



National Civil Rights Museum

Annual Facility Assessment Report

SBC No.: 529/000-01-2020

Task Authorization No.: 14-011

June 2023



General Overview

This annual report summarizes the conditions of the site and building owned by the State of Tennessee and leased to the National Civil Rights Museum located at 450 Mulberry Street in Memphis, Tennessee. The facility assessment was conducted by Danielle Palmer (Hefferlin + Kronenberg Architects), Lisa Reaney (STREAM), Kevin Powell (STREAM), Brandy Mercer (STREAM), Wes Cannon (JLL), Mark Massongill (NCRM Facilities Manager), Tsitsi Tee Jones (NCRM Chief Financial and Operations Officer), Sherryl Tucker (NCRM Senior Director of Operations) during a site visit on June 20, 2023.

The National Civil Rights Museum in Memphis, Tennessee was established in 1991. The museum encompasses multiple contiguous structures, notably the former Lorraine Motel, where the prominent civil rights leader, Dr. Martin Luther King Jr., was assassinated. It is important to maintain the historic appearance of the Lorraine Motel as well as other period facades that are remaining intact. The entire facility spans about 60,500 square feet, providing space for interactive exhibits, historical collections, speakers, and special events. Visitors have the opportunity to explore the history and immerse themselves in the inspiring era of change within this facility.

It is the intention of this assessment to assist the State in deciding the current and probable future project needs for the National Civil Rights Museum.

Recent Completed Projects Summary

- New light fixtures were installed at the visitor's parking lot.
- The manhole at the employee parking lot has been repaired.
- The access gates to the mechanical courtyard have been secured.
- The brick façade that had cracking or open mortar joints has been tuckpointed.
- Caulking around window openings were replaced where caulking was cracking.
- The roof hatch, centrally located at the enclosed staircase, was replaced.
- Portions of the interior finishes have been updated including new paint and carpet near the museum's administration area and conference room.
- The flooring in the Hooks Hyde Hall was replaced with new carpet and resilient flooring.
- Interior lighting is in the process of being converted to LED lamps in exhibit areas.
- Portions of the interior handrails have been refinished with a high-performance coating.
- HVAC upgrades were made in the museum archive storage room to help regulate room temperature and air humidity.



New site lighting at the visitors parking lot



Gate has been secured to mechanical courtyard



New mechanical unit in the archive room



New flooring installed in Hook Hyde Hall

Current Projects

- The museum is investigating ways to prevent cars from driving over the curbs and median of the parking lot and accessing the site after hours.
- The scope of work is being defined for the exterior wood doors replacement project at the Lorraine Motel.



Site barriers to be enhanced near visitors parking



Barriers to be improved while keeping patron access

FACILITY ASSESSMENT

Overall, the interior was in good condition. Some finishes have been updated in the administration area and conference hall of the museum. Majority of the lighting has been switched to LED type lighting. Due to the height of some of the light fixtures, maintenance having to replace LED lamps less often would be preferred. Lights will be converted once the lamps are need of replacement.

The visitor parking lot lighting had been recently updated. There is a concern with security of the property and vehicles going over the medians and accessing the site after hours. The museum has been working with a local landscape architect on site barrier designs that include adding bollards, retaining walls, enhancing pedestrian walkways and creating landscape buffer yards to help prevent cars from accessing the site. It will be important that the building's patron access remains accessible. The rear parking lot for employees needs some maintenance and could be overlaid in the future. When resurfacing, verify clearances needed for the adjacent exterior insulation finishing system (EIFS) facade. The loading dock is not installed at a depth that is usable while unloading trucks. The existing loading dock would benefit from having a dock leveler installed to unload truck deliveries.

There are areas of cracking along perimeter sidewalks which could present as a tripping hazard. It is recommended to repair pavement at areas where the pavement has settled. Continuous exterior paths from exit stairways to the adjacent sidewalk is also recommended. An accessibility report should be performed for the entire facility to ensure paths that serve as an accessible means of egress meet the accessibility requirements.

The exterior façade is in good condition overall. Areas of brick have recently been tuckpointed. An overall cleaning of the brick is recommended. The existing EIFS is in good condition. There are areas that have been damaged and need repaired.



Existing loading dock



Settled sidewalk pavement to be monitored

Basement/ Foundation

There appears to be no issues with the building foundation. Spray insulation is missing on portions of the basement ceiling. Spray insulation needs to be reinstalled at portions that are missing to keep the thermal performance and any fire code requirements intact.



Spray insulation at basement to be reinstalled

Structure/ Slabs

The staff did not report any floor slab or structural issues at time of the site visit. No visual concern was noted and no work is required at the time.

Roof

Portions of the largest section of roofing are bubbling and seams were starting to pull apart. The manufacturer holding the roof warranty, if warranty is still active, should be consulted prior to making repairs to maintain the roof warranty. The roof sections that have bubbling and potential for cracking need to be reviewed by a roofer and, at minimum, be repaired. It is recommended that these roof sections to have a full roof replacement. Reference previous roofing report completed by Hefferlin + Kronenberg Architects (Task Authorization #14-008) for additional recommendations for roofing maintenance items. The roof needs to be addressed.

At the Lorraine Motel, a portion of roofing is lifted near the gutter. It does not appear that the flashing or a sheet metal edge were installed at the roof edge to the gutter. There are areas where the gutters and downspouts are damaged. The fascia boards and soffits need to be cleaned. Utilize only cleaning products and methods that will not harm the existing material. Due to the cultural sensitivity of the site, no change should be made to the appearance of any visible portion of the historic facility without review from the Historical Commission.

The roof hatch located in the enclosed staircase near the motel has recently been replaced. There is currently free access to the roof hatch. A lock should be installed at the hatch. Also, installing a bar at the bottom of the roof access ladder is recommended for safety. Since the roof hatch is installed within 10 feet of the roof edge, it is recommended that a guard or personal fall arrest anchorage connector be installed. An area of the upper roof was inaccessible at the time of the site visit. A permanent ladder between the lower and upper roof should be installed for maintenance accessibility. Electrical conduit piping for security cameras at the office roof portion are sagging in areas. Provide additional pipe supports at the proper spacing.



Roofing membrane that is bubbling and cracking



Roof membrane pulling apart at seam



Roofing edge needs flashing at Lorraine Motel



Gutters and downspouts at Lorraine Motel



High roof to be accessible from adjacent low roof



New roof hatch needs lock

Exterior

The masonry brick, including mortar joints, are generally in good condition. Clean the brick to improve appearance. Utilize only cleaning products and methods that will not harm the façade. Repair and repaint the EIFS wall where the system is damaged near the entrance. Steel lintels at window openings are starting to rust. Remove peeling paint and repaint steel lintels. The entry doors at the lobby could use new weather stripping to prevent air infiltration into the facility. The storefront glazing at the gift shop, above the lobby entrance, show signs of broken seals, which allows moisture/condensation in between the panes of glass. Replace insulated glazing panels and provide continuous sealant around the perimeter of the storefront framing system.

The exterior wood doors at the Lorraine Motel are cracking and the veneer is pulling away from the door core. The doors should be replaced. There is evidence of mildew at the Lorraine Motel's steel framing and glazing systems. This area should be tested prior to cleaning any mildew from steel framing system and adjacent curtains. Remove sealant and provide new exterior grade sealant around the entire perimeter of the frame. Due to the cultural sensitivity of the site, no change should be made to the appearance of any visible portion of the historic facility without review from the Historical Commission.

It is recommended an accessibility report be performed for the entire facility to ensure paths that serve as a means of egress are meeting the accessibility and code requirements. Paths should be unobstructed at the exit discharges to the public way. It is recommended that hard surface paths are provided at the west and south exit stairways to the adjacent sidewalks.



Brick façade around entire perimeter to be cleaned



EIFS system to be repaired and repainted



Steel lintels to be repainted



Glazing system needs replacement at gift shop



Wood doors to be replaced at the Lorraine Motel



Exit discharge at west exit stair



Exit discharge at south exterior stairway

Stairs/ Ramps

Interior stairs and ramps are in good condition. Continue to maintain the nonslip coating on the stair in the lobby. Another coat may need to be applied to keep the stairs from discoloration. The handrails within the high traffic exhibit spaces are peeling. Portions of the handrails are currently being repaired by refinishing the rails with a high-performance coating. Additionally, there are missing handrails at stairways or ramps. Handrails need to be installed on both sides of the stairs and/or ramps along the path of travel.

Exterior guardrails and handrails at the east, employee entrance are starting to peel due to weather. The guardrails and handrails need to be repainted. To increase the longevity, it is recommended to use a high-performance coating or replace with stainless steel rails.



Peeling paint on handrail



Missing handrail to be installed



Missing handrail to be installed



Peeling paint at exterior handrails and guardrails that need refinishing



Finishes

Overall, the interior finishes of the exhibit and office spaces are in good condition. The carpet tiles in high traffic exhibit spaces are stained and showing signs of wear. Carpet could be cleaned or replaced. Wood flooring is showing signs of damage and could be replaced. The walls in the lobby need to be repainted. Damaged gypsum board should be repaired or

patched prior to repainting. Majority of the walls have been installed with corner guards but areas such as column fur-outs and break areas are missing corner guards. Install corner guards for wall protection. The plaster walls between the original Lorraine Motel exterior wall and interior furring wall are cracking. The plaster needs to be repaired.

There are a few stained ceiling tiles at the front lobby area along with damaged ceiling grid, which should be replaced as needed. During time of the site visit, the plenum space was not accessible to identify the cause of the staining.

Bench seat upholstery is stained and some fabric is starting to rip. The fabric at all bench cushions and back rests should be replaced. The perimeter trim at the platform seating is starting to pull away. Repair or replace perimeter trim and any carpet that has been damaged.



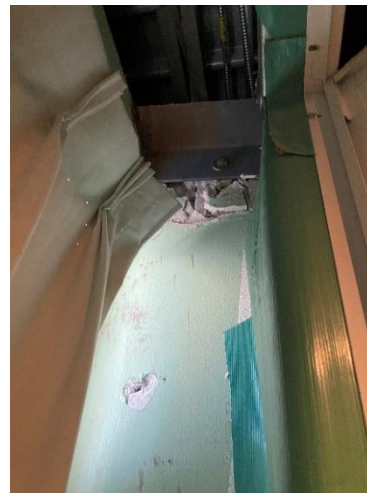
Stained ceiling tile to be replaced in Lobby



Stained and worn carpet tile to be replaced in exhibit space



Stained bench upholstery to be replaced in theater spaces



Plaster walls to be repaired at Lorraine Motel

Elevators

There are two elevators on site. These both were reported to be functioning at time of the site visit. No work is required at the time. Yearly inspections and maintenance should be continued in order to prolong the elevator life.

Plumbing

It was noted in the previous annual assessment report that some wall mounted toilets were becoming loose. These items were not noted to have been repaired. The water closets were not observed at the time of the site visit. Replace or repair loose wall mounted toilets. If toilets are to be replaced, patch walls and repair finishes as required.

HVAC

The mechanical systems were stated in previous annual assessment report to have been inspected by a third party commissioning agent. The recommendations outlined in the previous commissioning report should be implemented to expand the lifespan of the mechanical equipment. It is recommended the systems are reinspected and the recommendations are implemented to optimize the overall equipment's performance and lifespan. The cooling tower is dirty and has debris within the louvers. The unit needs to be cleaned to remove debris and sediment. The adjacent ductwork is in need of repair.



Fins of the cooling tower need to be cleaned



Ductwork to be repaired

Fire Protection

The fire alarm and sprinkler systems were reported to be functioning at time of the site visit. The mechanical room, near the administration offices (in the Lorraine Motel), has holes and penetrations through a fire partition that are not fire rated. All the holes need to be patched with fire rated gypsum board. Any penetrations through these walls need fire rated caulk installed around the perimeter of the penetration. All fire partitions should be reviewed and apply any missing fire rated caulking as required.



Openings need to be patched with fire rated assembly at janitor's closet

Electrical

Interior lighting throughout the exhibits and facility are in the process of being replaced with LED light fixtures. The electrical floor boxes located in the rotating exhibit space protrude from the floor and interfere with exhibits and patrons walking paths. It is recommended these get reinstalled so they can be flush with the finish floor surface. The exterior light fixtures at the Lorraine Motel are rusting and need to be repaired or replaced. Due to the cultural sensitivity of the site, no change should be made to the appearance of any visible portion of the historic facility without review from the Historical Commission.



Floor outlets need to be flush with the floor surface



Exterior light fixtures at Lorraine Motel need replacement

Data/ Communications

The staff has not reported any data or communication issues at the time of the site visit. The Building Automation System (BAS) Sequence of Operation (SOO) had some issues noted in the previous annual assessment report. These were not reported to have been adjusted.

Future Projects

The following work is a recommended list of projects to be considered at the museum:

Site work

- Site barriers should be implemented to prevent vehicles from accessing the site after hours.
- Provide continuous exterior paths from exit stairways to an adjacent sidewalk.
- Repair areas of cracked sidewalks.
- Re-pave the rear employee parking lot.
- It is recommended an accessibility report be performed for the entire facility to ensure paths that serve as an accessible means of egress are meeting the accessibility requirements.

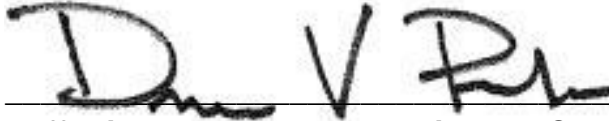
Exterior

- Replace exterior doors which are warping and cracking at the Lorraine Motel.
- Replace roof sections where the membrane is bubbling. Reference previous roofing project report completed by HK Architects for additional recommendations for roofing maintenance items.
- Replace glazing at gift shop window system.
- Masonry and mortar joints are largely intact. Clean entire masonry façade and continue to tuckpoint where mortar joints are open or cracking.
- Lintels at window openings should be cleaned of rust and repainted.
- Clean and repair soffits, fascia, and light fixtures at the Lorraine Motel.

Interior

- Patch openings and install fire caulking at fire rated walls.
- Provide handrails on both sides of stairs and/or ramps.
- Repair and paint gypsum board walls in the lobby. Install corner guards at all outside corners.
- Repair and replace damaged ceiling tiles and ceiling grid system at the lobby and administrative area.
- Replace fabric at bench seating.
- Continue to replace floor finishes in high traffic areas.
- Refinish ramp handrails and install missing stairway and ramp handrails.
- Repair spray insulation at the basement ceiling.
- Continue to convert light fixtures to LED throughout the building.
- Incorporate mechanical systems recommendations from the commissioning report to optimize the overall equipment's performance and lifespan.
- Repair wall-hung toilets in the restrooms which are becoming loose as noted in previous annual assessment report.

Report prepared by:



Hefferlin + Kronenberg Architects - Consultant

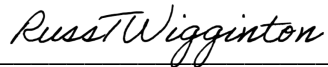
Report reviewed by:



Hefferlin + Kronenberg Architects - Consultant



Tennessee State Museum



National Civil Rights Museum