDIX I : OLD TOWN HALL - ADA TRANSITION PLAN 2019

APPENDIX J : DERBY SQUARE - ADA TRANSITION PLAN 2019

APPENDIX K : ARTIST'S ROW - ADA TRANSITION PLAN 2019

APPENDIX L : ARTIST'S ROW - ROOF SURVEY

APPENDIX M : ARTIST'S ROW MINI-SPLIT AS BUILT 2018

APPENDIX N : LOBSTER SHANTY ADDITION 2016